



**ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED
 2018-2019 AMS BOARD OF DIRECTORS OPEN SESSION MINUTES**

May 27th, 2018, at 12:00 PM
 AMS Boardroom, John Deutsch University Centre, Kingston, Ontario

ITEM 1: CALL TO ORDER

The May 27th 2018 meeting of the AMS Board of Directors in open session was called to order at 12:00pm.

ITEM 2: ROLL CALL OF MEMBERS

			Present	Excused	Electronically Present	Absent
Page, Mikela	Chair	Voting	x			
Nensi, Jordan	Student Director	Voting	x			
Tharp, Liam	Vice President (Operations)	Voting	x			
Kelly, Diane	Non-student Director	Voting		x		
Kennedy, Patrick	Non-student Director	Voting	x			
Kruja, Julia	Student Director	Voting	x			
Martinez, Miguel	President	Voting	x			
Bourque, Leah	Vice Chair	Voting	x			
Watters, Munro	Vice President (University Affairs)	Voting	x			
Mair, Aniqah	Student Director	Voting	x			
Neretlis, John	Non-student Director	Voting			x	
Goldman, Evan	Student Director	Voting			x	
Parry, Lyn	General Manager	Non-Voting	x			

ITEM 3: APPROVAL OF AGENDA

BE IT RESOLVED THAT the agenda of the May 27th, 2018 meeting of AMS Inc. is adopted, as presented.

Moved: J. Kruja
Seconded: L. Bourque

All for.

Motion unanimously adopted at 12:06 pm.

ITEM 4: APPROVAL OF THE PAST MINUTES

BE IT RESOLVED THAT the minutes of the April 24th, 2018 meeting of the Board of Directors of AMS Inc. in open session are adopted, as presented.

Moved: M. Watters
Seconded: L. Tharp

All for.

Motion unanimously adopted at 12:06pm.

ITEM 5: CONSENT AGENDA

ITEM 6: REPORTS

ITEM 6.1: CHAIR OF THE BOARD

- Currently working on finishing up amendments to the board policy manual and the corporate bylaws with Leah's help. We've been adapting some of the definitions that were taken on last year. We're working on updating the GM description and we've been taking out the service director positions and updating those responsibilities.
- Some have brought concerns about the inaccessibility of the minutes on share point. Working with IT Officer to fix it so everyone to access.
- Look forward to committee meetings after chair and member ratifications, please use conference calls for the first meeting so everyone can attend for goal planning purposes.
- Summer meetings are important to start getting the ball rolling for the year because September gets quite busy.
- Looking to improve Board transparency, so will be creating an in depth report every month on the AMS website. Not the full minutes but an extended AMS Assembly report. Concern of publishing full minutes is that sometimes service specifics are mentioned and if something slips through it can be a hazard to the AMS. AMS assembly members are entitled to the minutes as expressed in by-laws and policy manual.

ITEM 6.2: PRESIDENT

- Liam and I were in Montreal for the Student Care conference, and there are a couple of services that we're looking at and have requested more information on. Will bring more to the June board meeting.
- With the Marketing and Communications office working to bridge the gap between the corporate and the government side of the AMS. For the services, we've mandated that graphics must have

the AMS logo on them, to connect them back to the AMS. Also, allowing for services and managers to feel more connected to the AMS on a whole. Have been receiving positive feedback.

- My recommendation to the board is that if we're making service changes we should be sure to include the directly affected service managers.
- With the Advancement office, we're working on engaging our own alumni by working with the university advancement and the outgoing VP Advancement to access to the alumni database.
- We want students to put in their input about the JDUC, and we need to move ahead in the summer, so we need the right balance of student input.
- From a commerce perspective, the financial analysis on the JDUC website was good but wasn't as clear as it could be. Had concerns with the University financing part.
- The students know the JDUC redevelopment is coming back, to what extent am unsure. Students thought the AMS was biased in the campaign, which was where a lot of the backlash came from. Will have the AMS play a more neutral role in the referendum, work more with faculty societies to have them run yes campaigns. The AMS after the last vote said they were wrong if they voted no.
- Working with advancement in creating alumni data sharing with clubs to create alumni clubs database. Asking the University for their alumni database, need to work out who will have access to the information.
- Legal council will look at any potential legal issues.

