

Agenda & Motions

Alma Mater Society of Queen's University Inc.
Regular Board Meeting
Saturday August 20, 2016 | 9:00 AM
AMS Board Room, Queen's University, Kingston



[PUBLIC]

Item	<u>OPEN SESSION</u>	Type	Time
1	Call to Order	Procedure	1 min
2	Roll Call	Procedure	1 min
3	Approval of Agenda	Action	1 min
3.1	<i>BE IT RESOLVED THAT the agenda of the August 20th, 2016 meeting of AMS Inc. is adopted, as presented</i>		
4	Approval of the Past Minutes	Procedure	1 min
4.1	<i>BE IT RESOLVED THAT the minutes of the July 23rd, 2016 meeting in open session of AMS Inc. are adopted, as presented.</i>		
5	Reports		
5.1	President	Information	5 min
5.2	Vice President (Operations)	Information	5 min
5.3	Vice President (University Affairs)	Information	5 min
5.4	Hospitality and Safety Services Director	Information	5 min
5.5	Retail Services Director	Information	5 min
5.6	Media Services Director	Information	5 min
5.7	General Manager	Information	5 min
6	New Business		
6.1	General Office Budget (Including the Assembly Budget)	Action	20 min
6.2	AMS Board of Directors Budget	Action	20 min
6.3	Restricted Fund Schedule	Action	30 min
6.4	Consolidated Budget	Action	30 min
6.5	Strategic Discussion: Assessing the Social Value of Services	Discussion	30 min
6.6	Strategic Discussion: Assessing the Sustainability of Services	Discussion	30 min
6.7	Strategic Discussion: Open Topic	Discussion	45 min
6.8	Feedback Discussion: Reflections on Summer Board Meetings	Discussion	15 min
7	Adjournment	Procedure	1 min



ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED
2016-2017 AMS Board of Directors Open Session Minutes

August 20th 2016, at 9:00AM
Queen's Centre Room 506, John Deutsch University Centre, Kingston, Ontario

ITEM 1: CALL TO ORDER

The August 20th 2016 meeting of the AMS Board of Directors was called to order at 9:04am.

ITEM 2: ROLL CALL OF MEMBERS

Present:

Q. Giordano, Chair
G. Giannopolous, Vice-Chair
C. Thompson, Vice-President (University Affairs)
D. Walker, Vice-President (Operations)
T. Lively, President
L. Parry, General Manager
A. Zhou, Corporate Secretary
J. Fonseca, Student Director
E. Trus, Student Director
C. Bevans, Student Director
M. Garcia, Media Services Director
L. Burns Scully, Retail Services Director
B. Kim, Hospitality and Safety Director
D. McConomy, Community Director
M. Lindsay, Community Director

Regrets:

B. Rudson, Student Director

ITEM 3: APPROVAL OF AGENDA

BE IT RESOLVED THAT the agenda of the August 20th 2016 meeting of AMS Inc. is adopted, as presented.

Moved: Q. Giordano

Seconded: D. McConomy

No questions or comments.

All for.

Motion unanimously adopted at 9:04am.

ITEM 4: APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

- What was the reaction to the refusal of the Accessibility Queen's grant discussed in the previous meeting? (D. McConomy)
- We contacted them by email to inform them of the Board's decision. They contacted the Social Issues Commissioner to get more information on why the grant was refused. The grant assignment policy has been updated and an objective rubric has been created. (C. Thompson)
- As the minutes are now complete, they will be passed along to provide more information on the Board's decision. (Q. Giordano)

BE IT RESOLVED THAT the minutes of the July 23rd 2016 open session meeting of AMS Inc. are adopted, as presented.

Moved: Q. Giordano

Seconded: J. Fonseca

Motion unanimously adopted at 9:06am.

