

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED
Board of Directors Regular Meeting Open Session Minutes

September 17th 2015, 2015 at 6:00PM
AMS Conference Room, Kingston, Ontario

1. Call To Order

Meeting was called to order at 6:01pm.

2. Roll Call of Members

Present:

A. Aguilar, Student Director
K. Beaudry, Vice-President (Operations)
M. Blair, Chair
K. Chinniah, President
D. Coderre, Community Director
A. Dungca, Student Director
E. Fuller, Media Services Director
G. Giannopoulos, Student Director
Q. Giordano, Vice-Chair
S. Harper, Hospitality & Safety Director
N. Kalergis, Corporate Secretary
T. Lively, Retail Service Director
E. McElroy, Student Director
L. Parry, General Manager
M. Lindsay, Community Director
D. McConomy, Community Director
S. Letersky, Vice-President (University Affairs)

Absent:

None.

3. Approval of Agenda

That the Board adopts the agenda as circulated for September 17th 2016.

4. Approval of the minutes of previous meeting

That the Board adopts the minutes of August 15th 2015 as circulated.

5. Reports

- a. Chair of the Board
- b. President
- c. Vice President (University Affairs)

- d. Vice President (Operations) & CEO
- e. Hospitality and Safety Services Director
- f. Retail Services Director
- g. Media Services Director
- h. General Manager

6. Business Arising from the Minutes

7. New Business

- a. AMS Annual Report 2014-2015

WHEREAS the AMS Annual Report 2014-2015 has been prepared by the Marketing & Communications Office and subsequently submitted to the AMS Board of Directors for approval.

THEREFORE BE IT RESOLVED that the Board approves the AMS Annual Report 2014-2015 as presented.

- b. Walkhome Radio Capex

WHEREAS the Media Services Director and the Walkhome Head Manager recommends the implementation of a fleet tracking system for walkhome teams while on duty.

THEREFORE BE IT RESOLVED that the AMS Board of Directors approve the capital expenditure of \$11,490.00 for the GPS Software Solution for XPR6580 Portable Digital Radios for Walkhome from Christie Walther Communications, to be depreciated over 3 years.

Moved by: VPOPS

Seconded by: President

8. Other Business

9. Adjournment

3. Approval of Agenda

- Part of closed session agenda should be moved to open session. (K. Chinniah)
 - Why? (Q. Giordano)
 - I think it should be open that we are getting rid of the FERC - referring to the April 2nd 2015 minutes session. (K. Chinniah)
 - That's what the minutes might say, but when we are entertaining a motion to strike this committee, I think it should have a more positive viewpoint. There were some issues but it should be presented in a way that is a little more positive (D. McConomy)

- That is what the tone was at Board and we felt there was no reason to hide it (K. Chinniah)
- Everyone comfortable moving FERC to the open session? (M. Blair)
- *General Consensus*

Motion: To approve the agenda.

Mover: K. Beaudry

Secunder: D. McConomy

For: All

Against: 0

Abstentions: 0

Motion passed and Board agenda approved at 6:05pm

4. Approval of minutes of previous meeting

Board has adopted the minutes for August 15th, 2015 as circulated.

Mover: Q. Giordano

Secunder: Ariel

For: All

Against: 0

Abstention: 0

Motion passed at 6:06pm.

5. Reports

Chair of the Board

Nothing to report for Open Session.

Report ended 9:42am.

President

- Constitution states she should take the office effective immediately and just wanted to recognize by the Board before her ratification. (K. Chinniah)
- Can you explain the hiring process for the HRO? (M. Lindsay)
- Instead of having the two weeks for the position to be open, it was only for a week. It caused for the successful hiring of Mackenzie, she will be in office by Monday. (K. Chinniah)

Report ended 6:07pm.

Vice-President (Operations)

- SLC update, things have once again changed. Bathroom project has gone out to tender. Start date is the Monday directly after Homecoming. There was some huge delays with the JDUC portion due to the delay with the architect in getting the drawings. Recognizing the bathroom project will start in October. JDUC one in December or early January. We don't want it to start in summer or early fall 2016 because it could be a five-month project. (K. Beaudry)
- Common Ground seating – order passed, happy about that (K. Beaudry)
- Umbrella increase. There is a formal motion coming up, but Lyn and I feel strongly that we do need more insurance coverage, 5 million to 10 million. Brief later on. (K. Beaudry)
- Relationship with city with regards to Reunion Street Festival (Q. Giordano)
 - Events from frosh week haven't been helpful, but we had a meeting with Kingston police and other community stakeholders, they are still happy with the progress being made. Doesn't seem to have affected any of the relationships. (K. Chinniah)
- Q: Live Nation has confirmed the band selection. What is it? (Q. Giordano)
 - Can't say. (K. Chinniah)

Report ended 6:11pm.

