



AAMS

Annual Report 2015-2016

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Editor's Note

The Alma Mater Society (AMS) is dedicated to helping Queen's students get the most out of their undergraduate experience. This is accomplished through various advocacy efforts, the provision of entirely student-run services that bring affordable, quality products to the Queen's community, and the thousands of opportunities available to students to participate in Canada's oldest student government. As such, the AMS is proud of being the only exclusively student-run organization of its kind in Canada. This report reflects the work of over 1,000 student volunteers and hundreds of student staff over the 2015-2016 year. Included within are summaries of the operations and activities of all commissions, offices, and corporate services as well as the Executive, Assembly, and Board of Directors. Although the focus of the Annual Report is to review the previous year, as reflected in the historical nature of this document, it also identifies emerging challenges, trends, and strategic objectives where appropriate.

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Overview of the Society

The Alma Mater Society (AMS) of Queen's University was founded in 1858 and is the oldest student association in Canada. The AMS was incorporated in 1969 as a non-profit organization without share capital.

The Alma Mater Society's Constitution takes priority over all other student societies and organizations to which its members may belong. The Society's highest legislative body is the AMS Assembly which consists of representatives from all of the following AMS member societies:

| | | |
|--------------------------------------|-------------------------------------------------------------------|--------------------------------------------|
| Arts & Science Undergraduate Society | Physical & Health Education and Kinesiology Students' Association | Commerce Society |
| Engineering Society | Nursing Science Society | Concurrent Education Students' Association |
| Aesculapian Society | MBA Student Executive Council | Computing Students' Association |

The voting members of the AMS Assembly also comprise the voting members of the Corporation, and in this capacity annually elect a Board of Directors. This board is responsible for overseeing the management of the Alma Mater Society's corporate services, offices and associated financial affairs, and more broadly, for ensuring the financial viability of the Society.

Membership in the AMS is automatically extended to all students of the University who are enrolled in at least one course in one of the member faculties/programs listed above, and who have paid the full slate of AMS mandatory student activity fees. Each student normally belongs to a member society as well as the AMS, and enjoys the rights and privileges of both societies.

AMS members enjoy the right:

- to vote in all Society elections and referenda;
- to hold offices or positions within the Society, subject to the restrictions of the office or position, as outlined by Assembly and/or Board Policy;
- to attend meetings of the Society subject to the rules of procedure as prescribed by the AMS Constitution;
- to move or second motions at such meetings;
- to speak for or against any motion;
- to vote at Society Annual Meetings or Society Special General Meetings;
- to gain admission to and/or actively participate in any Society sponsored event and/or program subject to any restrictions of the particular event and/or program.

AMS Mission Statement

To serve and represent the diversity of students at Queen's.

AMS Mandate

- 1. To represent Queen's University students within the university and externally by working to further the best interests of the members of the AMS, giving particular concern to representation on issues related to education.*
- 2. To provide services and activities to students, as well as to act in a facilitating role for services and activities where appropriate.*
- 3. To cultivate a sense of social awareness and responsibility in its membership.*
- 4. To serve as a liaison between the various affiliated student societies.*





History of the AMS

The Alma Mater Society is the oldest student association in Canada and, in fact, is nine years older than Canada itself. Growing out of the old Dialectic Society, a debating group founded in 1843, the AMS was established as the central student government at Queen's in 1858. The original objectives of the Society were the defense of students' rights, the facilitation of discussion, the promotion and encouragement of learning, and the furtherance of the general interests of the University.

Until virtually the end of the 19th century, the AMS remained essentially a debating society, conducting weekly meetings where essays were read and debates took place after any official business was conducted. Nevertheless, during the 1860s the AMS was responsible for securing a study week prior to examinations and for securing some space for athletic activity. In 1877, a new constitution was created which reflected the importance to the AMS of preserving the attachment of alumni to the University and maintaining the bond between all members of the University. Interestingly, during this period, the AMS president was required to be either a Queen's graduate or a professor, and at least one of the three vice-presidents had to live outside of Kingston. In fact, it was not until 1920 that the AMS President could be a student, provided they were in their final year of study. In 1948, the constitution was amended to require the AMS President to be a student.

By the turn of the century, the AMS Constitution had been amended to underscore the shift toward the on-campus constituency and away from the 1877 emphasis on alumni. The AMS primary purposes had become the cultivation of literary, scientific and musical tastes, the encouragement of athletics, and the publication of the Queen's Journal.

The Alma Mater Society had now begun to assume its modern role of having full responsibility for administering and financing the large number of special interest student societies that

had emerged on campus, and for representing the views of students to the Senate.

One of the most important developments in AMS history also transpired in 1898. This was the official delegation of responsibility for non-academic discipline to the Alma Mater Society and its new "AMS Court" (now known as the AMS Judicial Committee). Previously this responsibility was held by the Senate under the Royal Charter that created Queen's, although informally, the AMS had been delegated increasing jurisdiction in this area throughout the 1880s. Later, in 1936-37, the AMS introduced a system of student constables to maintain order at student functions.

The 1930s brought one highly significant development. Beginning in the early 1920s there was persistent discussion surrounding the introduction to Queen's of the fraternities and sororities that were so popular in the United States. The opposition to them was strong, however, and was based primarily on the concern that loyalty to fraternities would diminish loyalty to Queen's and that the very nature of fraternities and the exclusivity of their membership might jeopardize Queen's democratic traditions. The AMS was in the forefront of these discussions and in 1930-31 revised its constitution to ban fraternities.

Respecting students' right to self-government, the Senate had remained relatively quiet throughout the issue. But in late 1934, in response to the strong AMS stance, passed a motion "forbidding students who register at the University to form or to become members of any chapter of any externally-affiliated fraternity or sorority at or near Kingston." In 2013, the AMS revisited this issue with the Assembly ultimately retaining its strong opposition to any presence of fraternities and sororities within the Queen's community and strictly prohibiting any access by these groups to Society or University resources and space. However, the Assembly accepted prevailing legal opinion that it could no longer ban membership in such organizations by students living off campus.

History of the AMS

During World War II, the AMS established a war aid commission to raise money for the war and other war related activities. The AMS levied a dance tax to raise money for the War and sold corsages for the Arts formal. During WWII, over 3,000 AMS members, alumni, and staff left Queen's to fight in the war, with 164 not returning.

Throughout most of the 1900s, the AMS operated primarily as an amalgam of standing and ad hoc committees but in response to the rapidly expanding scope of its activities, it underwent a major restructuring in 1969. It was at this time that the commission system was created. The original commissions, designed to carve up AMS activity into distinct spheres, were Education, Services, Campus Activities, Judicial, External Affairs, and Budget and Finance. The commissioners, along with the AMS president and vice-president, comprised what was then known as Inner Council which carried out the basic day-to-day work of the AMS.

The AMS legislative body, comprised of representatives from all the faculty societies,

was known as the Outer Council. Inner Council and Outer Council are now respectively known as Council and Assembly. The commission system continues to thrive today, albeit with many modifications from its original form.

Chief among these modifications were the creation of the Academic Affairs Commission in 1991 in order to house responsibility for both learning environment issues and external funding/tuition/student aid lobbying issues in one place; and the creation of the Municipal Affairs Commission in 1994 in recognition of the important and diverse nature of student interaction with the Kingston community. In the early 1990s, the focus of the Education Commission gradually shifted away from academic issues and towards a wide range of social justice and equity issues. This proved to be a lasting change and that commission has been renamed 'Social Issues.' In recognition of the growing concern among students regarding a wide range of environmental issues both on and off campus, in early 2011 the AMS established the Commission of the Environment & Sustainability.



In 2016, as a result of redundancies in the Commission of Internal Affairs (CIA) and job overlap between positions, the CIA was separated into 3 individual offices. The AMS Secretariat, Clubs Office and Judicial Affairs Office became separate entities.

In the mid-1970s, the AMS began establishing and operating significant commercial services on behalf of its members. The Underground, previously known as Alfie's and originally known as the Underground, was created in 1976 and constituted a substantial expansion and relocation of the first AMS-run pub, founded in 1969. Alfie's was soon followed by the Queen's Pub (then the McLaughlin Room) in 1978.

Additional major new services followed with the amalgamation of Studio Q into the AMS in 1985, the creation of the Publishing & Copy Centre and Walkhome in 1988; the Used Book Store in 1994; and The Common Ground Coffeehouse in 2000. In response to longstanding requests from The Queen's Journal for new and separate space, in 1990-91, the AMS purchased a house on Earl Street in which to relocate the newspaper's operations. It has since been relocated to 190 University Avenue to make room for the Queen's Centre. In 2005, the AMS purchased a longstanding card and stationary store in the JDUC which evolved into the creation of a major clothing, travel and used book retail service known as the Tricolour Outlet.

The AMS established a Housing Service in 1968 which operated throughout the 1970s until the AMS divested in 1982. By way of a contractual agreement with Queen's University, the AMS sublet a number of university owned houses and apartments and acted as a landlord. The AMS administered all aspects of owning a house including collecting rent, arranging for repairs and running an annual housing lottery. The primary reason for the service was to allow for more student involvement in traditional landlord/tenant issues. When the AMS pulled out it oversaw 56 housing units serving hundreds of students. Throughout its evolution and growth, the AMS has maintained its longstanding commitment to

traditional activities central to student life.

