



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

January 26<sup>th</sup> 2016, at 6:00PM  
AMS Board Room, John Deutsch University Centre, Kingston, Ontario

**ITEM 1: CALL TO ORDER**

The January 26<sup>th</sup> 2016 meeting of the AMS Board of Directors was called to order at 6:46pm.

**ITEM 2: ROLL CALL OF MEMBERS**

Present:

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

Guests:

E. Jones, Director of Human Resources

Regrets:

B. Rudson, Student Director

**ITEM 3: APPROVAL OF AGENDA**

*BE IT RESOLVED THAT the agenda of the January 26<sup>th</sup> 2016 meeting of AMS Inc. is adopted, as presented.*

**Moved:** Q. Giordano

**Seconded:** T. Lively

No questions or comments.

All for.

**Motion unanimously adopted at 6:50pm.**

**ITEM 4: APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

*BE IT RESOLVED THAT the minutes of the November 25<sup>th</sup> 2016 open session meeting of AMS Inc. are adopted, as presented.*

**Moved:** Q. Giordano

**Seconded:** T. Lively

No questions or comments. All for.

**Motion unanimously adopted at 6:53pm.**

**ITEM 5: REPORTS**

**ITEM 5.1: PRESIDENT**

- There are two options for the Fall break. Students will have a chance to vote on which option they prefer during the AMS election. (T. Lively)

**Report ended 6:55pm.**

**ITEM 5.2: VICE-PRESIDENT (OPERATIONS)**

- As interim Director of Hospitality Services, I am looking at reducing the number of managers at TAPS from 8 to 7. Will lead to \$20,000 in savings and reduce information gaps. Email vote to come. (D. Walker)

**Report ended 6:56pm.**

**ITEM 5.3: VICE-PRESIDENT (UNIVERSITY AFFAIRS)**

- Changes to the CEA were presented to Assembly on Thursday. Students were able to ask questions. Assembly voted to dissolve the committee. Will be brought forward again for the reading of the Constitution. Confident that this is the right way to move forward. (C. Thompson)
- Last year when dissolving the Secretariat some issues weren't properly integrated. Hope that this transition will be smoother, especially with the integration of government services. (J. Fonseca)

**Report ended 7:01pm.**

**ITEM 5.4: GENERAL MANAGER**

- No comments or questions.

**Report ended 7:01pm.**

**ITEM 5.5: RETAIL SERVICE DIRECTOR**

- Management wants to say thank you for the new machine. It is much appreciated. (L. Burns Scully)
- Sales are down in used books, other items have dropped slightly in November and December (school supplies, Tricolour Express tickets). The Tricolour Express' marketing budget will soon be used, not yet touched. Montreal trip is rarely being used, looking at cutting a bus. Looking at marketing to NEWTS. Laptop cases, keyboard covers, and phone chargers are being added to the supplies section. (L. Burns Scully)
- Looking at used books to see if that service will be necessary five years from now, also looking to expand the school supplies section and make it more attractive, and less cluttered. Carefully reviewing what books are being sold and which ones are not necessary. There are 6000 books being accepted even though only 1000 books are being used at Queen's. (L. Burns Scully)
- Would be nice to see the Service Directors reflect on what they hope can change for next year. It would be helpful for the transition of new Board directors. (G. Giannopoulos)
- We are the only consignment bookstore left in Canada. Brought in posters from P&CC, took on a new consignment project from a second year student who knits woolen tuques. January is looking stronger this year than in the last year. When items come from students there are high costs, can't get the best margin. Good for the community but not necessarily the answer for significantly impacting revenue. (L. Burns Scully)

**Report ended 7:09pm.**

**ITEM 5.6: MEDIA SERVICES DIRECTOR**

- Can certainly provide statistics on how we've done with the efficiency of walks this year from last year. (M. Garcia)
- Got feedback from users on the app. No major concerns, generally well-received. Tried it out with staff first. Can be released by the end of this year or beginning of next year. Lots of back end fixes needed. (M. Garcia)

