

Agenda & Motions

Alma Mater Society of Queen's University Inc.
Regular Board Meeting
Saturday July 23, 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 July 23rd, 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 June 18th, 2016 meeting in open session of AMS Inc. are adopted, as presented.</i>		
5	Reports		
5.1	President	Information	3 min
5.2	Vice President (Operations)	Information	3 min
5.3	Vice President (University Affairs)	Information	3 min
5.4	General Manager	Information	3 min
5.5	Retail Services Director	Information	3 min
5.6	Hospitality Services Director	Information	3 min
5.7	Media Services Director	Information	3 min
6	New Business		
6.1	Common Ground Budget	Action	15 min
6.2	Publishing and Copy Centre Budget	Action	15 min
6.3	Queen's Journal Budget	Action	15 min
6.4	Queen's Student Constables Budget	Action	15 min
6.5	Student Life Centre Budget	Discussion	15 min
6.6	Studio Q Budget	Action	15 min
6.7	TAPS Budget	Action	15 min
6.8	Tricolour Outlet Budget	Action	15 min
6.9	Walkhome Budget	Action	15 min
6.10	Reunion Street Festival Budget	Action	15 min
6.11	Advancement Office Budget	Action	15 min
6.12	Human Resources Office Budget	Action	15 min
6.13	Information Technology Office Budget	Action	15 min
6.14	Marketing and Communications Office Budget	Action	15 min
6.15	Accessibility Queen's Grant	Action	15 min
6.16	Space Cost Recovery	Discussion	15 min



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

July 23rd 2016, at 9:00AM
AMS Board Room, John Deutsch University Centre, Kingston, Ontario

ITEM 1: CALL TO ORDER

The July 23rd 2016 meeting of the AMS Board of Directors was called to order at 9:02am.

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
- B. Rudson, Student Director
- 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

Regrets:

- M. Lindsay, Community Director

ITEM 3: APPROVAL OF AGENDA

BE IT RESOLVED THAT the agenda of the July 23rd 2016 meeting of AMS Inc. is adopted, as presented.

Moved: D. McConomy
Seconded: J. Fonseca

No comments or questions.

All for.

Motion unanimously adopted at 9:03am.

ITEM 4: APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

BE IT RESOLVED THAT the minutes of the June 18th 2016 open session meeting of AMS Inc. are adopted, as presented.

Moved: D. Walker
Seconded: E. Trus

No comments or questions.

All for.

Motion unanimously adopted at 9:04am.

ITEM 5: REPORTS

ITEM 5.1: PRESIDENT

- No comments or questions.

Report ended 9:04am.

ITEM 5.2: VICE PRESIDENT (OPERATIONS)

- Watts Hall was finished yesterday, its unveiling will happen in August. (D. Walker)
- Details of the Reunion Street Festival are being addressed with the Director of Advancement. Everything will approved during the city council meeting in August. (D. Walker)
- The only potential problem is with fund allocation. Presently, there is more money allocated to security than programming. Several solutions are being considered, the board will be updated later. (T. Lively)

Report ended 9:06am.

ITEM 5.3: VICE-PRESIDENT (UNIVERSITY AFFAIRS)

- No comments or questions.

Report ended 9:06am.

ITEM 5.4: GENERAL MANAGER

- No questions or comments.

Report ended 9:06am.

ITEM 5.5: RETAIL SERVICES DIRECTOR

- POS updates went into effect yesterday, they have made operations much more efficient. (L. Burns Scully)
- Regarding online printing, I am currently looking into software options. There is no distinct timeline for this project as I wouldn't want to rush into anything. The goal is to complete this search by the end of August. (L. Burns Scully)
- I had a conversation with someone in Oil Thigh Designs which uses Shopify for its online sales. The results seem pleasing. I will meet with the same student again on Monday and I update you on any worthwhile feedback. (D. McConomy)

Report ended 9:09am.

ITEM 5.6: HOSPITALITY SERVICES DIRECTOR

- Summer set-up of espresso machines has led to some delays with providing espresso. (L. Burns Scully)

Report ended 9:09am.

ITEM 5.7: MEDIA SERVICES DIRECTOR

- The Facebook click-through rate has increased while the Twitter click-through rate has decreased as there has been no focus on Twitter over the summer. Although the website is updated with new articles, many are unaware of this as there are no summer print editions. The traffic is expected to rebound when the Frosh in Focus edition is released. (M. Garcia)
- Web services has sent a layout plan for the Walkhome app which is expected to cost \$1,850. The first prototype is expected to be completed September 1 with features such as an option for the patron to see their own location in comparison with Walkhome boundaries, access Walkhome and Campus Security information, see a progress bar, and access a feedback form. It will be continually adjusted throughout the school year to improve the user experience. (M. Garcia)

Report ended 9:15am.