ITEM 6.3: VICE-PRESIDENT (OPERATIONS)

- Didn't do a service report, focused on goal planning and tried to make goal plans more useful for the service managers and not just the board.
- Working on creating an evolving document made in junction with the service managers, as a who, what, where, when, how and an administrative timeline presented next meeting.
- The goal with managers they will have a goal checklist up in their location.
- There are reviews of goal plans that happen at the end of the year and am focusing on making them accessible for my successor.
- Working also on market plans and visual identity standards with the services, there will be a market caucus on the 31st in conjunction with MarComm.
- Communicating with the services is key to creating the best template, at the next meeting you'll get the goal plans.

ITEM 6.4: VICE-PRESIDENT (UNIVERSITY AFFAIRS)

- Queen's is unique because we have two members on the board of directors at OUSA because of scope of my portfolio, though we have only one vote.
- Carolyn Thompson decided that the VPUA would move back and allow for the AAC to be the primary voting member.
- At the beginning of May, we met with Julia and the voting seat will go to the AAC.
- I want to present as a secondary member.
- Now Julia is a VP of OUSA, which means Queen's has an even bigger presence.
- As for O-week, working with the director of advancement for funding and sponsorships.

ITEM 6.5: GENERAL MANAGER

- Nothing further to add, glad to take any questions.

- Everything's been sorted out for the commercial tenants in the ARC. Both tenants have opted in for a five-year renewal to their lease, effective July 1, 2017. The agreements came to Queen's last month. Concern was interim rent, there is some back-rent owing on behalf of one of the tenants but we're working on that, there's no cause for concern, they're good tenants.

ITEM 7: NEW BUSINESS

ITEM 7.1: COMMITTEE MEMBER AND CHAIR RATIFICATION

- The executive is on so many committees within and outside of board. With all three of you on all these things would you consider if you want to continue with that. It gets busy and may hard to contribute meaningfully.
- Board policy would have to amended to entertain that.
- I sit on a lot of things and have a lot of reading and it takes away from my being able to contribute meaningfully, but I see the value on having the executive there.

Moved: L. Tharp

Seconded: M. Watters

All for.

Motion unanimously adopted at 12:45pm.

Diane dropped off the line.

ITEM 7.2: STRATEGIC PLANNING COMMITTEE ELECTION

- The board struck an ad hoc strategic planning committee last year with 3 student directors on it, needs two other student directors, Mikela is on it.
- **A. Mair and L. Bourque nominated.**
- Last year we had issues with minimum wage and the JDUC and what will happen to services in order to move forward. To provide guidance to the AMS and have that talk on the smaller scale. Looked to permanent staff to get their thoughts on that as well as engaged with permanent staff and take in their wealth of knowledge.
- It is a committee that comes about every 3 years so it's not really new. It popped up when it was necessary about the services. It can't be implemented within the year, this is an important committee that needs to exist. The executive pulled together one meeting that brought forward a report about losing John McDiarmid, who is the most knowledgeable in March. They gathered information that was previously not in one place.
- The committee was a knowledge gathering one that will recommend and set priorities and bring them back to the board.
- Strategic planning was my favourite to sit on last year as secretary. It looked at an operational level, which is nice to see exactly how each service operates. As a two year director, I want to be there to bring the knowledge from last year.
- Last year I was there when all these things were cropping up, I have that understanding of where things are at now to get the ball rolling. I'm currently only on the governance committee so I will have time.
- *With strategic planning, being critical is important.*
- Absolutely, I am critical and like to figure out why things may or may not work. It's important to be critical about every idea you have, important in order to make right decisions.

- I'm very detail oriented. Aniqah has been able to show that she's critical but I've been doing it in other ways due to my role last year which did not allow me to express it all the time.
- *How do you plan on having macroscopic thinking versus a microscopic approach?*
- It's important to look at details but to be aware of the big picture and not to get stuck on all the little things.
- I'm a little too far in the close-up view side, but aware of it and working on it, board experience comes in handy as we've seen big problems and gotten caught up in little things, now that I've seen that, it's important to see the big picture.
- vote of confidence in favour of appointing A. Mair and L. Bourque to the strategic planning committee.
- seeing no opposition, the candidates are appointed to the stat planning committee

All for

Members unanimously appointed at 1:00pm.