Vice-President (University Affairs)

- Orientation week was successful, we have heard good things, debriefing with team next week. (S. Letersky)
- How's the internship credit going? (A. Dungca)
 - No plans to push one way or another. We want to go to the Arts and Sci faculty next year. Ask for some changes after we see how this year goes. I don't have any leg to stand on to make changes. (K. Chinniah)

Report ended 6:13pm.

Hospitality & Safety Director

- I see the financial results are mixed. Do you have any concerns about those results? (D. McConomy)
 - We will see at the end of the month when more time has passed. (S. Harper)
- I know you mentioned TAPS is working on attendance figures. Is increase in revenue more an increase in price for drinks or attendance? (A. Aguilar)
- Looking at 0.25 increase. Looking for \$500 increase. More about attendance number instead of price increase. (S. Harper)

- The Brew is presenting separate from Common Ground without being totally disassociated with Common Ground, but quite impressed with how it looks. (D. McConomy)
- Underground – how is the profit going? (A. Dungca)
 - We definitely decreased staff last year when it wasn't as busy. We haven't been putting out any more promos aside the price increase. Open the same hours and staffing the same amount of people. (S. Harper)
 - It's my advice of trying to accelerate the process to find out who should be in key management positions. (M. Lindsay)
- Wine sales more significant about 3 times. Is that some change? (D. Coderre)
 - Attribute to perception. Wine is playing biggest part. Can only get wine at the Underground and nowhere else in the Hub. (S. Harper)

Report ended 6:18pm.

Retail Services Director

- Increasing awareness of service, we've released our look book yesterday for Tricolour. Lot's of reach on Facebook and going to the page. Hopefully we will see an uptick (T. Lively)
- Is the PCC quickly becoming our number one concern over the Underground? 30% is a lot and mainly due to a decrease in outsourcing revenue. What's the rest of it? (D. Coderre)
 - The most part, a decrease in copy back-shop sales, about 1,600. Down a bit in colour-printing, which is essentially the rest. Don't necessarily keep records of who's buying large-scale projects. We hope to have them give us contact info so we know when they're doing their jobs (T. Lively)
- Emphasis in report on marketing. I wonder if we are using a rigorous enough methodology to assess. 51 Facebook likes is hard to do anything with that. Given there is talk about giving marketing manager to a sales position for next year, I wonder if we need to have another discussion about the marketing of the PCC and how successful that will be. Expressing a preference if we find yourself in this position next month (M. Lindsay)
- To follow up, a decrease in outsourcing revenue, is it your understanding its from business clients? (A. Aguilar)
 - I assume it's mostly AMS services. For something like the logo at the Brew, if those were brought in, we would send those to our outsource partners. About \$500 we are missing out on the bottom line. Not substantial and I don't think we should do much outsourcing anyway. (T. Lively)

Report ended 6:22pm.

Media Services Director

- Given the emphasis on the website of the Queen's Journal, just note there is no info on this here.
- I wasn't able to get any financial data for this report. I can have this for next Board. There weren't ads up on the Journal website this week. (E. Fuller)
 - I think it would be good to have a report on this. (M. Lindsay)
- Do you have an idea of Walkhome on average walks (A. Aguilar)
 - Yup that was more than last year at this time (E. Fuller)

Report ended 6:24pm.

General Manager

- Can you clarify the management agreement? (M. Lindsay)
 - Govern the student life center. Initially it was one agreement and it combined the responsibility that the AMS has as the building manager. There were two initiatives. One, to separate the two. And the second was from the prior exec to change the financial focus from quality of space instead of revenue generated. (L. Parry)
- When you say respected approval, who is doing it? (M. Lindsay)
 - I think each of the patterns (AMS to their Board, SGPS, etc.) and Queen's has a whole other layer of approval. (L. Parry)

Reports ended 10:02am.

6. Business Arising from the Minutes

None.