ITEM 5: REPORTS

ITEM 5.1: PRESIDENT

- The meeting with the new provost went well. A pilot project is being launched to focus faculty on teaching. In past years, faculty devoted 40% of their time to teaching, 40% to research, and 20% to service. Now, faculty will be teaching multiple courses so they will become specialized in teaching rather than that one course. The provost seems personable and energetic, I look forward to working together. (T. Lively)
- The biggest change regarding the policy on workplace harassment is that it is shifting from being a human rights issue. Now, any issue that is seen needs to be reported and an investigation and follow-up are required. We are making sure that this is being clearly communicated. (T. Lively)
- I am looking forward to seeing these changes enacted on campus. When you come to Ryerson I would like to introduce you to Wade Hall, formerly of Queen's Advancement and now Director of Advancement at York, Tyler Turnbull a former AMS President who went on to found his own digital marketing firm, and the policy staff at Training, Colleges, and Universities Canada. I think they have great insight that will help guide future decision-making. (M. Lindsay)

Report ended 9:11am.

ITEM 5.2: VICE PRESIDENT (OPERATIONS)

- A space in the Queen's Centre became available in April. Grocery Checkout intends to take over the space to open a deli and ready-made food space. The current Grocery Checkout

location will contain produce and a snack bar. The lease will end April 2018 with a landlord option to renew on a month to month basis. Currently writing up the lease with the lawyers. (D. Walker)

- The evaluations were interesting, we learned several new things. Private chats were made regarding concerns that were brought up. (D. Walker)
- The Bikes and Board Manager was let go in June due to numerous instances of underperformance and insubordination. We have re-staffed the position and things are going well with the new Bikes and Boards Manager. (D. Thompson)
- The executive will sit down with Lyn shortly, we are looking to start permanent staff evaluations in November/December. (D. Walker)

Report ended 9:16am.

ITEM 5.3: VICE-PRESIDENT (UNIVERSITY AFFAIRS)

- No questions or comments.

Report ended 9:16am.

ITEM 5.4: HOSPITALITY AND SAFETY SERVICES DIRECTOR

- QSC met with campus security to discuss the StuCons' role in the Richardson Stadium event. The number of StuCons needed and their role in the event were discussed. Students will be dispersed among the general public. (B. Kim)
 - o It seems that since the students are so diluted we may be violating the principle of creating a safe workplace. It would be important to monitor the situation. (D. McConomy)
- The relationship between QSC and Campus Security is good, Logan has met with them many times. They are good at keeping us aware of the events happening at Queen's which is good because we are a hands-off service. (B. Kim)
- Formalizing a relationship would be valuable. Perhaps a MOU working with faculty societies to establish a regular relationship rather than one that varies depending on the Director. (J. Fonseca)
- There are 20 StuCons being requested per game, which is less than normal. (B. Kim)
- I am concerned about establishing consistency, it seems to me that the POS systems are changed every year. (D. McConomy)
 - o The Cogro POS change this year was an update of existing software to stay compatible with Windows 7. From the user's end, the functionality hasn't significantly changed. (B. Kim)
 - o The Purchasing Manager reconfigured screens to make them more user-friendly for staff. (D. Walker)

Report ended 9:23am.

ITEM 5.5: RETAIL SERVICES DIRECTOR

- I spoke with a student who worked for OTD. OTD's online sales were done through Shopify. Gave very positive reviews of Shopify as both a sales platform and as an inventory management platform. Is this an option we can pursue? (D. McConomy)

- To avoid accidentally selling products we don't have I would like to finish the physical inventory process (retagging) and organizing the storage spaces first. As well, there are still pricing considerations yet to be decided. I think online sales is a great way to go, but not right now. (L. Burns Scully)

Report ended 9:29am

ITEM 5.6: MEDIA SERVICES DIRECTOR

- The privacy agreement dictates that third parties (e.g. the AMS) can't have access to home/ mailing addresses, only emails, student numbers and names. The Frosh in Focus issue was only sent to those who responded to the email and indicated that they would like to receive it, so only 600 were sent out. (M. Garcia)
- There are five Walkhome staff (two teams) on call every night. (M. Garcia)
- The advertising revenue is on track, seven ads were sold and most were in colour. Advertising revenue covers the cost to physically print the paper. (M. Garcia)
- I would like to get the Business Manager to Toronto to have a conversation with Tyler Turnbull. He is a former AMS president who now runs a successful advertising company. It seems that we are losing out on potential revenue and I'd like to hear Tyler's insights on monetizing. (M. Lindsay)
 - Max goes to Toronto frequently so that is definitely something we can set up. (M. Garcia)

Report ended 9:33am.