In 1969, the AMS created a corporation without share capital under the name of "Alma Mater Society of Queen's University Incorporated." The AMS conducted a comprehensive examination of the entirety of its operations in 1995-96 through a cross-section of student leadership known as Vision 2000. This group was responsible for creating the current AMS Mission Statement which is: "*To serve and represent the diversity of students at Queen's.*" The Vision 2000 group identified three words critical to the AMS mission statement:

- **Serve** – reminding us that at all times we are working for students; in essence the AMS is servant to student needs
- **Represent** - in representing students the AMS is acting as their agent – articulating their views to groups both inside and outside the university
- **Diversity** – underscores an AMS organizational imperative to serve and represent students of different ethnic backgrounds, ages, faculties, sexual orientations and socio-economic levels.

AMS participation in federal external student federations has been limited. It has never been a member of the current Canadian Federation of Students, established in 1981, nor its predecessor, the National Union of Students that operated from 1972 to 1981. The AMS did, however, become a member of the Association of Student Councils, a not-for-profit organization incorporated in 1973 to provide discount travel. Provincially, the AMS became a member of the Ontario Federation of Students in 1974 and maintained that membership until 1992 when Queen's students voted to leave.

The AMS subsequently became a founding member of the Ontario Undergraduate Student Alliance, which it left in 1995 only to re-join in 2000. In 2009-2010, the AMS held observer status in the Canadian Alliance of Student Associations (CASA) a federal student lobby group. The AMS decided to not align federally.

History of the AMS

Since its inception, the AMS had represented all students attending Queen's University. However, that changed in 1981 when the Graduate Students' Society, an AMS member society formed in 1962, voted by referendum to secede from the AMS. This secession was extremely amicable and grew out of a gradual, long-term, mutual recognition by the AMS and GSS that graduate students should have separate and autonomous representation. Subsequently, the AMS has seen both the Theological Society and the Law Students' Society depart for membership within the GSS, known now as the Society for Graduate and Professional Students (SGPS). In 2006, the Rehabilitation Therapy Society departed for the SGPS when that program evolved into a graduate program. In 2009, the Education Students Society voted to depart the AMS.

With the completion in 2009 of the initial component of the Queen's Centre project, the

AMS began discussions with the University administration designed to fulfill its decades-old desire to assume responsibility for operating and managing the student life space on campus. These discussions became serious negotiations over the 2010-11 academic year and culminated in an historic operating and management agreement signed in early 2011 that would transfer from the University to the AMS, administrative control over student life space. Effective May 1, 2011 the AMS would now oversee the John Deutsch University Centre, Macgillivray-Brown Hall, the Grey House (51 Bader Lane) and the non-athletic student life space within the new Queen's Centre.

Currently the AMS represents roughly 16,200 students. It has grown to operate a wide range of retail, hospitality and media services employing over 600 students, and six commissions with over 1 000 student volunteers participating in advocacy, event organizing and charitable efforts.

Relying entirely upon the extraordinary efforts and talent of a singularly dedicated student body, the Alma Mater Society remains true to its roots, working diligently on enhancing both the academic and extra-curricular experience of its members while fostering important connections with the surrounding community.

AMS Assembly

Assembly is the highest legislative and decision-making body for the undergraduate student government at Queen's University. It is comprised of roughly 45 representatives from the member societies, AMS Council, the Chair of the Board of Directors, the Rector, and the Undergraduate Student Trustee. The Assembly fulfils its mandate by debating reports, recommendations and motions as submitted by Council, the Faculty Societies, or any individual AMS member. It is constitutionally empowered to direct the Executive, Council and Board of Directors as they carry out their respective duties to be consistent with the best interests of AMS members. All AMS members are encouraged to attend the bi-weekly Assemblies and submit motions.

This year, Assembly was held in various locations around campus – primarily a result of irregular room availability due to the JDUC revitalization project. Assemblies were held in the McLaughlin Room, the Sutherland Room, Robert Sutherland Hall, Goodes Hall, New Medical Building, and the Kinesiology Building. The tradition of holding an annual meeting in Kingston City Hall was

maintained in the winter term.

At its initial meeting in September, Assembly affirmed a new Vice-President (University Affairs) for the remainder of the 2015-16 year, due to the resignation of the elected Vice-President. Furthermore, policy amendments were introduced to update commission committee policies. Assembly duly approved the goal plans and budgets for all Commissions in October.

During October, Assembly began work on debating substantial changes to student activity fee policy, including the removal of the option for fees to be debated at the Annual General Meeting, and what constitutes a mandatory fee. Following the fall referendum, a vote from assembly within closed session resulted in the nullification of the results of that referendum, with the rationale being that the Chief Electoral Officer was ineligible to hold that position. A statement by the AMS President noted that fees that were nullified in this referendum would be automatically placed on the winter referendum ballot.



AMS Assembly

In late October, Commissioner of Internal Affairs Miriam Bart announced her resignation. The Assembly meeting of November 5th was led by Interim Commissioner and Vice-President (University Affairs) Sarah Letersky, and included a consultation session on non-academic misconduct with Principal Daniel Woolf and Provost Alan Harrison.

A new Commissioner of Internal Affairs, Jon Wiseman, was ratified by Assembly at the meeting of November 19th. Assembly passed the first of many changes to the Clubs Office at this Assembly, and held a lengthy discussion topic on student activity fees. A discussion on fall reading week – a discussion that became a theme at many assemblies this year – was held, with consultation led by Jordan Morelli, the Chair of the Senate Committee on Academic Procedures.

At the December 3rd Assembly, minor changes were made to policies surrounding the Sustainability Action Fund, election campaigning, and proposals for AMS applications. Substantial changes were discussed with regards to loosening restrictions on campaigning for AMS Executive elections, as well as the removal of the need for proposals for AMS salaried positions. Finally, a policy regarding the acclamation of an AMS Executive was passed, with a vote of confidence required for an uncontested election.

During the January 14th Assembly meeting, Assembly held a workshop on hazing, led by Dr. Jessica Chin and Dr. Jay Johnson, Assembly approved two executive teams to the ballot as well as new fees to be voted on at the winter election. Assembly also held its first consultative session on the dissolution of the CIA, with the initial proposal of the Secretariat Office brought to assembly for the first time. At the Assembly meeting of January 28th, the dissolution of the CIA was initialized through changes to all governance documents. Furthermore, Assembly also passed a motion merging the Academic Grievance Centre with the Peer Support Centre. Peter Wolf, a university executive, was the guest speaker.

The Assembly meeting of February 11th, , motions were passed to allow the AMS Executive to lobby the federal government on OUSA initiatives, as well as the ratification of the incoming Executive Team. On March 3rd, Assembly discussed the future of the Clubs Office, as well as passing a motion to direct the Speaker to pen a letter to the Senate regarding the process by which a fall reading week was being implemented. Changes were also made to the composition of President's Caucus and Summer Assembly.

On March 7th, the Annual General Meeting was held in Grant Hall with an approximate attendance of sixty (60) students. The AMS Executive delivered their State of the Society address, and Judicial Affairs Director delivered the end-of-year report for the AMS NAD system. A discussion period was held to gauge opinions on what the future of the AGM should be.

Assembly held two more meetings in March. The March 16th assembly was held in City Hall. While quorum was not met for this meeting, a motion passed by assembly allowed regular proceedings to continue, pending final approval at a future assembly meeting which hit quorum. The budgets for ORT, NEWTS, and FYNIRS were approved, as well as wholesale changes to the Clubs Office. At the March 31st Assembly held in Goodes Hall, a discussion on the future of the NAM system was led by Principal Woolf. Changes to Rector Election policy as well as the implementation of the AMS Food Charter came into effect. Furthermore, changes to the makeup of Policy Manual 3 were introduced, alongside housekeeping business within conferences in the Campus Activities Commission. Finally, a discussion period was held in response to the Israeli BDS movement and greater issues of freedom of speech. This was the only assembly of the year that went the full length allotted in the governance documents.

The Assembly did not appoint an Honorary President nor did it grant any Honorary Life Memberships in the Society.

The AMS Assembly is comprised of the members listed on the following page. Note that not all Assembly members have a vote on motions. Those who do not have voting privileges are marked by an asterisk.