ITEM 7.3: STRATEGIC PLANNING

- To rehash what was laid out on the memorandum, want the perspective of the new board on the strategic planning

Common Ground

- With minimum wage, we had no choice but to raise prices, the goal plan is looking at competitive prices.
- Regarding the minimum wage increase, different parties may do different things depending who wins the election in less than 2 weeks.
- Common Ground Currently stays open until 11pm and every year the service managers say they are open too late, there are no concrete stats about night being the best to close, but we can look.
- Prices aren't the only way to combat the minimum wage, can consider the triple bottom line. From a finance perspective, there needs to be analysis of staffing, where did the recommendation to have students work three shifts come from?
- John McDiarmid gave that recommendation as some staff only work one shift every 2 weeks, it is to improve consistency across the board. It is specific to common ground price adjusting.
- It's my understanding that surveys ask when you're more likely to attend the service. That's the most statistics we have, but we must be wary of trusting those stats. The best thing to do would be to track the actual traffic flow, I brought this up last year. For example, we know QP is empty but not when. I agree with Jordan and am worried about the price increase potentially driving away people and the triple bottom line regarding staffing. If students aren't working consistently does it become more of a club? Not as much about overstaffing but good service.
- It's about whether these jobs are accessible to students. For example, as an engineer one shift a week was good with the work load. Perhaps there could to be minimums set.
- Are current businesses keeping track of what and how much they're selling, and keeping track of how quickly they're making a profit? For example, is the marketing for premade food items more because they're selling more and if so where is that data?
- Concerned the marketing hasn't been that effective in the past year, not sure if we want to focus the marketing dollars there.
- Perhaps people don't like it, we don't exactly know the reasons.
- Feedback in customer service survey spoke to that, some people reported cold and inconsistent products.

- In 30 years of retail, money is best spent training staff, people who aren't working a lot do not have good customer service which effects earnings. Customer service is what will drive your business. Need a consistency of standards, without that you can't return your customers as well. Staff if trained properly that will return your customers.
- Good point but at the same time a lot of the results on the surveys were saying that the customer experience was good. I don't know if we should focus on training staff.
- CoGro is doing something right as revenue growth is not seen in other services, perhaps we need to take the best practices at from CoGro and move use them elsewhere.
- P&CC revenue is trending down, so what is CoGro doing differently in respect to marketing or experience?)
- Expense lines for CoGro and Brew are combined and amalgamated in the presentation.
- I might be alone here but I don't like CoGro coffee.
- Look at the marketing component, CoGro provides a university applicable service and is built to be efficient, people appreciate the peer to peer aspect as well, I'm not sure if practice analysis will be that helpful.
- TAPS is trending down in alcohol sales, TRO used textbooks are trending downwards, but CoGro is more of a staple and won't increase or decrease over time.
- CoGro also provides study space.
- CoGro is more welcoming than TAPS and it is easily relatable to students, my experience over the years is that I feel more welcomed at CoGro and its very quick, many times students don't have time to sit down at QP.
- Just an observation, I'm not sure what we're trying to accomplish here, wondering are we having these conversations to help strategic or operational?
- This is an important strategic conversation to have, specific intention here should be focusing on the specific points of the memorandum and adding strategic points.
- I'm finding it hard to speak to these points and am questioning going from a point to point basis
- Don't feel like you have to have the answers, treat this as a focus group session where the perspective is to take the feedback and bring it with you.
- The goal is to get everyone onto the same platform and build from this.
- The benefit to this discussion is that people are coming in fresh and it gets us thinking about what issues we need to be considering. We've talked about staffing, minimum wage increase, and differing opinions.
- Have to think about framing as this is a business and you have a mandate to do what you want to do. At the beginning of a mandate let's take onboard the feedback in a corporate sense and figure out what you take and leave.
- I've thought about this with the Starbucks in the Innovation and Wellness Centre, has bard talked about this as a potential threat?
- Hasn't come up at board before, it could be threatening but the main thing is for students is the student to student interaction as we offer a new unique service. However, looking at price increases this could impact CoGro going forwards.
- The student base is set so it's naïve to think we'll be totally fine. Our CoGro revenue will see the impact, the base of revenue is the same so it will fracture.
- Depends how much study space there is because that can attract a lot of people.
- Good to be aware of the impact Starbucks might have, there is not a lot we can do if we don't know the prices.
- Focus should be what makes CoGro stand out.
- That can be applied to everything, what makes our brand unique?