ITEM 5.7: GENERAL MANAGER

- My report covers the high-level things that I do at the AMS, but I do a lot of small things as well. Please ask if you have any specific questions about my daily activities. (L. Parry)
- The transition with Lyn McFarlane as controller is going well, I am able to give direction behind the scenes and she has been performing well. (L. Parry)

Report ended 9:35am.

ITEM 6: NEW BUSINESS

ITEM 6.1: GENERAL OFFICE BUDGET (INCLUDING THE ASSEMBLY BUDGET)

- The Bus-It account has been updated to include revenue typically left off. Administration charges include office supplies, salaries, legal expenses, and insurance. About 50% of General Office Contributions are from Assembly. The Bus-It contract is renewed every three years. (D. Walker)
- Since the campus dentist's office is now in place, the price of the dental plan has increased. The campus dentist offers 100% coverage with direct billing. (D. Walker)
- I've compared the statistics of other campus dentists, the increase will be anywhere between 50%-150%. We will be drawing on our reserves. (L. Parry)
- We could try to push the information to parents, but it would be difficult since confidentiality clauses on health and dental are in place for those aged 16 and up. (D. Walker)
- In order to present the "Reclassification of Specific AMS Fee" account as revenue we would have to consolidate commission and assembly revenue. (L. Parry)
- It was difficult to budget for legal expenses as these issues are unpredictable. We are trying to be more proactive by running thing through Michael first. (D. Walker)
 - We have concluded two legal cases from last year. (L. Parry)

- The Advantage Fund's brokerage fees of \$46,000 are reasonable considering the fund is worth approximately \$500,000. (D. McConomy)
- Under the MOU to settle the Queen's Centre project, Queen's held \$500,000 and the AMS held \$500,000. This money was meant to be invested to fulfil the MOU. The money was recorded under the Queen's Centre fund but will be transferred into the Advantage Fund. Queen's University later advised that there was no investment obligation but \$200,000 would be deferred for maintenance. (L. Parry)

Moved: D. Walker

Seconded: C. Thompson

Motion unanimously adopted at 9:53am.

ITEM 6.2: AMS BOARD OF DIRECTORS BUDGET

- Grants are now recorded under Special Projects. Recruitment costs have increased due to active searches for the Policy Analyst, Community Director, and IT Manager. (Q. Giordano)
- Recruitment costs are based on an estimation using various methods (LinkedIn, headhunters). (L. Parry)
- It is the mandate of the committee that the funds are spent. Every dollar should benefit causes mandated for the committee. (Q. Giordano)
- Involving the Board on grant decisions is something to consider, if we find it redundant we can change it. I have seen a lot of ways that this can be beneficial, but I am reluctant to make a judgment on it. (Q. Giordano)
- I want to ensure that we are not doing busy work but focusing on strategic managerial decision-making. (T. Lively)
- As the Chair of Special Projects, I have considered the redundancy. We have previously discussed the shadowy nature of the board, but that is something I want to discuss in the context of special projects. (J. Fonseca)
- I would hate to restrict the board, it would be unfortunate if all the funds were tied up and something meaningful comes up. I would want the flexibility in the budget to accommodate an unplanned project. (M. Lindsay)
- I think there should be a review of the committee as opposed to what we are giving up. I would like to meet with Lyn to go over things that have been previously funded and see if it is true with the mandate. There are some projects that are not beneficial outside the AMS and that is something for the committee to consider. (D. Walker)
 - o Refining the committee is certainly a worthwhile goal, I would like to have a discussion about that. (J. Fonseca)
- Changing it to grants helps show the purpose of the committee. Special projects were referred to as general projects, it was not specific enough. (Q. Giordano)
- Special projects have been disproportionately done around events, it would be beneficial to add more services. (M. Lindsay)
- The only services that was funded was Tricolor, everything else was used to pay for logistic expenses. (Q. Giordano)