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| <p style="text-align: center;">Alma Mater Society</p> <p>President Vice-President (Operations) Vice-President (University Affairs) Commissioner of Academic Affairs* Commissioner of Campus Activities* Commissioner of Internal Affairs* Commissioner of Municipal Affairs* Commissioner of the Environment and Sustainability* Commissioner of Social Issues* Hospitality & Safety Services Director* Retail Services Director* Media Services Director*</p> <p style="text-align: center;">Nursing Science Society</p> <p>President Vice-President</p> <p style="text-align: center;">Engineering Society</p> <p>President Vice-President (Student Development) 4 Elected Representatives</p> <p style="text-align: center;">Commerce Society</p> <p>President Vice President (External) Vice President (Internal) 2 Elected Representatives</p> <p style="text-align: center;">Arts & Science Undergraduate Society</p> <p>President Vice President 8 Elected Representatives</p> | <p style="text-align: center;">Aesculapian Society</p> <p>President 2 Elected Representatives</p> <p style="text-align: center;">Computing Students' Association</p> <p>President Vice President (University Affairs)</p> <p style="text-align: center;">Concurrent Education Students' Association</p> <p>President 3 Elected Representatives</p> <p style="text-align: center;">Physical & Health Education & Kinesiology Students' Association</p> <p>President Vice-President (Operations) Vice-President (University Affairs)</p> <p style="text-align: center;">MBA Student Executive Council</p> <p>President Vice-President</p> <p style="text-align: center;">Residence Society</p> <p>President Vice- President</p> <p style="text-align: center;">Other Ex-Officios</p> <p>Undergraduate Student Trustee* Queen's University Rector* Student Senate Caucus Chair* Board of Directors Chair*</p> |
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Board of Directors

The Board of Directors of the Alma Mater Society of Queen's University Incorporated is responsible for all matters concerning the corporate affairs of the AMS. The Board is composed of six students elected by the members of AMS Assembly (who are also shareholders of the corporation), the elected AMS executive, three non-student directors appointed by the Board, the hired service directors and the General Manager. The Board meets monthly to discuss pertinent business concerning the AMS, to review reports from its various committees, and to assess the current position of all business units in relation to their individual goal plans. In addition to the monthly management of board meetings, The Chair of the Board organizes two general meetings during the academic year for the purpose of electing new directors, confirming resolutions of the board, and approving financial statements and the auditor's report.

This past year, the Board concerned itself with three major projects in addition to the regular business of a corporate board.

The first, and most ambitious project, led the Personnel Committee to develop a framework for "Measuring Social Value in the AMS". The end goal of this multi-year project is the development of a methodology and associated policy that would enable the board to quantify the social value, or "non-monetary" value, of positions in the various AMS programs and services. This year, the Personnel Committee proposed a method and outlined the policy implications and next steps to achieve their end goal.

The second project was owned by the Governance Committee who conducted a review of the corporate philosophy of the AMS. The resulting amendments proposed by the Committee and later confirmed by the Board sought to clarify the distinction between AMS services, the business units that relied on customers to generate revenue, versus programs, the units that are chiefly funded through allocations or student fees. The classification is important, as the Board resolved

that deference for programs that sustain reasonable deficits is acceptable, whereas such tolerance for services (i.e. businesses with customers) is not. Furthermore, the Governance Committee reconciled sections of the Board Policy Manual incongruent with current practices of the Board. Lastly, the Governance Committee vetted and presented the first Information Technology Policy for the AMS, an important milestone in the organization's development made possible by the Information Technology Support Officer, Dave Mayo.

Finally, the Long-term Strategic Planning Committee conducted an audit of all AMS corporate space and infrastructure. The report consolidated the needs of each AMS unit insofar as space and resources are concerned, to both sustain current operations and expand service provision in the future. The project highlighted the importance of student-life space on campus and the AMS's obligation to optimize allocated space.

The audited financial statements contained within this annual report reflect the solid financial position of the AMS. AMS management worked alongside the Board to ensure that the AMS remained fiscally viable and is positioned to succeed in future years.

The Board concluded the year by articulating the importance of managing risks to the corporation, finding innovative solutions to future business problems, and continued permanent staff succession planning. The most prominent mark of this particular Board of Directors was the belief that the AMS can only achieve its mandate through persistent, critical introspection and willingness by all to embrace change.

AMS Executive

The three-person AMS Executive is comprised of the President, the Vice-President (Operations), and the Vice-President (University Affairs). Together, they are responsible for representing the interests of all undergraduate, medical, and MBA students and for the day-to-day management of the AMS.

The Executive is elected annually during the winter term. The President is responsible for the external representation of the Society and is ultimately accountable for ensuring the fulfilment of the Society's mandate and mission. The President directly oversees Advancement, Marketing & Communications, Human Resources, and Information Technology Offices and presides over Presidents Caucus which consists of the member society presidents.

The Vice-President (Operations) is responsible for all day-to-day operational and financial matters of the Society. The VP (Operations) oversees Retail, Hospitality & Safety, Media, and Student Life Centre departments of the AMS. Additionally, the VP (Operations) administers student activity fees, the AMS Health & Dental Plan, the Bus-It program, and the consolidated budget for the Society.

The Vice-President (University Affairs) is responsible for all political and educational matters of the Society, research and policy development, internal academic issues, and university administration affairs. The VP (University Affairs) oversees the six commissions and advocates on these specific issues to the university administration, the City of Kingston, and the Province of Ontario.

The 2015-16 Executive, comprised of Kanivanan Chinniah, President, Kyle Beaudry, Vice-President (Operations), Catherine Wright and subsequently Sarah Letersky, Vice-President (University Affairs), continued to build the foundation for future success with an eye to the best interest of the vast majority of students at Queen's. They redefined the AMS's relationship with the University through emphasizing a strong, open, and honest working relationship, addressed long-standing internal and external issues, and

navigated through heavy reforms of a multitude of practices.

Supporting Better Academic Environments

One of the Executive's first acts were to use an advocacy paper produced by the former Executive to raise the issue of student input into the collective bargaining process between the University and its faculty, particularly the imperative for departments to be able to hire teaching focused faculty (TFF). Recognizing that TFF appointments would allow departments to hire faculty who would spend slightly more time teaching, thereby increasing undergraduate faculty-student interaction, the Executive raised TFF appointments to the Board of Trustees at all its meetings, and at Senate whenever opportunities arose, in addition to other venues. In 2016, the Department of Engineering published the first TFF job posting at the University.

The Executive included the introduction of a personal interest credit in their platform, similar to the successful Arts & Science Undergraduate Society's Executive. Recognizing that a personal interest credit had to be piloted in the Faculty of Arts & Science first, the AMS got out of the way and left the ASUS Executive to handle the implementation of the credit, which was approved before the close of the year.

Throughout the year, the Senate Committee on Academic Procedures had begun to finalize a proposal for a fall reading week at Queen's, in response to a mandate given to the Committee several years ago to look into increasing the number of sessional dates at Queen's. At 59 days, Queen's has the lowest possible number of sessional days – teaching days – of any other University in Ontario, which has an impact on credentialing organizations. Amidst a student-driven petition for a Fall-term reading week at Queen's, the Executive worked to gather student input for the Committee's consideration, by hosting several town halls and focus groups. The Committee's initial proposal had a significant impact on Queen's student-run Orientation Week and the pre-exam study days in the Fall-term, and was due to be implemented within two years.

AMS Executive

After listening closely to students, and finding them deeply passionate about pre-exam study days and the full student-run Orientation Week, the Executive worked to negotiate a thorough implementation process for a Fall-term break that calls for the preservation of these important traditions, and the more thorough consultation of stakeholders.

Building World-Class Infrastructure

After four years of ambiguity, the Executive saw through the construction of the JDUC revitalization project, using the Queen's Centre Fund. Stemming from the incompleteness of Phase 2 and 3 of the Queen's Centre, the AMS withheld the collected funds from the University, and later reached an agreement to spend the funds — \$1.2 million — to revitalize existing student life space, specifically in the John Deutsch University Centre (JDUC). The previous Executive had settled on three projects that would improve student life space in the JDUC, but the funds available were insufficient to cover the estimated costs. Vice President Beaudry, together with the Student Life Centre (SLC), worked closely with Physical Plant Services and the Provost's Office to create a tender for construction companies that was workable given the final estimate for the projects. The project broke ground and is scheduled to complete substantially under-budget, leaving some money for other revitalization initiatives.

Early in the year, it became apparent that the University was going to break ground with the 67 Union Street project, the JDUC's neighbouring building. Recognizing an opportunity and need to revitalize student life infrastructure, the Executive brought the future of the JDUC and student life space to the forefront of the AMS's interactions with the administration. They launched preliminary consultations with students-at-large, which found that students wanted more functional study space, club space, and bookable spaces, and that the JDUC did not fulfil the role as of yet.

The Executive then worked closely with the administration to chart a fiscally responsible

path to revitalizing the JDUC, considering the failure of the AMS and administration to deliver on the Queen's Centre project that students were charged for. The Executive laid the foundations for a full programmatic assessment for the JDUC in order for the revitalization to be completed according to need. At its completion, students will be able to approve or reject a revitalization plan.

Throughout the year, the Executive and the SLC worked closely with the administration to finalize a new management and operations agreement. This new agreement, which allows the SLC to administer student life space on behalf of the University, Society for Graduate and Professional Students, and the AMS, corrects the incentive structures from the previous agreement, among other reforms.

Accountability & Fairness

The Executive listened closely to students on their priorities on complex issues, amidst high engagement rates among students for certain issues. While the AMS has engaged in marketing research among students in the past, the Executive prioritized student input on a whole host of controversial issues.

The Executive introduced several improvements to accountability and fairness during their year in office. The Executive began by re-evaluating space and administrative charges for AMS corporate services, to better reflect their actual administrative burden and space impact. This ensured that the impact of corporate services to the financial bottom line of the AMS would be evident, thereby providing clear information to the Board of Directors and the Assembly to make their decisions. The Executive also left a framework for the assessment of charges to ensure consistency in the years to come.

The Executive released all budgets for all AMS commissions and offices on the AMS website for students to review. The AMS has one of the largest ancillary fee slates in terms of directly funded groups of any student government in Canada.