ITEM 6: NEW BUSINESS

ITEM 6.1: COMMON GROUND BUDGET

- There has been a deficit of \$44,000 because of internal management issues, expensive repairs, decreased sales at the Common Ground, and a marketing focus on the Brew. For the upcoming year we have added a facilities manager to address maintenance issues. We hope to increase sales by 10% and increase overall prices by 25 cents and coffee by 20 cents to accommodate for inflation. Prices will likely not increase again for the next few years.

Operating hours will be changed to 9:00am to 4:00pm as there has been little traffic from 8:30am – 9:30am. A layout project is in place to improve the Cogro and Brew, addressing issues such as neglected storage space, inefficient use of shelving, and the presence of obsolete technology. The Cogro and Brew will be marketed together during Orientation Week so first year students will know they are affiliated. Mac and cheese is the newest premade food available at the Brew. (B. Kim)

- Staff will undergo a customer service training week and will be continuously evaluated through patron customer satisfaction surveys collected each shift. A manager will approach a patron and ask them to fill out a survey which should take no more than 30 seconds. Monthly giveaways will be offered to further incentivize patrons to complete the survey. Collecting surveys each shift will ensure a consistently high quality of customer service across all staff. (B. Kim)
- A high volume of sleeves must be purchased every month to get competitive pricing, leading to high operating expenses. Depreciation expenses are largely due to the new espresso machines. The budget for office supplies has been lowered from \$3,314.69 to \$1,800. The head manager will approve the purchase of all office supplies to ensure only relevant purchases are made. (B. Kim)
- The new management staff have adjusted well to their positions. They have been quick to see and address issues and flaws. I am excited for the upcoming school year. (B. Kim)
- Premade food was launched to increase efficiency and diversify Cogro's offerings. It was a creative idea and I want to encourage all to continue maintaining a creative viewpoint when addressing issues. It is encouraging to see the launch of customer satisfaction surveys. (D. McConomy)

That the AMS Board of Directors approve the Common Ground budget for the 2016-2017 fiscal year, as presented.

Moved: T. Lively

Seconded: D. Walker

Motion unanimously adopted at 9:31am.

ITEM 6.2: PUBLISHING AND COPY CENTRE BUDGET

- In the past there has been a heavy reliance on course pack revenue. Since the demand for course packs has been steadily declining, this year will have a focus on diversifying by pushing other services such as binding and wide format printing. Other printing options are also being introduced, such as fabric printing and providing a larger variety of paper types. The possibility of creating an online storefront is being investigated. To increase awareness among first years, a P&CC poster will be placed in all Orientation Week bags. As with many other AMS services, staff will now be asked to purchase their own uniforms. Training costs have increased because of wage reallocation. Repairs & Maintenance costs have also increased due to printer repairs. (L. Burns Scully)
- Little competition. The Techplex would prefer other services handle course packs due to the complexity of the process, MedPhotos/MedPrints is closing down, and Imagnus Posters is a sponsor of the AMS. Fabric printing is being made available to tap into MedPhotos' market which requires foldable posters. (L. Burns Scully)
- Course pack revenue is expected to level off as the P&CC rebuilds relationships and recoups the market. There will always be professors who demand course packs and the option will continue to be open to them. (L. Burns Scully)

- Regarding management, I am pleased with the energy exhibited by new managerial staff. There have been many commendable changes made to increase efficiency. (L. Burns Scully)
- Currently working on reducing storage and maximizing space. Coloured paper which has been sitting for a while is being used to print order forms and a printer which has rarely been used has been removed. (L. Burns Scully)

That that AMS Board of Directors approve the Publishing and Copy Centre budget for the 2016-2017 fiscal year, as presented.

Moved: T. Lively

Seconded: E. Trus

Motion unanimously adopted at 9:44am.

ITEM 6.3: QUEEN'S JOURNAL BUDGET

- Looking to reduce the \$38,094.57 deficit last year to \$19,529.70 this year. The upcoming year will have a focus on increasing advertising revenue. The pricing for web ads will change from \$39/month to \$25/week or \$65/month. (M. Garcia)
- I project campus revenue to increase 68.59%, local revenue to increase by 14.34%, national revenue to increase by 136.33% and web revenue to increase by 91.24%. (M. Garcia)
- Management salaries have increased because the News Editor position has changed from being an honorarium position to a salaried position. A commissions line has been added to Operational Expenses to account for commissions earned by the Business Manager and Sales Representatives. The majority of QJ's revenue comes from the AMS fee. (M. Garcia)
- Last year, there was an issue with the Business Manager's attendance. The Business Manager wasn't in Canada until September 1 and there was little communication throughout the summer in preparation for the year. The new Business Manager will be arriving the beginning of next week. We are being more proactive in maintaining contact and making our expectations clear. (D. Walker)
- If there is insufficient traffic you could try decreasing prices to the point where clubs can advertise. (G. Giannopolous)
- The new Business Manager's performance has been positive, several favorable changes have enacted. (M. Garcia)

That that AMS Board of Directors approve the Queen's Journal budget for the 2016-2017 fiscal year, as presented.