Moved: Q. Giordano

Seconded: D. Walker

Motion unanimously adopted at 10:08am.

ITEM 6.3: RESTRICTED FUND SCHEDULE

- Accessibility Queen's is funded by the student fee. There is a five-year contract with the registrar to provide extra funding for long term medical reasons. (D. Walker)
- As a brief overview of the different funds:

- Advantage – an investment fund that is managed by Lyn, myself and the CIBC investment advisors. (D. Walker)
- AMS Bursary – in place due to an agreement with the registrar’s office, historically we have annually put \$25,000 into it. The only way we would add more is from uncollected student activity fees. We are unsure how much is still unused. None of it will increase the bottom line. (D. Walker)
- Health/Dental – covers physiotherapy, drug coverage, physical therapy. For further detail, please see me. (D. Walker)
- AMS Student Centre – in place due to the Triparty Agreement, contributes to SLC facilities and other projects. Covered the Queen’s Centre project that was never completed. We fund it less every year because building costs are decreasing. Part of a broader conversation Kyle started last year. (D. Walker)
- Facilities – the operational costs of our usage of the Queen’s Centre (not including the ARC), charged based on utilization. Covers costs of new tenants, utilities, and other basic costs. (D. Walker)
- Queen’s Centre – Under the terms of an Agreement made between Queen’s and the AMS in 2011, the AMS holds \$500,000 of a \$1.2m commitment towards renovations of the JDUC. Queen’s holds \$500,000 plus a \$200,000 obligation for deferred maintenance. It is this fund that has been used for the Wallace Hall renovation as well as the two other projects in the JDUC. (L. Parry)
- The SLC’s rent is governed by the SLC management board, the Triparty pays into it based on proportions outlined in the agreement. The AMS does not specifically cover these costs. (D. Walker)
 - Management fees are treated as costs and are appropriately allocated. (L. Parry)
 - There are 30 part time employees, one permanent employee and five management employees. (D. Walker)
- It would be helpful to see the opening and closing balances of each fund to provide context and perspective. (M. Lindsay)
- Policies for the use of each fund are online and the way each fund is used is referenced in the annual report. (D. Walker)
- The operations of the Advantage Fund are done through the risk committee. Chris speaks to the board about four times a year regarding the fund and it appears in the annual report. It is something we are considering expanding on for next year’s report. (L. Parry)
- I would like to advocate for providing a simple overview and summary of funds for the upcoming transition. (J. Fonseca)
 - Happy to do that. (D. Walker)
- All of these funds are described in the board policy as well. (L. Parry)
- MBA students have to opt-in to the health and dental plan as they are not automatically covered. (D. Walker)

Moved: D. Walker

Seconded: J. Fonseca

Motion unanimously adopted at 10:34am.

ITEM 6.4: CONSOLIDATED BUDGET

- These budgets were approved at the last board meeting. The changes are reflective of the new space cost recovery system. In previous years both the FYNIRS and NEWTS allocations were not recorded. We included them but forgot to record that the money would be coming from the assembly budget. (D. Walker)
- About 10 years ago when the university relocated the journal house, it invested \$100,000. The payment has just finished, owing \$7,500 less due to depreciation. (D. Walker)
- I would like to issue a challenge, what are the 5-7 places with most discretionary control to increase revenue or lower costs? (M. Lindsay)

- That is certainly something we are looking into. We are going through each service to find things that aren't in line with the budget or vary considerably. (D. Walker)

Moved: D. Walker

Seconded: C. Thompson

Motion unanimously adopted at 10:42am.