**Report ended 7:12pm.**

**ITEM 6: NEW BUSINESS**

**ITEM 6.1: HIRING & APPOINTMENT POLICY AND PROCEDURES MANUAL CHANGE**

- Changed to align with current practices. Major changes were in the definition section. As well, the lottery has been extended for volunteer positions, policy has been standardized for students who apply to multiple positions, number of applications possible per person has been limited, rehire process has been modified. Office directors are now ratified at Board rather than Assembly. There is an appendix outlining who sits on which panel. (E. Jones)
- The application limit was previously not feasible as it would have to be done manually. Now the limit is 3. (E. Jones)
- This has not been reviewed by the AMS lawyer. (T. Lively)
- Can't wait until the next Board meeting to confirm because hiring would have already started. Can instead pass with the caveat that a lawyer reviews it before hiring starts and that the Board is informed. (T. Lively)
- Applications open February 4 and close February 9. (E. Jones)
- Pulling 250 applicants from a lottery for a position is necessary. Some services hire 100+ staff from a pool and some receive up to 600 applications. Need to be able to say no to a certain percentage of applicants since the quality is not consistent. (E. Jones)

- To ensure applications are sincere, we have introduced pre-cutting (of applications that are only a couple of words). (T. Lively)
- Regarding the clause that staff can't stay in a position for more than a year or move laterally, the idea is to encourage students to move up and allow others to take on the job. (D. Walker)

*Motion to approve the changes to the Hiring & Appointment Policy and Procedures Manual subject to a legal review to be carried out by the AMS lawyer before commencing hiring.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 7:27 pm.**

ITEM 6.2: JDUC FEASIBILITY STUDY

- Project manager has put together a request for fee proposal. The PM has worked on the Richardson Stadium project. Although the project is projected to cost \$30,000 we are here to ask for \$50,000 since we may face additional charges, don't want to have to constantly go back to the Board. (T. Lively)
- Estimate is based on numbers from the Innovation and Wellness Centre project which costed around \$80,000. Do not see this project going over \$50,000. (T. Lively)
- A few hundred thousand left from the renovation fund. No risk of going into other funds. (L. Parry)
- Project manager has stated that three months is a reasonable timeline, a similar project was done in four months. (T. Lively)

*That the AMS Board of Directors approve an allocation of up to \$50,000 towards a feasibility study for the renovation of the John Deutsch University Centre*

**Moved:** T. Lively

**Seconded:** D. Walker

**Motion unanimously adopted at 7:37pm.**

ITEM 6.3: BOARD OF DIRECTORS SURVEY

- The Market Research Manager in the Marketing and Communications Office will be looking at this survey which was based on a Deloitte template. Answers are anonymous. A report will be prepared with relevant trends and brought to board. (T. Lively)
- Don't see the value of Q2, very subjective and not necessarily relevant. Would do nothing other than affect ego. (Q. Giordano)
  - o Could be changed to ask what the chairperson does well and can do better (strengths and weaknesses). Make it an open response question. (M. Lindsay)
  - o Should be asked of the general board as well, perhaps in the additional comments section. (Q. Giordano)
- Regarding Q3, a better question to ask is whether Board member qualifications have been maintained with ongoing training and professional development. (G. Giannopoulos)
  - o As well, qualifications can extend beyond the scope of what is stated. (Q. Giordano)
- Q1-Q4 can be answered in different ways. Elaboration would be helpful. (J. Fonseca)
- The questions may not be perfect, but if we mutually agree to put in a lot of effort and be thoughtful about our responses it would give us a lot to discuss. (T. Lively)
- While ordinal rankings can be helpful, they not helpful alone. Should be a box to explain why (Q5-Q10). If so, Q11 can be removed. (C. Thompson)
- The Deloitte survey had 60 questions, several of them were taken out. (T. Lively)

- The amended survey will be out by end of day tomorrow by email. It will be anonymous. (T. Lively)

*That the AMS Board of Directors approve the Board of Directors survey for distribution as amended.*

**Moved:** T. Lively

**Seconded:** D. Walker

**Motion unanimously adopted at 7:58pm.**

ITEM 6.4: DIRECTOR OF ADVANCEMENT JOB DESCRIPTION

- Will be working with clubs and sponsorship. Don't want multiple organizations reaching out to the same groups and individuals each year. Strong relationship with RSF.