Recognizing this, the Executive undertook an ambitious overhaul of AMS student fee policy to improve student fee accountability and fairness. The Executive ended the practice of raising fees through the Annual General Meeting process and mandated referenda be used for all future increases or establishment of fees. As a result, groups who receive funding from the general student body will need to actively engage students before receiving any or increases to existing funding.

The Executive also tightened eligibility requirements for mandatory student fees. Working closely with Assembly, they introduced new rules governing groups that could raise fees from students, and clearer obligations for accountability and reporting, to ensure that all groups funded by students benefited students on campus.

Improved AMS Programs and Services

The Executive introduced clearer guidelines for AMS clubs on insurance and legal compliance, in the form of information packages that were distributed to AMS clubs and faculty societies. This improved certainty for clubs and faculty societies on the insurable status of their events, and made the hiring of student constables more seamless.

In conjunction with the Society for Graduate and Professional Students (SGPS), the Executive undertook the task of merging the AMS Clubs Office and the SGPS Clubs Office. Under the new regime, the SGPS would contribute a fee to the AMS to administer the legal and insurance aspects of all clubs at Queen's. This move ends the uncertainty surrounding the status of SGPS members in AMS Clubs and increases the resources available to Clubs. The Executive increased the number of staff available at the Clubs Office to directly provide more support services to clubs.

Fundamental Changes

The Executive introduced and oversaw several fundamental changes to the AMS. As they took office, the Executive received the Lewis Report on the non-academic discipline system. The Lewis Report identified the risks inherent in the non-academic discipline system. The report identified several limitations to the non-academic discipline framework at Queen's and garnered a divisive response among AMS alumni and special interests that administered the current regime.

The Board of Trustees invited the Executive to participate in an advisory committee to provide input into a new system to deal with instances of non-academic misconduct. In light of the need to ensure the creation of a system that balanced tradition and modern requirements, the Executive worked to preserve foundational and critical aspects of the non-academic discipline system, including its restorative nature and student involvement in substantive cases, while additionally supporting the creation of formal university processes to deal with high risk cases that the AMS could not handle, including the creation of a central intake office for cases.

The process resulted in the creation of two separate categories of non-academic misconduct cases – Category 1 which is handled by the AMS peer-on-peer system, and Category 2 which is primarily handled by the University. The new regime maintains the unique student system for impactful cases where a peer-on-peer judiciary would be to the benefit of all students involved. Additionally, as a result of this process, the University system is clear and defined in contrast to the previous system where the Provost could invoke jurisdiction over a case, investigate and assign sanctions, subject to appeal.

COMMISSIONS



Representing the six different facets of student life at Queen's, the commissions of the Alma Mater Society strive to advocate on behalf of AMS members in order to achieve the society's overarching mission statement and mandate.



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Academic Affairs Commission

The Academic Affairs Commission (AAC) was created in 1991 when its functions were separated from the Education Commission and the External Affairs Commission. The AAC is responsible for educating students on relevant post-secondary issues, advocating on behalf of their interests at a university and provincial level, and facilitating student academic needs through various committees, programs, and services.

Internally, the Commission engaged on critical issues including quality of student learning, undergraduate research and experiential learning, and Fall Reading Week, among others. Notably, the Commission advanced a long-standing student priority: a syllabus bank. The AMS and Queen's Library are in the process of signing an agreement that would provide an Exam Bank-like portal for course syllabi. The Syllabus Bank will make course selection easier for students, allowing them to find classes that suit their interests and learning styles.

Building upon the success of previous years, the Commission partnered with Career Services to run its second It All Adds Up campaign but this time, with schools across the province. New this year, the Policy Committee supported advocacy for better academic accommodations, processes and undergraduate research opportunities.

The University Issues Committee brought attention to issues surrounding inadequate study space on campus. In recognition of the great instructors on campus, the Teaching Awards Committee ran an incredible and well-attended awards ceremony that brought together students, administrators, Faculty, and others from across the Queen's community.

Externally, the AAC has worked to lobby the Ontario Government and the Ministry of Training, Colleges, and Universities on student financial assistance, experiential learning, and a student-centric funding formula. Advocacy on student financial assistance resulted in significant changes to the OSAP system with tax credits being shifted into up-front grants. As a result, more low-income students will be able to attend university.

The Commission also worked with the Ontario Undergraduate Student Alliance to write, edit and publish research-based policy papers on topics including student financial assistance, the broader learning environment, teaching and assessment, students with disabilities, online learning, and student employment. On campus, the AMS participated in OUSA's Time out Tuition campaign. The campaign, led by the AMS's External Advocacy Coordinators, raised awareness around the growing cost of education.



Campus Activities Commission



The Campus Activities Commission (CAC) is primarily an events-based commission that strives to be a resource, support system and advocate for student-led events on campus. The goal of the commission is to promote opportunities for students to learn and engage beyond the classroom by facilitating a number of events and by supporting groups external to the CAC. The Commission relies on campus engagement and cannot function without the support of students and so it must constantly reflect and think critically about its programming to ensure it remains relevant to the current student body.

This year the CAC began to foster a number of connections with groups external to the commission and focused on connecting with people who do not typically interact with the AMS. The Queen's Live Music Committee's first event, QPOP! 2015, was a great success with the first night reaching full capacity and the second night almost reaching capacity. The Committee's second event, Live at the Isabel, was moderately successful in comparison. However, the event did strengthen the commission's partnership with the Isabel Bader Centre and the event is therefore left

in a good position to grow next year. Lastly, the CAC sought to reinvigorate the AMS Arts Council by running a collaborative arts showcase at the end of the year. This allowed the Commission to expand its connection with the Queen's arts community, which will likely become stronger in the next few years.

The Commission also focused on diversifying and expanding its initiatives to appeal to the Queen's community more broadly. Both the Outreach and the Recreation Committees developed new events which were met with moderate success. Most notably, the Recreation Committee partnered with the Ottawa Senators to offer discounted hockey tickets for Queen's students, which was very successful. The Commission also expanded its initiatives that have been consistently successful for the past few years by increasing, and in one case doubling, the number of attendees. Unfortunately, not all events had strong attendance, which ultimately presented an opportunity for the Commission to learn about what engages the student body.



Commission of the Environment & Sustainability



The Commission of the Environment and Sustainability (CES) serves to represent students when dealing with issues relating to environmental sustainability, and strives to improve the operations of the AMS and the University to be environmentally-friendly, while instilling a culture of sustainability within the campus community.

This year marked the first year that the Earth Centre was under the CES. The Earth Centre provides environmentally friendly versions of a variety of goods, including food and common household items. They also maintain a library of books that are freely available to students. Following the changes to policy surrounding revenue-generating clubs in the 2014-2015 year, the Earth Centre decided to join the AMS under the CES. This year they expanded their operations, by taking in an increased number of customers, providing recycling and green bins to students for free, and running several well-received waste reduction and energy management events. The CES also adopted the new Queen's Sustainability Conference, or QSUS. The conference strives to educate students on environmental sustainability and ways that individuals can create change.

Bikes and Boards started a new bike share program, allowing students to borrow bikes for a day to a semester. This gave students who may be unable to bring a bike to campus an affordable

way of engaging in active transportation. Bikes and Boards also underwent a large reorganization of prices. The service standardized prices on parts and maintenance to provide a consistent experience for customers and lowered the prices on many of the labour-driven repairs.

Greenovations provided 30 house retrofits, beating their previous record of 25. They also ran the University District Brite program twice, which involved visiting hundreds of houses to provide LED lights to students. The Room of Requirement ran several successful item exchanges focused around Halloween, Homecoming, and Christmas. STRIVE, renamed to Students for Sustainability, ran a very successful Earth Hour concert, although some early events were poorly attended. Finally, Youth Mentoring Youth had several workshops, although their Sustainability Fair at the end of the year had to be cancelled.

The CES also underwent a series of organizational changes. The number of Earth Centre executive positions were reduced from seven to three, a deputy position was removed, and the commission itself was renamed to the Commission of Environmental Affairs (CEA). Overall the CES has grown this year, and is set up for success in 2016-2017 as it continues to expand upon this year's developments.

Commission of Internal Affairs



The Commission of Internal Affairs (CIA) is tasked with overseeing the operations of Canada's only student-run Non-Academic Misconduct (NAM) system, the democratic processes within the AMS, Assembly meetings, and the AMS Clubs Office. It is the governance arm of the AMS, and ensures that students are engaged in democratic and legislative processes, while facilitating positive relations between the AMS the nearly 300 AMS-ratified clubs.

This year, the NAM system of the AMS – as well as all other NAM systems at Queen's – came under review from university administration. Therefore, the AMS NAM system operated under the framework of the Interim Protocol, which included heavy involvement from the University Ombudsperson's Office in the NAM process. The AMS NAM system received a very low number of cases this year compared to other years. Looking forward, the Judicial Affairs Office will continue to cooperate with the University in implementing the new system. Furthermore, the Office's reorganization - now under the purview of the VPUA - will allow the office to not only be administrators in the NAM system, but advocates for it as well.