L. Burns Scully exits at 10:42am.

Motion to adjourn until 10:55am.

Moved: Q. Giordano

Seconded: G. Giannopolous

Motion unanimously adopted at 10:42am.

ITEM 6.5: ASSESSING THE SOCIAL VALUE OF SERVICES

- I would like to hear the Board's thoughts on whether the considerations brought up in the social value report prepared by Ara are still relevant and accurate. (Q. Giordano)
- This report was meant to be a working document, efforts to quantify social value are still in progress. (G. Giannopolous)
- Customer surveys help services with planning, but I believe that collecting meta data or finding relevant proxies would be more useful to the board. (J. Fonseca)
- Between salaries, wages, and training, we are projected to spend \$2 million to specifically benefit students. (D. Walker)
- It would help to look at regression trends (e.g. how much does adding a manager benefit revenue). (L. Parry)
- At Queen's, managers are mainly students. This differs from other universities like Western and the University of Toronto where permanent staff hold these positions. This has been noted in student surveys to be one of the most popular aspects of Queen's. (Q. Giordano)
- We want as much quantitative data as possible, supplemented with testimonials. The struggle is how to put that information into a formula. (G. Giannopolous)
- One thing to remember is that earning revenue is already creating social value as it ensures jobs and services are available and will continue to be available. (T. Lively)
- I would like to see metrics on how many come to Queen's specifically for AMS-led offerings. It would show how the AMS adds to the reputation and brand of Queen's in addition to economic value. (M. Lindsay)
 - o That is a good point, seeing how much of the Queen's experience is the AMS experience. Many don't see the distinction between the AMS and Queen's. (Q. Giordano)
- The previous executive's leverage with the university was based on the amount of data provided to support the decisions they made. We have a feeling about the information, but no quantification (e.g. click-through rate on the Journal). (D. McConomy)
- Collecting metrics is part of what the Policy and Research Analyst will be doing. (D. Walker)
- Finding best practices at other universities will hold a lot of weight. (T. Lively)
- It would also be helpful to know how well Queen's is doing in comparison to other universities. (D. Walker)

- I find that directors are often focused on firefighting. When the AMS makes decisions it often takes into account the position students take when supporting or not supporting a student fee. When the Queen's Journal student fee was not passed, it indicated to some that the paper was not very good. It concerns me that we would strangle the Journal to address this perceived reality. If we cut the Journal's support like we did the radio, I think there will be a social cost associated. (D. McConomy)
- We would need metrics to verify that, students not wanting to pay for it does not necessarily mean that they don't want it. (J. Fonseca)
- The fear mongering about getting all services to zero was problematic. It was easy to reduce a surplus but not as easy to reduce a deficit. This resulted in a negative overall income. (D. McConomy)
- One thing I would like to consider is whether purchasing between AMS companies is helpful to us as it is the same pocket of money moving through different organizations. (D. Walker)
- We should also consider who will principally be doing the data mining, and where those metrics are best presented. (J. Fonseca)
- When speaking to a Ph.D student in student association governance, he noted that there should be a schedule for the year. The schedule and associated documents should be readily available from the beginning, and this will allow people to know when they have to submit things. I think this would be a helpful initiative for the board. (T. Lively)
- It would be good to maintain it as a living document as it provides baselines for social values and guidelines on what to prepare metrics for. We can also look at who is using AMS experience for their resume. (E. Trus)

Discussion ended 11:36am.