The Brew

- Wondering what is the real value of The Brew to students? Is there anything that The Brew does that CoGro can't do, why is there two so close to each other?

- The Brew is CoGro but smaller and the idea was the line at CoGro was too long, but to get people to them they've been differentiated. Hypothetically if we got rid of The Brew, there would be too many people at CoGro.
- My first thought was there was Tim's in the ARC and JDUC and The Brew and CoGro in the JDUC and the ARC.
- Built to prevent competition.
- The space was available and the AMS felt obligated to grab it.

Evan has dropped off the line at 1:36 pm.

- It evolved to not be a 2.0 CoGro and they've differentiated themselves with soups which are a big hit, it became niche then expanded because it could be a quiet area and it makes a profit.
- That could be expanded as it's always sold out.
- The thinking behind The Brew is that at CoGro the bagels make them slow, and The Brew is going to be quicker, where there are minorly customized bagels. It's a quicker satellite version of Common Ground, everything could be done at CoGro, but the question is should they.
- We should look into how specific products are selling at specific places, as we don't have those stats now and they could help figure out where things should be offered.
- Product line breakdowns looked at in goal planning.

Studio Q

- There is an equipment sharing agreement between the Journal and Studio Q, to share it at no loss.
- Within the ComSoc we have our own version of Studio Q and have more direct outreach to facsoc groups. Some smaller facsocs may not have the numbers or may not know where to go, so need to market more push on how they can be of help.
- One of the process that Lyn and I are doing is an RFP for the agenda. Have had the contract for yearbook and agenda for a very long time. Have been people who have come to us saying they could deliver the same product for less. Looking to put out an RFP for agendas and yearbooks.
- This has been thought of in the past, in terms of the pricing and the vendor, but because we switch every year there are previous relationships with distributors that are continually used.

The Journal

- This week as an executive as well as communication directors and editors in chief, are going working to create a request process so that we know what to expect from each other. Also creating a timeline and will tell you what that will look like at the next meeting. Journal editors and I chatted about the toxic environment created by the Journal and the AMS and that the Journal has power to change the environment. We're looking at creating a balanced, positive environment while sticking to reporting the facts.
- On the Journal, could someone provide an overview on the costs?
- There is operating cost, printing and salary, the house is in the space cost, they've been doing a good job of cutting costs.
- Just for context we lost the WalkHome SGPS fee, it failed twice.

STUCONS

- The point isn't to be revenue generating. Many people are worried with the cost of hiring stucons. There could be the better use of bursaries. We can look at lowering prices, but the goal is to provide a service.
- Stucons have something to do with our access to liquor licences, we will have to get legal consultation on this.

TAPS

- Move TAPS discussion to Closed Session.

Moved: J. Nensi

Seconded: M. Watters

All for.

Motion unanimously adopted at 2:20pm.