Moved: E. Trus

Seconded: D. McConomy

Motion unanimously adopted at 9:59am.

ITEM 6.4: QUEEN'S STUDENT CONSTABLES BUDGET

- Due to the expense of training individual employees, StuCon fees are going up and improving employee retention has become a priority. Wages have increased significantly and the uniforms have been switched from florescent to grey. Hopefully, the student fee will be passed next year to ease the pressure on clubs. (B. Kim)
- Posters have been made explaining the StuCons' situation and the student fee increase will be pitched to student groups. Improved training is a major priority for this year to standardize

customer service amongst StuCons and ensure they know how to behave in common scenarios. Supervisors will be encouraged to bring up mistakes when they occur so that they are addressed immediately. (B. Kim)

That that AMS Board of Directors approve the Queen's Student Constables budget for the 2016-2017 fiscal year, as presented.

Moved: D. Walker

Seconded: J. Fonesca

Motion unanimously adopted at 10:05am.

ITEM 6.5: STUDENT LIFE CENTRE BUDGET

- There is no motion for this item. There will be an update in August when the final budget is confirmed. (D. Walker)

ITEM 6.6: STUDIO Q BUDGET

- Last year, there was a surplus of \$2,300 and this year is projected to have a surplus of \$5,702.54. The Live Content Manager position is now an honorarium position. Staff wages have increased because of project coordinators. There has been some photo work done this summer on the Underground and the nurse pinning ceremony, however the majority of revenue comes from the student activity fee. Currently looking to increase ad revenue. (M. Garcia)
- The student activity fee revenue is calculated as 66% of the incoming class since it is an opt-out fee. (D. Walker)
- I project internal advertising revenues of \$8650, external advertising revenues of \$7430 and Queen's revenue of \$5441. Currently halfway to our Queen's revenue goal. Advertising space in the yearbook and agenda has been sold. There are 8500 agendas and 5000 yearbooks being distributed to students. The Hoods and Gowns budget is listed as \$50,000 but is actually \$38,000. The discrepancy is due to the AMS erroneously receiving money for the Smith School of Business hoods and gowns. SSB purchases their own hoods and gowns. (M. Garcia)

That that AMS Board of Directors approve the Studio Q budget for the 2016-2017 fiscal year, as presented.

Moved: C. Bevans

Seconded: D. McConomy

Motion unanimously adopted at 10:14am.

ITEM 6.7: TAPS BUDGET

- There was a \$121,000 deficit last year at TAPS primarily due to a decrease in sales at QP, poor customer service, and poor management. Due to management issues, maintenance costs went up. This year, we can expect a deficit of \$38,629.19 by increasing sales 5% at the Underground through aggressive marketing. The price of liquor and food will also increase \$0.25, which will not need to be done again for several years. However, in comparison to

Stages and Ale, our pricing remains competitive. We also hope to increase the number of private events and show that it is a good venue for activities. The Director of Communications and IT will be getting a link on myAMS.org. Trying to create a unique atmosphere for Saturday and give it an identity like Bachelor Mondays. In the process of standardizing customer service and communications. Customer satisfaction surveys will be collected to determine the quality of the average experience. We have received a women's safety grant of \$12,000 to supplement security measures. We have offered a bonus to our in-house photographer. We have sought to be more frugal with our office expenses and purchase only what is necessary. The new Perfect Frys are much easier to maintain and should reduce maintenance expenses in the long run. Staff are cut during slow hours, reducing the wages expense. (B. Kim)

- We want to hear about the perception of the Underground on its own since it is still relatively new. (D. Walker)
- The incoming class will only know it as the Underground. Can't comment on that until we see what happens in the upcoming year. (G. Giannopolous)
- It appears to me that when it is open, the Underground is very successful, but the dead time is when costs are incurred. The private events idea seems like a good strategy. (J. Fonesca)
- Almost every venue is suffering a downturn. The expectation is that things will bounce back. Two years ago, the chair of the board did a ten year review of every service's financial performance. Over time, there was a cumulative surplus. While I believe we must pay special attention to TAPS, we have to be careful about making radical decisions on 1-2 years of information instead of the long term. The time may have come to re-assess each service to see how it suits current student needs. (M. McConomy)
- There was an initiative last year by a committee to get metrics on the social aspect of AMS services. It was always expected that this would continue. (L. Parry)

That that AMS Board of Directors approve the TAPS budget for the 2016-2017 fiscal year, as presented.