*That the AMS Board of Directors approve the job description of the Director of Advancement as presented.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:03pm**

ITEM 6.5: TALENT ACQUISITION MANAGER JOB DESCRIPTION

- Only change is the requirement that the manager must be available during orientation week. Orientation leaders can't be the Talent Acquisition Manager. (T. Lively)

*That the AMS Board of Directors approve the job description of the Talent Acquisition Manager as presented.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:04pm.**

ITEM 6.6: DIRECTOR OF HUMAN RESOURCES JOB DESCRIPTION

- Minor wording changes made regarding the harassment and discrimination policy and procedures. (C. Thompson)
- No legal input needed. (D. Walker)

*That the AMS Board of Directors approve the job description of the Director of Human Resources as presented.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:06pm.**

ITEM 6.7: MARKETING DEPUTY JOB DESCRIPTION

- Last year we introduced two new marketing deputies. One is working with the Secretariat. Other is working with the commissions. With reduced commissions there will be less work, two deputies is unnecessary. Also, there will be changes around the reporting structure. The deputies will have office hours now. (T. Lively)
- Dates are meant to be generic. Will be changed. (D. Walker)

*That the AMS Board of Directors approve the job description of the Marketing Deputy as amended.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:08pm.**

ITEM 6.8: TAPS PHOTOGRAPHER JOB DESCRIPTION

- The TAPS photographer was not previously hired through the AMS, this is being changed. (D. Walker)

*That the AMS Board of Directors approve the job description of the TAPS Photographer as presented*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:09pm.**

ITEM 6.9: DIRECTOR OF RETAIL SERVICES JOB DESCRIPTION

- Bikes and Boards is now within the jurisdiction of the Retail Services Director. (D. Walker)
- Pending Assembly decision, an email vote will be done. A caveat to be placed on the motion that approval is contingent on Assembly also passing the decision. (T. Lively)
- Should the dissolution not happen, Bikes and Board would become a corporate service. The AMS can't continue to support Bikes and Board if it is not operated like a business. (D. Walker)

*That the AMS Board of Directors approve the job description of the Director of Retail Services with provisional changes pending the second reading of the constitutional amendment for the dissolution of the CEA, wherein Bikes and Board related responsibilities are provisional on the dissolution of the CEA.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:17pm.**

ITEM 6.10: JOURNAL CODE OF ETHICS AND BYLAW AMENDMENTS

- Journal elections are traditionally run at the Journal house, by the outgoing EIC and done on paper ballots. (M. Garcia)
- Seemed that there is an inherent conflict of interest with having elections conducted by people with a stake in the successors. (D. Walker)

- Business Manager is now a 12-month role and can only be held by someone who is in Kingston for the summer. (M. Garcia)
- Changed the advertising minimum to 15%, with a maximum of 45%. (D. Walker)

*That the AMS Board approve the changes to By-Law 13.09 and 13.05 of the AMS By-Laws.*

**Moved:** M. Garcia

**Seconded:** D. Walker

**Motion unanimously adopted at 8:24pm.**

ITEM 6.11: SLC MANAGEMENT TEAM CHANGES

- Having four managers has created information gaps. Propose removing the Marketing Coordinator and increasing the time requirement to 35 hours/week as was the case two years prior. Total financial impact is approximately \$3000. New positions: SLC Operations & Sustainability Manager, SLC Human Resources & Scheduling Manager, SLC Managing Director. (D. Walker)

*That the AMS Board of Directors approve the changes to the Student Life Centre Management Team as per the proposal which includes compensation, titles, and responsibilities.*

**Moved:** D. Walker

**Seconded:** T. Lively

**Motion unanimously adopted at 8:30pm.**

ITEM 6.12: STUDIO Q MANAGEMENT TEAM RESTRUCTURE

- After a briefing from the current Livestream Manager about the steadily increasing amount of work, I felt that changes were needed for the position. Propose eliminating the Video Production Manager and Livestream Manager positions and making them Content Producers. This position would not be by honorarium, but based on wages. These producers would report to the Head Manager. Given the fluctuation of Live Content games this allows for the Managers to be paid for the games that they are working rather than be over/under paid based on the honoraria framework. (M. Garcia)
- Overall financial cost of \$2000. (D. Walker)
- Many managers classified as volunteers were doing work of a similar quantity and quality as paid manager. (D. Walker)