This year marked a period of immense growth within the Clubs Office. The Office continued

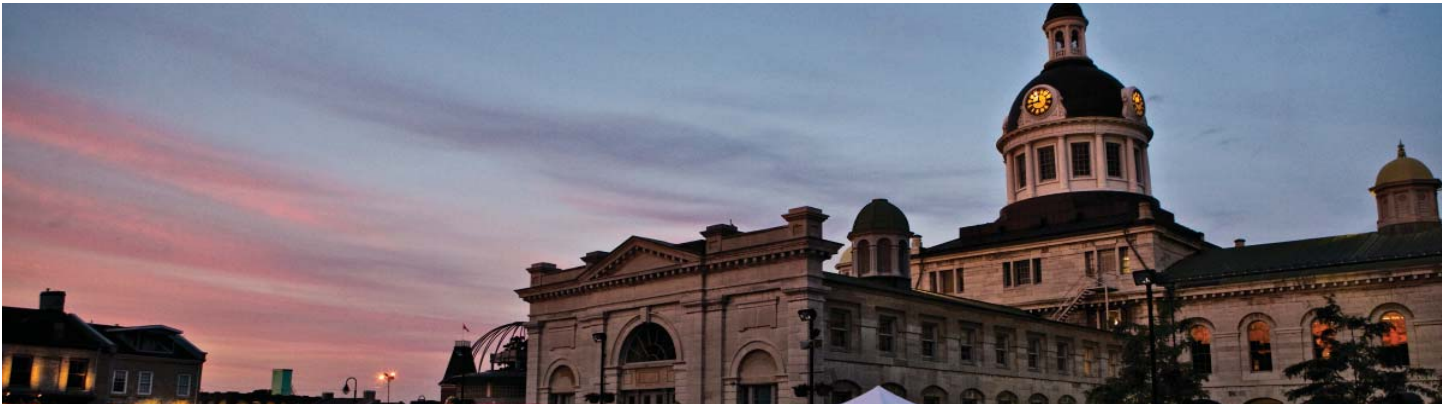
to build increasingly positive relations with all AMS-ratified clubs, and further enhanced their "community" aspect. The introduction of the Clubs Bursary program – which far exceeded expectations in its first months of existence – along with investments in improving club spaces, the creation of the Clubs Caucus, and the establishment of internal HR and Marketing portfolios all contributed to strengthen the Clubs Office. Looking forward, there is tremendous potential for the office to grow further, as it becomes its own entity under joint operation from the AMS and the SGPS

Finally, this year there was a stark polarization between the fall referendum and winter election and referendum. The fall referendum had a very low voter turnout of 20.1% - barely passing the thresholds required for a 50%+1 passage rate for student fees. Furthermore, issues continued due to an internal personnel change during the referendum period, as well as the nullification of the results of the fall referendum by Assembly. Going into the winter semester, the Elections Team worked hard to build rapport back for the winter election – which had the largest voter turnout in a generation at 44.3%. Looking forward, the Elections Team should strive to balance increased voter turnout with increased engagement from the student body in AMS elections.





Municipal Affairs Commission



The Municipal Affairs Commission (MAC) serves students by advocating on their behalf on a municipal level, facilitating meaningful volunteer opportunities in the local Kingston community, providing resources for off-campus student housing, and offering a variety of services that strive to improve the quality of student life in the University District. With six committees, three services and ~400 volunteers, the MAC continued to expand its multi-faceted impact on the student body.

This year, the commission collaborated with the City to install a scramble crossing at Union & University. Further collaboration led to a successful Homecoming and second year of the ReUnion Street Festival, with both receiving widespread acclaim. Alongside the VPOps and Kingston Transit staff, the MAC worked to re-vamp two AMS-funded bus routes to serve more students with greater efficiency. The commission also provided input to the City's Official plan, advocating for continued improvement in University District housing quality.

Internally, the MAC committees saw resounding success. Volunteer participation increased across the board, due in part to robust recruitment efforts by senior members of the commission. New programs and partnerships were established and rekindled. The committees' new cohesiveness was a highlight of the MAC's year and can be attributed to a continued focus on team building and camaraderie.

The Housing Grievance Centre was rebranded

to become the Housing Resource Centre (HRC), further aligning the service with the University District brand and increasing brand recognition among the student body. As a result, the service saw an increase in cases received and improved its visibility on campus. The HRC played a large role in the inaugural University District Housing Fair, an event that brought landlords and housing resources together to help students find a place to live. Furthermore, the HRC partnered with the Pro Bono Law Society of Canada to develop a robust training handbook, equipping officers with the tools needed to serve students effectively. A long-term partnership was struck with the Property Standards Division of the City of Kingston, resulting in a proactive property standards program set to roll out in fall 2016.

The University District brand continued to grow alongside its initiatives. Winter Housecheck monitored over 200 houses and the Student Maintenance And Resource Team (SMART) regularly served 145+ properties. SMART enjoyed consistent recognition throughout the year due to the increased frequency and breadth of Community Clean-Ups, including their new Shine Day orientation week event. The University District signage initiative was officially completed after unanimous endorsement by City Council and subsequent installation in the areas north of Johnson Street. In March, the fourth annual AMS Town-Gown Reception at City Hall featured the presentation of the Golden Key and Civic Responsibility awards, capping off another successful year for the MAC.

Social Issues Commission



The Social Issues Commission (SIC) is committed to an equitable student experience for students of all identities and backgrounds. The SIC believes that no students should face undue hardship in accessing opportunities and a holistic education during their time at Queen’s. It provides students with support, resources, and education, and advocates with students and institutional stakeholders on the student experience.

On June 1st, 2015, Queen’s University released its Sexual Assault Prevention and Response Report and Recommendations. In response, the SIC disseminated the Bystander Intervention Training Program to student leaders. This provided valuable student voices to conversations pertaining to the establishment of the Sexual Violence Policy, the structure of the Sexual Violence Support Office, and continued to advocate for a Sexual Assault Response and Prevention (SARP) Centre.

This year, the Food Bank experienced a successful rebrand from its previous identity as the “Food Centre”. This rebrand coupled with educational outreach allowed the AMS Food Bank to re-establish its presence on campus and bring food insecurity to the forefront of campus conversations. The service has seen a 150% increase in usage and has more than doubled its fundraising goals.

The Peer Support Centre (PSC) saw an extremely

successful year with continued marketing and outreach programs, as well as added educational opportunities such as free SafeTALK (suicide alertness training) offered for 50 students. Faculty representation in equity-seeking work was augmented through the Equity Caucus, a body which aims to foster a cohesive understanding of anti-oppressive practices on each faculty council. Equity Caucus was extremely active this year, clocking ten meetings and the successful completion of large-scale projects such as a framework for the AMS Equity Strategic Plan.

The SIC also undertook an exploration of the financial supports at Queen’s University. Upon survey data analysis and anecdotal evidence collection, it was clear that students travelling to access healthcare services not offered in Kingston were experiencing significant financial strain. In close collaboration with the SGPS, the SIC developed an “Out of City Healthcare (OoCH) Travel Bursary” that will allow students a maximum of \$300 per year to subsidize these travel costs.

This year the SIC completed unprecedented intersectional activism and numerous advocacy projects. The Social Issues Commission continued to evolve alongside the ever-changing nature of social issues, and, through its proactive activism and advocacy, contributed to the betterment of the campus climate for the diversity of students.



OFFICES



The AMS offices serve as support resources for both the government and corporate sides of the AMS. Officers work closely with the executive, commissioners, directors, and service managers to ensure that the day-to-day operations of the Society run smoothly and are accessible to all students.



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Advancement Office

Working in close coordination with the Queen's Office of Advancement, the Advancement Office (ADO) is responsible for ensuring that the AMS has a cohesive strategy for fundraising, sponsorship, stewardship, and meaningful engagement with AMS alumni. In doing so, the office works to build and maintain relationships with donors, sponsors, and the alumni community, while facilitating the development of said abilities among AMS clubs, committees, conferences, and staff.

An inaugural year for the ADO, the office sought to: place high emphasis on assisting existing AMS practices, programs, or services with Advancement practices; build organizational capacity and effectiveness to develop a framework for long term sustainability; and finally, foster and enhance relationships with Queen's stakeholders, potential and current sponsors and donors, and internal AMS departments to welcome and maximize collaboration.

In operation, the ADO successfully articulated the value of the AMS experience to strengthen AMS affinity among current salaried staff, volunteers, and alumni. This was highlighted through holding AMS Reunion over Homecoming Weekend, promoting and facilitating the use of AMS alumni as guest speakers and spotlight features, and connecting AMS alumni to the Queen's Alumni Volunteer Summit. In a larger framework, Queen's alumni engagement continued

with the second annual ReUnion Street Festival, which played an integral role in connecting students and alumni over Homecoming Weekend.

Furthermore, essential developments were made to aid future commitments to fundraising, sponsorship, and stewardship. The ADO provided resources and knowledge to AMS units seeking assistance with fundraising and sponsorship in the Kingston and Queen's community, and built institutional memory of sponsor, partner, and donor relationships. This included concentrating information on behalf of the Office of Advancement for AMS units, such as charitable tax receipts, relationship management, donation letters, sponsorship packages, fundraising support platforms, etc. This is increasingly important as many AMS units may consider turning to external funding to support their events and initiatives.