ITEM 6.6: ASSESSING THE SUSTAINABILITY OF SERVICES

- I had some questions about social value concerning non-financial benefits. Several services are running structural deficits, is this standard? (Q. Giordano)
- Only the hoods and gowns and P&CC consistently make money. All other services have lost money over the last 18 years. (T. Lively)
- The overall deficit for all the services is \$788,000. (D. Walker)
- I would like to see how that applies to the numbers we have seen in Tuba's report. (Q. Giordano)
- An interesting point to consider is that just because the services lose money doesn't mean they add no value. It's just more complex to manage. (C. Bevans)
- A lot of services change operationally year to year. It is difficult to optimize relative to the services provided. (J. Fonseca)
- In the budgeting process, I would want to see the oscillation between surplus and deficit and see notes explaining significant changes. In the budget, and excel documents. (C. Thompson)
- That was done well with the AMS Pub Services, I see textboxes explaining significant changes. (Q. Giordano)
- Much of this info is in the policy handbook. (D. Walker)
- We could discuss key moments as student directors and include that as an appendix. (J. Fonseca)
- This was supposed to be part of the goal process, though it was not done consistently. We will make sure that everyone is aware that this has to be done. I think that has been a big issue with the AMS. The university grapples with the same issues every year. We brought up the idea of a document management system that we are looking into. It would give everyone relevant access to lots of important information. (T. Lively)
- I think the challenge of a governance schedule is deciding what information is vital, as well as getting a document management system in place to dispense the relevant documents. (J. Fonseca)

- Thinking about where we want to be in five years may be more important than understanding corporate history. There is a different conversation to be had about our satisfaction with safety and student opportunities. (M. Lindsay)
- In the next few years the Journal will likely move from a print focus to an online focus. For staff, that could mean writing more specific stories and not having as many contributors. I think the change will be slow, it is not feasible to go completely online since we don't have sufficient online revenue to make that change. (M. Garcia)
- The QJ editor is elected, we manage the business aspect. Right now, the culture of the paper is more interested in the print editions. New editors are more inclined to go online. (D. Walker)
- I think there are two conversations to be had about delivering the content and the actual content presented. (J. Fonseca)
- We are often removed from things outside the AMS bubble. Changing exchange rates, market interest etc. haven't been our focus for a while. (D. Walker)
- I can't say what any of our services will be like since there are different visions. There is no process to force management to adhere to a longer term vision. (T. Lively)
- I think two-year student directors and community directors will need to guide this incremental change. (D. McConomy)
- Why don't we have a board meeting in the second week of May to bring together the management teams for each service to share their views of what they want to accomplish throughout the year. The problem now is that we see their visions at the end of the year, if we knew the vision from the very beginning, then they can incorporate some of our perspectives into that. Gets them outside the bubble. (D. McConomy)
- Yes, we've committed to that as per the strategic plan. (D. Walker)
- Maintaining accountability is important, we can't approve goal plans at the risk of delaying progress. Providing input in the beginning is important, but we should not handcuff the directors. (C. Bevans)
- Maybe we need to create a 3-5 year plan that puts this thinking down on paper. (T. Lively)
- When board directors come in, they aren't aware of what resources are available. Making information readily available is necessary so they can move forward. (G. Giannopolous)
- Subsequent directors lose valuable experience and knowledge when information that would be found in a schedule isn't recorded. (Q. Giordano)
- Under what assumptions about revenue and student engagement did we conclude that Queen's TV is no longer viable? I'm interested in the terms of reference on the way that media is consumed. (M. Lindsay)
- I propose a \$5,000 special guest budget for board professional development. (M. Lindsay)
 - o That would be a great expansion. (Q. Giordano)

Discussion ended 12:19pm.