Tri-Colour Outlet

- We're exploring moving the cash registers, which would be a major efficiency change as there are not many that work. They've already closed because the cash registers don't work, which has to do with the bad internet infrastructure. We have electrical and internet quotes for \$1,300 which would lead to a massive efficiency increase and the benefits outweigh the costs. Also exploring how big TRO is, looked at building more storage but the cost was higher than anticipated that's something that we're not looking to explore.
- Do we know what the reasoning is for the steady decline in sales and have we seen a correlation between increase in marketing spending on ticket sales and that revenue?
- There has also been an increase in pop-ups from faculty societies and different groups on campus, during peak times like homecoming and Saint Patrick's Day. This is also when TRO tends to peak but there's a lot of popups which takes business away from Tricolour.
- Perhaps we can look into making an arrangement with FacSocs about selling merchandise at TRO.
- Students on their own want to make clothes. Another university is now doing a rack where students/student groups can pay money to stock their stuff in their stores. This lends to mutual advertising that would benefit students as a way to be creative, like fine arts students who already screen print clothing. This can create student opportunities as well as benefit TRO.
- I see the value in that, but the issue is about space, taking that on might be a challenge.
- Point number two about return trips is a solution in search of a problem. Speaking off the consignment thing, how much is it used and is it viable or used by students?
- Speaking about the Tricolour express: busses have broken down and there a lack of communication between the TRO and the busses. To have one seat is \$38 and that would be helpful considering we've had instances where there was no communication at all.
- There are more possible solutions, like more chatting with the driver.
- Only at peak times, during thanksgiving, problems always happens when everything is over booked and full. It's a niche time to figure out because it has impact on perception for the whole year.
- People are upset with the service and don't use it again.
- What would having a student on the bus do that drivers couldn't?
- There would be quicker coordination with the MOD, we could explore this.
- The thinking behind is a direct line to coach Canada with an individual who would know what the route is. There is a lot of contracting out during this time and students can watch for the direct way to go. If we have a representative on the bus there's less opportunity for something to go wrong.
- Tricolour may not always know what's happening as they get skipped over in lines of communication a lot of the time.

- Oil Thigh does all ad hoc purchasing and have a decent end of year result, despite small space. When ordering at once there are space issues, perhaps we need to look at Oil Thigh maybe they have suggestions for how to move forward.
- Also they need more attention to sizes, they don't stock enough of the popular sizes.
- We are aware and ordering was made with that in mind.

WALKHOME

- We are almost done with the app.
- The app is a big thing this year and has been being thought about for a long time. It's been in the works for a while, this version was started this year and was contracted out to a company.
- Last year we approved a professional app development company.
- It extended its alpha stage, but is now in the beta stage and is being given a stress test.
- The students will be able to order a walk.
- What will students see in terms of who is walking them?
- They will see that "a walk is on its way".
- The goal is to have it done by the beginning of August and run a marketing campaign during orientation week.
- Some people may not want to be on the phone so this gives students a way to be more comfortable instead of talking.
- In the service report it says that walks have dropped over the past 2 years, which is presented as a concern. Is there a correlation between the number of incidents in the community and the number of walks?
- Well, with the clown incident posted on overheard there were a lot of walks. Is a reduced number of walks a good or bad thing? I don't have an answer.
- WalkHome doesn't need improvement in customer service given that they don't generate revenues and to this end I think it would be much more worthwhile to analyze information from other services such as P&CC, TAPS, and the Journal instead of WalkHome.
- A good thing to continue is the surveys about experience and have them tick off if they are AMS or SGPS.

Overall General Recommendations:

- I haven't had the time to work on these, as I've been goal planning.
- Speaking to SAF, there are other schools that have a system that's well set up. It would be great to talk to other institutions and draw upon their ways before I can comment anymore.
- I agree with that, before we make decisions amalgamating fees and how that would work.
- There is value in amalgamating the fees, but I don't know what that accomplishes. It's important to figure out the actual pros and cons and the executive will look at that when we've had the time. We have seen graphs about how other student associations do it.
- On the recommendation list to add a minimum of 3 shift, what is current minimum of shifts?
- The minimum of 1 not always followed, because there is yearly turnover. Recommended 3 shifts because you get better at your job the more you do it. Take TAPS, a person who isn't there hasn't got it yet and they take a longer time. This could make services quicker and can improve the service.
- I don't know if this is iron clad, it needs to be on a service by service basis. For example, with Studio Q volunteers it is hard. Looking at it on a service by service basis and then enforcing them should be considered.
- There was a line about commerce consulting groups, I think the board should look at Commerce consulting groups. There are three main ones, one that's run through the school and two private organizations. They can provide a lot of help and have worked with professional businesses.

Looking at these pending issues, we should look to some outside groups who can provide professional advice.

- These businesses are operated under a strict mandate, especially a lot of them who have a large board of directors and mentorship teams. They can be of value on the macro service level.
- SAF is worth a discussion.

ITEM 7.4: TRAVEL REIMBURSEMENT POLICY

- Table until after Closed Session (time permitting).

ITEM 8: ADJOURNMENT

Open session ended at 3:21pm.

Moved: M. Martinez

Seconded: M. Watters