Finally, the ADO became the conduit for AMS involvement with Queen's 175th anniversary celebrations. This past year the Office led an advisory committee to develop a means of highlighting student contribution to the Queen's community. Most notably, the AMS will spearhead an initiative that recognizes the extensive volunteer work of students, and present a year-end legacy gift. The determined outcomes of the advisory committee will be executed in the 2016-17 academic year under the continued leadership of the ADO.



Human Resources Office

The Human Resources Office serves as a support for both the government and corporate branches of the Alma Mater Society. The Human Resources Office oversees the recruitment, hiring, training, development, progressive discipline, transition and appreciation of the Society's student employees and volunteers.

A priority of the Office this year was a health and wellness benefit for salaried staff and the redevelopment of AMS Apply, both of which will be available by the 2016-2017 term.

A large focus of the Office this year was recruitment and the accessibility of the hiring process. The Human Resources Officer and the Talent Acquisition Manager worked in tandem to develop and introduce policy changes within the AMS Hiring and Appointment Policy and Procedures Manual. These changes effectively removed the requirement for applicants to submit lengthy proposals for each position they applied for. This change came as a result of proposals being cited as a barrier for potential applicants, particularly external applicants.

Another policy change affecting the hiring process was the lottery process established to permit managers to automatically lottery applicants.

This eliminated the tedious process of preference listing used in the past and ultimately was a more equitable and efficient way to assign interviews to applicants. The introduction of this process was met with both positives and negatives and still has room to develop.

A project that started in 2014-2015 and was carried on to 2015-2016 has finally come close to completion. With the expertise and support of the AMS IT Office and Queen's ITS, the AMS Apply portal has undergone a significant redevelopment and is currently in the beta testing stage. It is expected to be in full operation for the 2016-2017 fall hiring period.

In the final months of the 2015-2016 year, the HR Officer has worked closely with the VP Ops to redevelop and restructure the current salary grid and salaried employee contracts. A Health and Wellness bonus has also been introduced into salaries (replacing the current food credit received by salaried staff) in recognition of the importance of a healthy and active lifestyle. This project was developed through collaboration with the Board of Directors Personnel Committee and the HR Office will be taking the lead on implementing and promoting this program in the coming years.



Information Technology Office



The Information Technology Office (ITO) facilitates the AMS' interaction with existing and future IT infrastructure. Specifically, it manages the Society's internet presence, servers, IT purchases, POS systems, and development efforts. It continues to strive and advise long-term centralization and standardization in the Society's technological direction, and takes major steps every year to stay current with new industry requirements to best suit the needs of the AMS.

One of the first changes this year, the IT Office, in conjunction with the Marketing & Communications Office, developed a new responsive, modern, AODA-compliant AMS website to replace the previous website suffering in usability, navigability and adaptability (myAMS.org). Added features include a clubs' directory, an events calendar, and a variety of informational pages. Most importantly, the website is modular and capable of being continually modified so it may grow with the Society over the years.

The IT Office also migrated over six websites associated with the Society to WordPress to also be responsive, modern, and AODA-compliant. Such websites include cogro.ca, equitablequeens.com, amsfoodbank.com, studioq.ca, queensunderground.ca, and smartkingston.ca.

The AMS' application system, known as AMS Apply, is still undergoing a design and system overhaul, but will be ready for the 2016 fall hiring season. The overhaul includes changes in data structure, AMS hiring policy, manager GUI, general site design, and bug fixes.

The IT Office also developed an AMS Clubs Management System that centralizes club resources, form submissions, and ratification for nearly 300 AMS-ratified clubs into one content management system, using Google Forms and Google Classroom. This process involved the import of all clubs into Google Apps for Education accounts, giving them access to unlimited cloud storage for club archiving.

And finally, there is a new pORTal solution implemented in conjunction with Queen's University to better facilitate the workflow and permissions involved in the hectic management of Orientation Week's events. The old system was custom-made, not supported, and had several critical bugs; pORTal should provide a bug-free enterprise management solution with continual support for the foreseeable future.



Marketing & Communications Office



The Marketing & Communications Office (MCO) functions to generate positive perceptions and publicity for the AMS as a whole, its separate units, and the Executive in particular. In doing so it actively seeks input from students regarding the Society and its initiatives and seeks to manage all communications outputs from the AMS.

In its second year of amalgamation from the separate Marketing Office and Communications Office, the MCO has an increased focus on utilizing its marketing research capacities to directly influence not only its communications but also advocacy stances across the broader Society. Spearheaded by the Marketing Research Coordinator (MRC), the MCO saw an increase of at least 644 survey responses on the surveys that are repeated year after year. Furthermore, the MRC received a record number of responses for two big advocacy-focused surveys: the Assessment of On-Campus Health Services and the Fall Break Consultation. These surveys received 754 and 4291 responses, respectively. Having this extensive data has aided the AMS in pushing for improvements to student life within the University and utilizing data-backed advocacy is a trend that will continue.

Reflecting upon data collected from the 2015 Brand Perception Survey, the MCO sought to make the voice of the AMS' output more identifiable with its target audience, students. Therefore, the Office took deliberate action to put out more enticing and approachable communications, both in content and in tone. This also meant a higher emphasis on the faces of the AMS – not just the

Executive but the salaried staff as well. Accordingly, there was much higher engagement on those social media posts that featured AMS staff or other students. Overall, there has been a much higher increase of engagement with the AMS Facebook page and Instagram feed in the 2015-16 year than there has been seen previously.

Not just exclusive to AMS social media platforms, the brand new AMS website has benefited from increased engagement as well. Over the summer, the MCO, in conjunction with the IT Office, developed a completely new AMS website. Recognizing that the previous website was not user-friendly and exceedingly difficult to manage, the new website was developed with both the user and website manager in mind. All website pages are now easily accessible, more aesthetically pleasing, and no longer contain information that is specific to a given year and would therefore be subject to change relatively frequently.

Finally, the MCO has worked this year to update AMS design standards to make them more modern, visually appealing, and comprehensive. This began in the summer with the ORT Common Section and 2014-2015 Annual Report. Both publications had fallen into a pattern of relying on design files from the year previous with the result that both of these documents appeared out-of-date. Since then the MCO undertook a review of current AMS visual identity standards and produced a new document that does not change the visual identity of the AMS but updates it to last for several years to come.

Student Life Centre Office



The Student Life Centre (SLC) is responsible for the management and operations of all campus buildings that fall under its jurisdiction. This includes the John Deutsch University Centre (JDUC), the non-athletic portion of the Queen's Centre (QC), MacGillivray-Brown Hall, 51 Bader Lane (the Grey House), and the Mackintosh-Corry Student Street. These facilities are dedicated to enhancing the quality of student and campus life at Queen's University by providing exclusive space for societies and clubs, bookable spaces for meetings and performances, and public spaces for a wide range of Queen's students, faculty, staff, and community uses.

After many years of work, The Revitalization Plan will bring to life the projects students saw as most important in enhancing student life for current and future students. Wallace Hall, the most used venue by students, and a representation of Queen's rich history, will be restored. The construction of a skylight in the Upper Ceilidh will bring new light and life to the common space thus bettering the experience of students, clubs and services using the area. The Revitalization Plan's last component, an elevated walkway spanning from Wallace Hall to the west exit of the JDUC, will increase the capacity of Wallace Hall while adhering to fire and safety speci-

cations. The JDUC Revitalization improves and cements the long-term viability of the JDUC as being one of the few non-academic buildings on campus and is the beginning of a commitment the University and the AMS has made to engage in discussion regarding continued enhancement of student life space.

The SLC worked closely with commercial tenants throughout the year and during the summer welcomed its newest commercial tenant, Campus Dentist, and worked with DrugSmart Pharmacy to open a travel clinic. Additionally, the SLC was happy to once again temporarily host relevant local services to students such as Blue Print and Agent99. The SLC also went through an extensive year-long student consultation process to clarify and enhance the SLC's visual identity.

This year the Student Life Centre has diverted its focus from programming to a greater emphasis on providing relevant resources and services for the entire Queen's community. As part of this the SLC installed projectors into JDUC 351 and 352, high-traffic meeting rooms for clubs and student societies. The Student Life Centre will continue to provide and enhance resources and services based on student needs.

SERVICES



Employing over 500 students, the AMS corporate services are dedicated to providing affordable products and services in a safe, student-friendly environment.



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Hospitality Services



Common Ground

Common Ground Coffeehouse provides students with affordable meal options at its main location in the ARC, and at its second location in the JDUC, The Brew. Both Common Ground and The Brew strive to give support to students through approachable customer service and extensive service hours, as well as providing a wide range of products. Common Ground is also available to book for many events, giving the student body and the broader Queen's community an inclusive platform for fundraisers or cultural events.

In order to cater to the student body in a better way, The Brew underwent a re-branding this year, which included physical renovations and a rework of products and customer service. This included the creation of a consistent product menu and the addition of several soups and tureens. Overall, The Brew grew in sales and in popularity, receiving positive feedback from customers.

This year Common Ground focused on the introduction of increased gluten free items to make the service more accessible to students. The Taco salad, now Common Ground's most popular salad, and a gluten free blueberry muffin were added while the Quinoa salad was portioned into

a smaller container. This allowed gluten intolerant/celiac students to have several options at both Common Ground and The Brew, without affecting the efficiency of the service.