ITEM 6.7: OPEN TOPIC

- During this time, anyone can raise any issue they view as important. (Q. Giordano)
- I worry that since there is insufficient institutional knowledge, it is difficult to get a full picture on decisions being made. (D. McConomy)
 - o For the broader satisfaction of the Board and the AMS that is a priority. (Q. Giordano)
- We struggle with knowing the gaps we need to fill. (D. Walker)
- How are students informed about what is going on? I would be curious to know how many students read the annual report. Should the executive have town hall meetings on a regular basis? There is always the problem that a lot of information is shared but not necessarily understood. (D. McConomy)
- I think we're being overly enthusiastic, we should focus on active advocacy. I don't think the issue is with removing barriers but with incentivizing participation. (J. Fonseca)
- In public health, the government relies on surrogates (e.g. doctors). We need a similar network, finding surrogates that can carry our message is an important priority (e.g. professors). (M. Lindsay)

- That is something we focused on during our campaign. When we reached out to clubs they had strong opinions about the AMS, but they were rarely asked. I think it's important to focus on those who are interested. Nobody attended the fall reading week town hall despite it being a very controversial issue. (C. Thompson)
- Perhaps a town hall with a club would be more engaging. I only get Board in my classroom during the executive election. (D. McConomy)
- It's important to improve the marketing of who the Board is and improve transparency in vetting to have the board reflect the diversity of the school. (G. Giannopolous)
- Outreach should be improved, the responsibility shouldn't fall only to members of the board. (Q. Giordano)
- If we're targeting stakeholders, I think we need to get more involved with targeting. Instead of asking the general public, ask clubs directly what they think. It would make club leaders more invested in providing a well-considered response. (J. Fonseca)
 - o During our campaign we spoke to numerous student groups and they had lots of suggestions. I think this is something they would react favorably to. (C. Thompson)
- What about the relationship between the AMS and Kingston? The Mayor of Kingston met with us to discuss how to build a business relationship so Queen's students don't all go to Vancouver or Toronto. For instance, SMART is outsourced by the City of Kingston to do work. There is a discussion to be had about Bikeshare since Queen's is a big stakeholder in transit. (M. Lindsay)
- Many small businesses said they would not survive without the revenue brought in by Queen's students. (D. Walker)
- How can our services benefit the Kingston community? We certainly don't want them in the pubs, but should we be reaching out to the community? (D. McConomy)
- Complaints from non-Queen's resident of Kingston about Queen's students seems like a general complaint about large concentrations of youth. I don't think it should be a priority. (Q. Giordano)
- Most students have a local landlord, perhaps we need to look at bridging the gap between students and landlords by coming to a mutual understanding about how to maintain the space and developing agreements that protect students from illegal landlord demands. (C. Thompson)
- Several of our services benefit the Kingston community, are the services that do this sufficiently promoted? Perhaps there are things the AMS can do to help the entire Kingston community, including Queen's students. For instance, at Georgetown, there is a property valuation and landlord review site that helps students and locals make informed decisions about renting. (M. Lindsay)

Discussion ended 1:07pm.

ITEM 6.8: REFLECTIONS ON SUMMER BOARD MEETINGS

- I haven't heard many complaints, mainly personal feedback. However, I want to have this discussion to improve the transition and structuring of future meetings. (Q. Giordano)
- I think you've done a great job at keeping meetings on time and on topic. (C. Thompson)
- The executive and directors do well at addressing operational concerns, this has made it easy to stay away from irrelevant conversations. Having plans presented on time or early is helpful. (J. Fonseca)
- It is more productive to have a one-day session than a two-day session. I have endured too many that had ¾ days of value. We are focused on the things that are important. Our discussions were focused and relevant, but not overly detailed. One is not reluctant to take the time to attend. (D. McConomy)
- I intend to hold meetings on a monthly basis. If a pressing issue should come up requiring that we meet we will do so. (Q. Giordano)
- In future, I think it's valuable to set a precedent for one day meetings. (J. Fonseca)

- We should always consider whether issues should be brought before board. The board should be looking at strategic things rather than operational ones. (T. Lively)
- We have done well with discussing strategic issues early in the meeting when people are able to focus. (D. McConomy)
 - o In the past, urgent matters were often done in closed session when directors were tired and had difficulty focusing. (M. Lindsay)

Discussion ended 1:19pm.

ITEM 7: ADJOURNMENT

Motion to adjourn.

Moved: Q. Giordano

Seconded: T. Lively

Open session ended 1:19pm.