Moved: J. Fonesca

Seconded: D. McConomy

Motion unanimously adopted at 10:35am.

ITEM 6.8: TRICOLOUR OUTLET BUDGET

- There was a deficit of \$8,214.54 last year caused by mismanagement. The margins were at 20-25% rather than the target 40-42%. There will be more work done this year to make data driven decisions and closely monitor margins. To capitalize on the closure of the Campus Computer Store the school supplies section will be improved. The Moleskine notebooks were a big success. (L. Burns Scully)
- There has not been enough marketing for the Tricolour Express. Clothes are 33% of revenue, but we have not been pricing them with sufficient margins. The office supplies budget will be reduced as we will use in-store stock. Will be opening on Labour Day because many students are arriving on campus and need supplies. The reorganization process to improve margins and retag merchandise continues. (L. Burns Scully)
- Management has been told to focus on small, easily overlooked details which they have done very well. I am confident in their ability to improve efficiency and effectiveness. (L. Burns Scully)

That that AMS Board of Directors approve the Tricolour Outlet budget for the 2016-2017 fiscal year, as presented.

Moved: E. Trus
Seconded: T. Lively

Motion unanimously adopted at 10:45am.

ITEM 6.9: WALKHOME BUDGET

- The majority of this year's depreciation expense is due to the new kiosks. There will be an overall surplus of \$2,551. The ios application is expected to be finished September 1 and the Android application is expected to be finished September 15. The Non-Depreciable Equipment account contains expenses related to the Walkhome app. (M. Garcia)
- Staff like the new walkie talkies, the text option is popular. (M. Garcia)
- I am happy with what I have seen so far from management. Alex Reino, the Walkhome Head Manager, is good at motivating staff and anticipating customer needs. (M. Garcia)

That that AMS Board of Directors approve the Walkhome budget for the 2016-2017 fiscal year, as presented.

Moved: D. Walker
Seconded: J. Fonseca

Motion unanimously adopted at 10:49am.

L. Burns Scully, B. Kim, and M. Garcia exit at 10:50am.

Motion to adjourn until 11:05am.

Moved: T. Lively
Seconded: C. Thompson

Motion unanimously adopted at 10:51am.

ITEM 6.10: REUNION STREET FESTIVAL BUDGET

- RSF no longer has the \$15,000 Special Purpose Grant. Its loss will be made up for by sponsorship money which I think is achievable. (T. Lively)
- Building construction has resulted in the stage being moved to the parking lot. This should not affect the budget. The \$11,743 surplus is meant as a buffer in case of extraneous costs. The event contractor Live Nations will be managing the logistics of the festival at a cost of about \$250,000. (T. Lively)
- I expect that our motions will pass without issue when brought up at City Hall. We wanted to present them in July, but the materials had to sent 5-6 weeks in advance. We will be presenting them instead in August. (T. Lively)

That that AMS Board of Directors approve the Reunion Street Festival budget for the 2016-2017 fiscal year, as presented.

Moved: T. Lively

Seconded: D. Walker

Motion unanimously adopted at 11:12am.

ITEM 6.11: ADVANCEMENT OFFICE BUDGET

- During the 175th Anniversary of Queen's, we hope to celebrate 175 years of volunteer initiative. We would like to to increase the funding allocation by \$1,250 to cover the unveiling of Wallace Hall.

Motion to amend the Advancement Office budget to add \$1,250 to the Fundraising/Event Expenses line.

Moved: T. Lively

Seconded: D. Walker

Motion unanimously adopted at 11:14am.

That that AMS Board of Directors approve the Advancement Office budget for the 2016-2017 fiscal year, as presented.

Moved: D. McConomy

Seconded: C. Thompson

Motion unanimously adopted at 11:15am.

ITEM 6.12: HUMAN RESOURCES OFFICE BUDGET

- There has been an \$8,000 increase in expenses due to policy changes. The budget is presented for approval as the Board can take a closer look than the AMS Assembly. (T. Lively)
- Lynn and Dave can better work on the budget if they have the allocation confirmed. (D. Walker)

That that AMS Board of Directors approve the Human Resources Office budget for the 2016-2017 fiscal year, as presented.