A challenge for Common Ground this year was the service's use of aging machinery. The espresso machines in particular consistently broke down, meaning there were many days throughout the year where espresso drinks were unable to be served. The service then proposed, and subsequently received Board approval for, the purchase of new espresso machines, which will be installed in the near future.

Finally, Common Ground worked to provide students with the best customer service possible. Both specific training week sessions and the monthly newsletter increased focus on the importance of always maintaining excellent and friendly communication with patrons. A switch was made to online newsletter quizzes to ensure that staff were reading the newsletter's pertinent information regarding their stations and the service as a whole. This allowed for staff to become more knowledgeable, ending on an improved note for the year.





THE UNDERGROUND



The AMS Pub Services

TAPS is comprised of both the Queen's Pub and the Underground. The Queen's Pub was established in 1977 as a safe dining location on campus where students may experience quality service and affordable prices, and is a space that exudes the traditional aspect of Queen's. The Underground sees a multitude of students and alumni, offering a level of acceptance and warmth that is unparalleled to other Kingston nightclubs. With increased exposure, the average number of returning customers continues to rise.

This year, TAPS focused on increasing its long-term financial sustainability and viability. Particular attention was paid to the development and maintenance of static nights at the Underground as well as the introduction of new shifts at the Queen's Pub.

In an attempt to provide staff members with more learning and work opportunities, two new shifts were introduced at the Queen's Pub. In particular, Sports Weekend hours were extended, meaning the pub opened at 11:30am rather than 3:00pm. These new hours were advertised through posters and online social media. Al-

though this change provided staff members with more opportunities for professional development, these hours were not popular among Queen's students and did not make a great contribution to profits.

The service significantly improved attendance at the Underground on Saturday nights. This night was differentiated from other nights by featuring a rotating theme, a new in-house DJ and its own photograph watermarks. Offering alternative and relative themes provided students a unique opportunity that could not be experienced elsewhere. As well, TAPS introduced the new theme night To Be Announced (TBA) Tuesdays, which featured a different musical artist on one Tuesday night per month. This appealed to a different demographic of students, introducing a wider variety of patrons to the nightclub. By having TBA Tuesdays only once a month the service was able to collect insight as to the desirability of going out on a Tuesday among the student body. Although there was a market for students, it was not significant enough to continue operating on Tuesdays in the year that follows. This gave good insight for the following year.

Media Services



The Queen's Journal

The Queen's Journal, one of the oldest student newspapers in Canada, was established in 1873. The Journal has two purposes: the first is providing students with campus news and a place to make their voice heard, while the second is providing students with training and experience in the fields of journalism, photography, graphic design, business and related areas. Journal alumni can be found in newsrooms across the country, including the Globe and Mail, Toronto Star and The National Post.

This year, The Journal has focused on increasing and diversifying its digital content, improving student engagement, expanding staff training and restructuring its business and editorial staff. The newspaper's website hit one million page views at the start of April 2016, up from around 778,000 at the same time last year.

The Journal's digital presence was boosted by the launch of its new website last May, which improved the reader experience and provided a modern aesthetic for the newspaper's online content. The Journal also added a new position to the masthead to create digital layouts and interactive web elements—a Digital Manager—and provided additional multimedia training for staff members. The newspaper pursued several digital projects throughout the year to better inform students, including multimedia projects on the student government elections, study drug usage,

Black History Month and sexual assault policies on campuses across Canada.

The Journal has also worked to improve student engagement. The newspaper has made greater use of social media, undergone a print redesign and created online interactive content to engage and retain student readers. In particular, The Journal has looked to improve graduate student engagement by providing greater coverage of graduate student issues, including SGPS elections, student-supervisor relationships and mental health resources for graduate students.

New training provided to staff included workshops on writing, coding, photojournalism and print layout, and the Editors in Chief conducted surveys among staff to discover areas that required further training. The training improved the web presence and visual presentation of the newspaper and made its operations more efficient.

Lastly, the service worked with the AMS Board of Directors to restructure the business and editorial sides of the organization for the coming year. Chief among the changes were the addition of a Head Sales Representative, new responsibilities for the Production Manager, the transition of the News Editor to a salaried position and the removal of two positions.





STUDIO *Studio Q*

Studio Q is Queen's University's first student-run creative agency and offers design, publications, photography, video, and livestream services for students and the Kingston community. After the 2014-2015 team realized the overlap between Queen's TV, Yearbook & Design Services, and Convocation Services, Studio Q resulted as a merger between the three services. In addition to high quality services, Studio Q provides educational tutorials and the opportunity to learn valuable media skills that may not be offered in the classroom.

Studio Q's first year was a great success as its first priority was establishing itself as a professional media service on campus. Studio Q's new logo created the service's brand identity and internally, the five creative portfolios built themselves up and created opportunities for cross-portfolio collaboration.

The video and design teams worked with the Marketing & Communications Office and numerous other groups to create hundreds of professional graphics, logos, and videos for many student organizations. Capturing student life moments at countless events on campus, the high quality products of both the photography and video teams were widely shared on social media, leading to a substantial increase in Studio Q's online following. In addition to their online streams of the Queen's Gaels home games, the livestream team expanded their broadcasting to student

conferences and debates, and introduced a weekly "Live Show" to highlight campus events. Finally, the publications team created the hugely successful Queen's Agenda and introduced augmented reality into the Tricolour Yearbook, which brought the year's events to life through the combination of design, photography, and videos. In its inaugural year, Studio Q strived to treat every client, whether a student or business, as an individual – listening to and meeting diverse needs across the five portfolios.

While Studio Q focused on professional creative services, it was also uniquely dedicated to being a creative outlet for students at Queen's. Whether students were interested in designing the yearbook, photographing campus events, or filming the Queen's Gaels, Studio Q had something for everyone. Through monthly tutorials run by managers and staff, Studio Q offered training in the Adobe Suite and industry-standard equipment. Additionally, a mentorship program was created between staff and volunteers to allow for one-on-one training and skill development on a weekly basis.

Studio Q has five portfolios: video, live stream, design, publications and photography. Studio Q ultimately provided students the opportunity to learn creative skills in an engaging, hands-on, and welcoming environment.

Retail Services

Tricolour Outlet



Tricolour Outlet (TRO) was created at the end of the 2009-2010 year from the amalgamation of three preexisting AMS services. This included the Merchandising Services (TAMS), which operated the Used Bookstore and Tricolour Outfitters, and Destinations.

This year, ongoing renovations continued and over the summer, a second operational change room was added to accommodate increased foot traffic during high volume periods. There was additionally a large focus on positioning TRO as an established retail service. This included installing new signage, adding mannequins to display products and create dynamic display windows, re-fixturing and covering outdated materials, and adding a TV display to showcase the store's look-books, marketing campaigns, and other promotional materials.

Operations were vastly improved this year as well. The consignment process was streamlined and the service implemented an e-mailed ticket system allowing bus tickets to be sent to student's emails rather than presenting a physical copy. Feedback received from this

implementation has been positive to date.

There was an increase in clothing and merchandise sales, allowing the service to provide high quality affordable items to students. A purchase order module was added to the service's existing program which allowed staff to order and receive inventory from one interface. Finally, to combat the issue of inventory accuracy, the service put in a concerted effort to create an inventory process with a higher accuracy rate. As a result, TRO purchased programmed scanning guns allowing inventoried items to be scanned and uploaded directly to the program, minimizing the chances of human error.

In the future, TRO should be prepared to build upon the successes of the previous years to maximize efficiency in peak periods and be willing to think creatively in order to increase foot traffic during slow periods. Tricolour Outlet should also begin to explore the opportunities that will come as the consignment and book portfolio gradually decreases. Overall Tricolour Outlet had a very productive year.





Publishing & Copy Centre



Established in 1988, the Publishing & Copy Centre (P&CC) has grown over the years into a medium-scale production house that is equipped to handle a wide variety of jobs by offering a wide array of products and services.

The future of the CoursePack was uncertain in 2015-2016, as copyright rates increased significantly thus raising prices for CoursePacks. In a landscape where readings are increasingly available online this only added to the challenges associated with CoursePack sales. This year also saw a decline in CoursePack submissions due to professor turnover in many recurring classes. Therefore, CoursePack marketing focused on appealing to new professors and, as a result, many professors that submitted CoursePacks in 2015-2016 did so for the first time and plan to return in the future. This year, the P&CC attempted a second online CoursePack trial that explored the potential for online courseware at the P&CC, though ultimately it was evident that both students and professors prefer the printed copy.

Though CoursePack and Outside Printing sales declined in 2015-16, all other revenue streams increased. Both black and white and colour printing revenue experienced substantial increases – black and white printing revenue saw an increase of 25%, while colour printing revenue saw an increase of 12%. Binding and wideformat printing experienced revenue increases as well, with binding revenue increasing by 6% and wideformat revenue increasing by 6%. The service focused on a number of small changes to improve the quality and consistency of both the projects completed and the customer experience. For example, the purchase of a new colour production unit in the summer of 2015 improved the quality and consistency of colour printing, while reducing costs. Further, the expansion of bind cover options and business cardstocks available provided a wider range of options to students.

Overall, the P&CC had a successful year as it continued to be responsive to student needs and worked to improve the customer experience through consistency and professionalism.

Safety Services



Student Constables

The Queen's Student Constables (QSC) is one of the oldest services in the AMS being an essential safety and support resource for students since 1936. QSC is proud to be a one hundred percent peer-to-peer safety and security service protecting students at numerous bars and events throughout the year.