*That the AMS Board of Directors approve the changes made to the Studio Q Management Team Restructure as presented in this proposal*

**Moved:** D. Walker

**Seconded:** M. Garcia

**Motion unanimously adopted at 8:34pm.**

ITEM 6.13: STUDENT DIRECTOR NOMINATION COMMITTEE

- The process has not yet begun, headhunting to begin shortly. This motion ensures that the committee is struck so interviews can be booked in advance. (Q. Giordano)

- Some have reached out about the transparency of the vetting process, it was something that upset many. (G. Giannopoulos)

*That the AMS Board of Directors strike the Student Director Nominating Committee composed of the outgoing Chair, the outgoing President, one outgoing appointed member of the Corporation, and the General Manager who shall sit as a nonvoting advisor.*

**Moved:** Q. Giordano

**Seconded:** G. Giannopoulos

**Motion unanimously adopted at 8:37pm.**

ITEM 6.14: ENDORSEMENT OF NOVEMBER 2016 FINANCIAL STATEMENTS

- Overall, things are going well. Several services are outperforming budgets. StuCons, Cogro, and P&CC are doing well. QJ is not seeing a recovery in budgeted performance. Doesn't seem likely that the budgeted results of QJ will be realized, the Pub is in a similar predicament. Government office budgets are doing really well, a big surplus of about \$200,000 when it was anticipated that there would be a \$140,000 deficit. Overall, the AMS is in financial health. (C. Bevans)
- This is a joint effort of the committees, and speaks to the exceptional performance of the managers and staff on the operational side, not just the Board. The continued and diligent efforts of the managers are to be congratulated. (D. Walker)
- Some of this is due to timing. Some positions have been briefly vacant. On a whole, we will likely be in a small surplus. Little risk that the AMS will lose its not for profit status. (D. Walker)

*That the AMS Board of Directors endorse the November 2016 financial statements, as recommended by the Finance & Risk Committee.*

**Moved:** C. Bevans

**Seconded:** D. Walker

**Motion unanimously adopted at 8:45pm.**

ITEM 6.15: ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT SYSTEM  
CAPITAL EXPENDITURE

- Tabling the motion. One of the biggest issues is around annual turnover which has frustrated the AMS's ability to manage and access information. There are 79,000 documents in 11,000 folders, making it difficult to find key documents. Processes and procedures are not in place to implement this project. Would not be able to use it effectively for a year. Want Board to be aware that this is an organizational risk that is currently not worth doing. Will bring back to the Board in a year. (T. Lively)

*Motion to table approving the capital expenditure for the acquisition and implementation of an Electronic Document and Records Management System (EDRMS) from M-Files of an amount to be determined pending updated pricing information.*

**Moved:** T. Lively

**Seconded:** Q. Giordano

**Motion unanimously adopted at 8:49pm.**



**ITEM 6.16: EQUITY AFFAIRS MANAGER JOB DESCRIPTION**

- There has been an increase in pressure on the Social Issues Commissioner due to a growing number of dependent services (food bank, PSC). These services are becoming popular, but they deserve more time that she cannot yet provide. The Equity Affairs Manager is going to look over the committees and work with deputies to come up with a strategic plan to best address student interests. (C. Thompson)
- Food bank is going for a fee increase for the first time in 27 years. It has gone from 30 visitors a year to 30 visitors a week. The cost of food since then has risen 42 cents. (D. Walker)
- The position of Deputy of Sustainability will also be created. (C. Thompson)

*That AMS Board of Directors approve the new job description and salary of the Equity Affairs Manager.*

**Moved:** C. Thompson

**Seconded:** D. Walker

**Motion unanimously adopted at 8:53pm.**

**ITEM 7: ADJOURNMENT**

Motion to adjourn.

**Moved:** D. Walker

**Seconded:** C. Bevans

**Open session ended 8:53pm.**