7. New Business

AMS Annual Report 2014/2015

Well written, one of the things we talked about was coming up with a Balanced Scorecard. It's not uncommon for these reports with a single page with killer statistics. To the extent that it's not a finalized document, which is the one element I would have personally like to see. (M. Lindsay)

- We have had discussions with Lyn about distributing across campus to be widely available. The exec and Lyn have talked about how this is the pride and joy document of the AMS and should showcase what we have been up to throughout the year. (K. Beaudry)
- I would like to state that the amount of work the Marketing and Communications Officer has put into this has been exceptional and deserves a lot of credit. Microsoft Word now has a thing where it measures passive sentence and unfortunately there is a number of

passive sentences in this document. If the Board desires, allow us to pass this document and make activations to certain sentences. (K. Chinniah)

- Q: I know other student unions do a really good job of putting this in a more accessible document. Are there any future plans or ideas to use the new website to present the information? (A. Aguilar)
 - We will take it under advisement. (K. Chinniah)
- Distribution list should be under many major news outlets across Canada. (M. Lindsay)

Motion:

WHEREAS the AMS Annual Report 2014-2015 has been prepared by the Marketing & Communications Office and subsequently submitted to the AMS Board of Directors for approval.

THEREFORE BE IT RESOLVED that the Board approves the AMS Annual Report 2014-2015 as presented.

Document is unanimously approved.

Done 6:30pm.

Walkhome Radio CapEx

- What is the major purpose of doing this? What are we trying to address? (M. Lindsay)
 - Three main things: staff safety, better serving, better staff abilities (E. Fuller)
- In many discussion, the number one point that came up are our Walkhome volunteers will sometimes go elsewhere during the time. If that is a major point, are we getting back to the issue of the permanent staff. In making unilateral changes that change the nature of the job without their consultation or without their input. Walkhome is a very valuable service and if the Walkhome volunteers abuse the service a little bit by making stops at McDonalds, is this what we are trying to tighten up, are we focused on the right things? (McConomy)
- Something strikes me that this technology is five years out of date. Just seems like a very large expense for something that appears to be from the 1990s for what it does. (D. Coderre)
 - Yes, but staff aren't allowed to be on their phones. This program is newly developed so the Head Manager and I have been in conversations with the developers themselves, but they've been more helpful and willing to make changes. It's been in trial for the past month. Very well received from the volunteers. (E. Fuller)
- Thoughts on the job satisfaction currently in Walkhome. Will they perceive that they are being controlled and infringing on their privacy? (A. Dungca)
 - From what I've seen, they haven't felt like we've been invading their privacy. They still have to carry a Walkie Talkie. For management, it's much more useful for serving the patrons and the staff have been very receptive to it. If staff will stop and get a pizza, student dollars are paying their wages and they shouldn't be

using it to buy a pizza. For us to have that accountability, that is helpful, especially for busy nights. (E. Fuller)

- A note about Dan's point on cell phone use. A good balance between privacy concerns and tracking staff. Couple questions: because Walkhome is solely funded by Student Fee, with capex being added to depreciation schedule, will the student fee cover the cost of the equipment? (A. Aguilar)
 - Head manager and I have run the numbers and the budget is still fine. (E. Fuller)
- I noticed there is item for testing and training for the system. Will that be a yearly cost? (A. Aguilar)
 - No it will be done by the management team. (E. Fuller)
- I have no problem infringing on privacy of Walkhome staff. My bigger concern is I think we are trying to solve the problem of discipline with technology and I'm not sure it'll work. An effective Walkhome manager is \$12,000 cheaper than this. (M. Lindsay)
- You said the system has been in trial for a month now. Have you found any technical issues? (E. McElroy)
 - We've had very few issues and the developers have been very helpful. (E. Fuller)
- First, student safety. This software would allow the radios to communicate with the person working at the kiosk. Can call in an emergency and the radio allows to do it from the system, silently as well. I think it does improve student safety. We started the meeting discussing the increase in volume. This system will better serve students in the way they are operating. It'll help manage where students are and the wait times to serve students will be smaller. (K. Beaudry)
- I don't know if there's been a safety issue, but it seems we are inventing issues. Has there ever been incidents? (D. Coderre)
 - Not that I'm aware of. (E. Fuller)
- There have been. Several incidents that Walkhome staff were harassed on walks, or separate medical emergency while on a walk and they can't pin down (we had four incidents last year). Two elements – one Walkhome staff that feel threaten, and two Walkhome staff that need to respond to a university issue. (K. Chinniah)
- Any evidence to suggest that with the increasing usage and increasing students will be disproportionate to the staff and service?
 - It's hard to estimate the wait times for patrons. I would say that with the increase amount of walks we have seen, one incident we have seen over the past few weeks, using the walkie talkie hooked up to the GPS is helpful because people at the satellite stations, I see it become more and more useful. (E. Fuller)
- I'm not understanding. First part, isn't it a matter of radioing whoever it is and how long it will take? Won't the actual volunteers walking know better?
 - Satellite stations – having Walkhome set up at an event so they don't have to call and wait. Yes you can call on the radio, but they are instructed to turn down their walkie talkie when you're with a patron. There has been a lot of incidents with the walkie talki in their coats in the winter that are muffled or don't hear it. (E. Fuller)
- With respect to emergencies, they are fairly infrequent. They should be using their cell phones which has that capability anyways. Not convinced this would be too useful for the amount of money it costs. With respect to discipline, I don't see this being a real problem as much anymore. With respect to effieicney, a lot of issues this system aims to solve can