Moved: E. Trus

Seconded: C. Thompson

Motion unanimously adopted at 11:18am.

ITEM 6.13: INFORMATION TECHNOLOGY OFFICE BUDGET

- Last year many staff received some unnecessary Photoshop and Adobe licenses. The salaries of many office directors also increased. Many IT assets are being replaced. (T. Lively)

That that AMS Board of Directors approve the Information Technology budget for the 2016-2017 fiscal year, as presented.

Moved: J. Fonesca
Seconded: D. Walker

Motion unanimously adopted at 11:20am.

ITEM 6.14: MARKETING AND COMMUNICATIONS OFFICE BUDGET

- New banners were purchased for recruitment and advertising purposes. Market research software has changed, allocated under “Special Projects”. The design contract with Studio Q has increased from \$10,200 a year to \$12,000 a year. This will be reviewed later this year. (T. Lively)

That that AMS Board of Directors approve the Marketing and Communications Office budget for the 2016-2017 fiscal year, as presented.

Moved: C. Thompson
Seconded: E. Trus

Motion unanimously adopted at 11:21am.

ITEM 6.15: ACCESSIBILITY QUEEN’S GRANT

- The Accessibility Queen’s Committee came together in July to approve a grant for the Equity Office. The grant was meant to fund a campus mural promoting disability awareness painted by a summer student. This matter has been brought to the board for approval. (C. Thompson)
- Based on the materials provided, there does not appear to be sufficient information about what the mural will look like. Given that the AMS will be associated with it, as well as past problems experienced with editorial freedom, I would be uncomfortable approving this at the moment. (D. McConomy)
- This seems to speak to a larger issue of due process. Projects should undergo more scrutiny and due diligence before being approved. (G. Giannopolous)
- We are currently establishing a new rubric to be brought back to the board to clarify the requirements of projects seeking funding and make the process more objective and comprehensive. (C. Thompson)
- This project is not expected to receive other funding, I am concerned that approving Phase 1 implies that Phases 2 and 3 will also be funded. (D. McConomy)

That Board rejects the Accessibility Queen’s grant allocation of \$3,000 to the Queen’s Equity Office, towards hiring a summer student who will organize the production of a student mural to represent the intersectionality around disability.

Moved: C. Thompson
Seconded: J. Fonesca

All opposed.

Motion fails at 11:46am.

ITEM 6.16: SPACE COST RECOVERY

- Per the SLC Tri-Party Agreement, AMS services are allocated a part of the SLC rent. The model used in past years allocated costs based on a service's ability to pay based on past revenue and projected earnings. However, it doesn't take fluctuations in revenue into account and unfairly puts additional burden on profitable services. This model treats rent as a variable cost when it is in fact a fixed cost. (D. Walker)
- I propose a different model which will assess how efficiently a service is using its allotted space. The allocated cost will be based on square meters of ancillary space (any space that generates revenue) and administrative space (any space belonging to the service that does not directly generate revenue, like an office). Quality factors like location would be taken into consideration when determining the cost. Anything on the second floor of the JDUC would qualify for a discount. I believe that this model depicts the true financial situation as it doesn't make irrelevant adjustments. (D. Walker)
- Is it possible to base the model mainly on quality of the space? (E. Trus)
 - o Yes, but quantifying quality is a whole other project. (D. Walker)
 - o Perhaps this can be given to a sub-committee or discussed at a later board meeting. (Q. Giordano)
- Putting the analytical in place of the subjective is difficult. Applying student fees to services with a surplus is controversial. Having a service be able to pay more to reduce the surplus is a misguided approach. (D. McConomy)
- Goal of making every bottom line zero was well intentioned, but misguided. (T. Lively)
- A good visual would be to compare the pricing under both the old and new methodologies. (G. Giannopolous)
- A more analytical approach would add objectivity, but may be too inflexible. (J. Fonesca)
- The total rent owed which is funded through the SLC student fee and AMS rental fees are the two components that fund everything to be paid. The new model is useful because it uses verifiable rates (square footage) and comes up with a number that is closer to what we are being charged. The complete picture, factoring in the necessary funding, will be available at the next meeting. (L. Parry)
- We should avoid passing a policy restricting the VP of Operations from changing the methodology. Each new executive should have to be convinced that they don't have to redo it rather than be restricted by it. (D. McConomy)
- The budgets discussed today were under the old methodology. We will have to reapprove the budgets with the final consolidated budgets. Overall, the deficit will go down. (D. Walker)

ITEM 7: ADJOURNMENT

Motion to adjourn.

Moved: D. McConomy

Seconded: J. Fonesca

Open session ended 12:18pm.