be done a lot cheaper with new policies. There are cheaper ways to communicate. They can do that without this amount of money. Not entirely sold based on this proposal.

- Is there an alternative policy change as oppose to this proposal that might solve the problem? Even hypothetical? (Q. Giordano)
- If that's the case, maybe we can table it and look at alternative options. (K. Chinniah)
- One thing to consider is that the problems we have identified are based on the rules and policies we have induced ourselves. (D. Coderre)

Motion to table this?

Mover: K. Beaudry

Secunder: K. Chinniah

Motion is tabled. (Unanimously).

FERC

- Wondering what the whole point is to have a responsible policy with human rights, corruption, it seems kind of redundant that we are saying that we are no longer considering this for our own financial health. If we are getting rid of the review committee, why do we have those points? (Q. Giordano)
 - Typically a responsible financial policy would have parameters whether you treat your portfolio to FERC. Some of the discussion, using criteria to target companies we want to invest in rather than not invest in.
- I would like to see the commentary on what happened, refer more specifically to the advice we got from the professional managers of funds who told us if we excluded everybody that was involved in the exploration of fossil fuels, we could not reflect a balanced Canadian investment portfolio and as a result, they would not agree to manage our portfolio because we would be putting constraints on where we would be putting the money and they would not achieve an appropriate level of return. That was the major basis of the discussion. Students making a decision on where we invest, where professional investment managers were uncomfortable with restrictions on the fossil fuels area (D. McConomy)
 - It was not that the financial advisors felt, they could not create the portfolio for us that was consistent with our appetite. No set of investments that would ultimately meet the risk portfolio that was put in policy by AMS assembly. (M. Lindsay)
- We felt it better for us to target investments in entities that have a good performance from a sustainability perspective rather than divest those who don't. (M. Lindsay)

All for.

Unanimously passed.

6:55pm

Proposing that we meet monthly instead of every three weeks. (M. Blair)

- One of the points about the Directors meeting was to give you guidance and input. One of the concerns I've heard is if we go to less frequent meetings, you're getting less help and direction. How do you feel? (D. McConomy)
- For example this radio GPS will be delayed unless they go to email votes. Email votes are less rigorously debated.
- If we move to a more monthly meeting, the one-off motions/capex will likely be done via email which would be quicker to do that. (M. Lindsay)
- It's common practice for when there are issues, it is typical of Boards to create an ad-hoc committee. Not sure if our bylaws allow it. I would personally be comfortable with a represented group to entertain a more rigorous debate. (M. Lindsay)
- That can be reflected in a policy change.
- Following up, what I would suggest is to not avoid the email vote, but rather the cap ex be recommended by the ad-hoc group for review and decision by the entire Board. So we maximize the value. I think under those circumstances and if the service directors are convinced they can manage. (D. McConomy)
- Like the monthly basis because we can bring more data to you. (S. Harper)
- I would be comfortable with that. (E. Fuller)
- Probably going to be some substantial strategic issues, I think if we go to a monthly meeting, we want to ensure we get the agendas out a week and a half in advance. I want to make sure I get the data out without revision. I don't think we can do strategic stuff over email. (T. Lively)
- No harm trying it. Alleviate some Board member fatigue. (D. Coderre)
- Part of the problem of the biweekly meetings was looking for something to talk about at the Board. Monthly would be for more substantive issues. (D. McConomy)
- We can stick with monthly. (M. Blair)

Motion to adjourn.

Moved by K. Beaudry
Seconded by M. Lindsay

Open session adjourned at 7:02pm.

7:01pm.