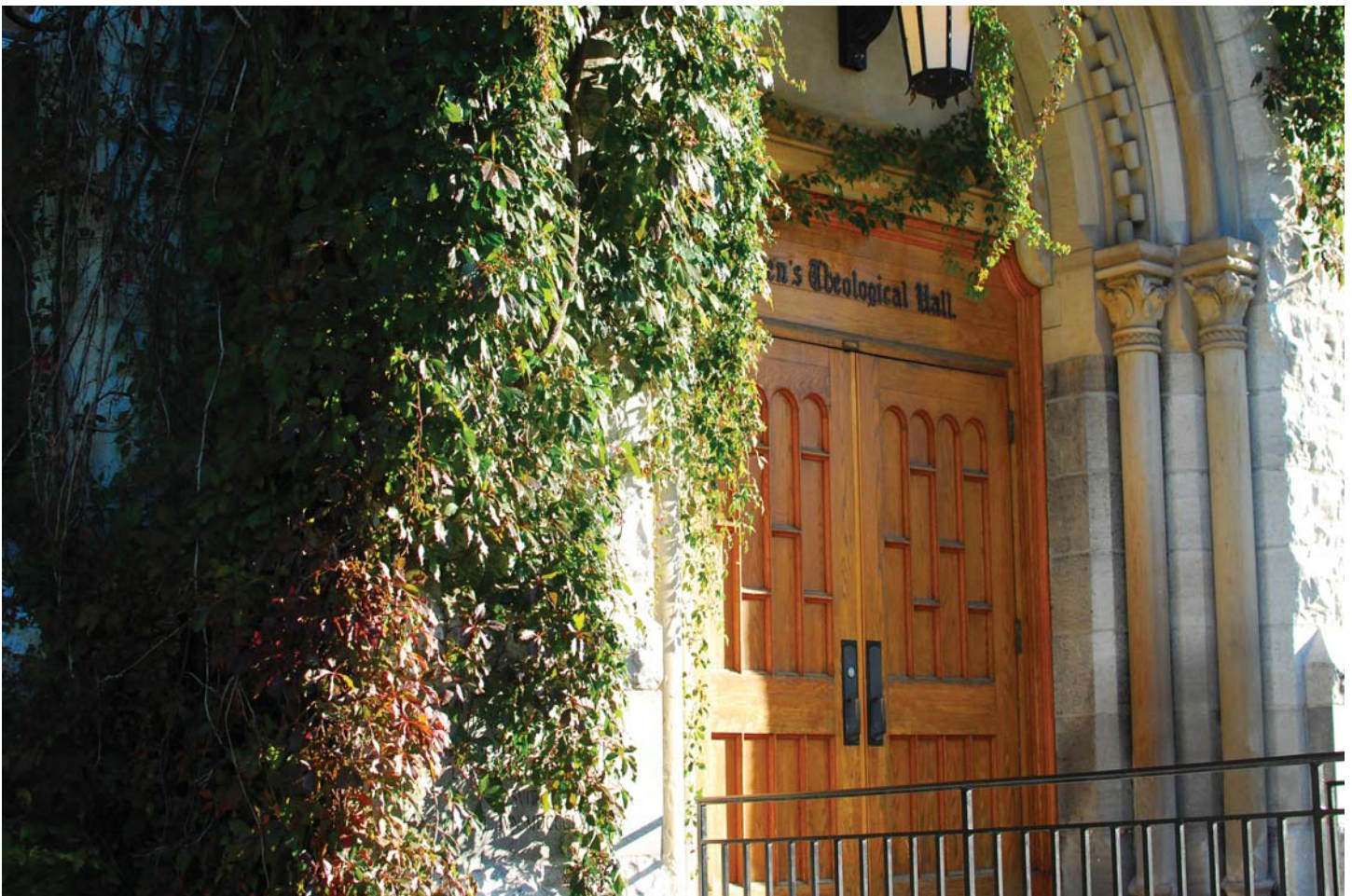
QSC staff participate in a 40-hour training course teaching them different skills on how to be a security guard. Upon completion of this training, all staff write a provincially administered exam that ensures their understanding of these concepts. This enables them to be certified security guards to provincial standards and to practice security throughout Ontario.

Over the past year, QSC went through a period of transition and changes with a main focus of how students view the service. New uniforms were issued to all staff this year changing from the usual

yellow to a light grey. QSC has received a lot of positive feedback in regards to this change and should be keeping with the new colour next year.

A new training course called Bring in the Bystander Training, was provided for QSC staff this year that focused on sexual assault prevention. This training was able to prepare QSC staff to better intervene in situations involving sexual violence and greatly contributed to the security training all QSC staff already receive. This training will continue to be scheduled and made available for all QSC staff in the coming years.

Despite failing to achieve a one-dollar increase to the QSC student activity fee, staff wages were still able to be increased by one dollar. New-hired staff will make \$13.00/hour, rehired staff will make \$15.00/hour, and Senior Constables will make \$16.00/hour.





Walkhome

Walkhome was established in 1988 as a safe walk program for students, staff and faculty with the purpose of increasing the accessibility and safety of the campus and the University District. The service is non-judgmental, anonymous and confidential, and aims to provide an environment which is inclusive, enjoyable and anti-oppressive.

During the 2015-2016 year, Walkhome sought to address lingering inefficiencies within the service, whilst also revitalizing Walkhome's public image. These broad goals covered a number of aspects of the service, including scheduling and wage spending, evaluation procedures, response times, the Walkhome logo, and the service's marketing strategy. Ultimately, it is hoped that attention to these areas will have helped the service meet the diverse needs of the student population.

Building on the good work of the previous Walkhome Management, there was a focus on the scheduling practices used by the service. This year, Walkhome developed a number of systems to track busy periods, wait times, and the number of walks each team is completing. Using these numbers, the service introduced an adaptive scheduling system, allowing the management to systematically allocate shifts based on need, whilst ensuring the service is not overscheduled, which could result in irresponsible wage spending.

Efforts were also dedicated to ensuring that service provided, was at a consistently high standard. This year saw the introduction and continued promotion of a revitalized patron feedback system on the Walkhome website. The use of this system allowed the management to more adequately monitor staff performance, and provide feedback or reinforcement where appropriate. A similar emphasis was put on reducing response and wait times. Through regular updates, constructive criticisms, and the purchase of GPS software for the Walkhome radios, the service has seen a decrease in both response and wait times, ensuring patrons are responded to as quickly as possible.

The final area of interest in 2015-2016 was the modernization of the service in the public eye. During the summer of 2015, the Walkhome logo was changed to update what had become a somewhat stale representation of the service. Furthermore, 2015 saw the replacement of the Walkhome Kiosk, which had become dilapidated and was breaking in several areas. Finally, a critical view was taken on past marketing strategies, which led to an increase in online marketing, with focuses on reducing any stigma associated with taking a walk, and painting the service as a walk for any occasion.

FINANCIALS





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Awards and Bursaries

(Administered by Queen's University)

The Agnes Benidickson Bursary

An endowed fund established by the AMS in honour of the Chancellor Emeritus, Agnes Benidickson. Funds have been donated through student activity fees and raised through Project Millennium. Awarded to an undergraduate student in financial need in any year of any faculty or school at Queen's. There were 15 awardees that shared \$44,100. The capital account balance of the fund as at April 30, 2016 was \$913,737 and the income account balance is \$38.

The AMS Accessibility Queen's Bursary

An endowed fund established by the AMS in September 2007, and revised in May 2015, awarded on the basis of the financial need of students with disabilities who are registered with Queen's Disability Services and who are not eligible for funding through the OSAP Bursary for Students with Disabilities. The bursary will help with the costs associated with adaptive technology, transportation costs, etc. The capital account balance of the fund as at April 30, 2016 was \$350,488. There were nine recipients that shared \$14,700 in total leaving a balance of \$0 in the income account.

The AMS Membership Bursary

Established in 2014, this bursary is awarded on the basis of the demonstrated financial need to Alma Mater Society members challenged in paying the cost of the AMS Mandatory Student Activity Fees. In 2015-2016, fifty recipients shared in a total award of \$25,000. The income account balance as of April 30, 2016 is \$0.

The AMS Native Student Awards

An endowed fund established in 1990 by the AMS and awarded to native students entering first year in any faculty or school at Queen's with preference given to undergraduate students. Selection is based on academic standing and/or financial need. In 2015-2016 awards of \$2,700 were made. The capital account balance of the fund as at April 30, 2016 was \$38,095 and the income account balance is \$0.

AMS Sesquicentennial Bursaries

An endowed fund established by the AMS in 1990. Bursaries are awarded to students in any faculty or school with preference to single parents with day-

care expenses. In 2015-2016, awards of \$12,000 were divided among six recipients. The capital balance of the fund as of April 30, 2016 was \$140,922 and the income account balance of the fund was \$15.

Disabled Students' Bursaries

An endowed fund established by the AMS and Arts and Science '82, to assist disabled students attending Queen's. Bursaries are awarded on the basis of need. In 2015-2016, one recipient was awarded \$1000. The capital account balance of the fund as of April 30, 2016 was \$10,507, with an income account balance of \$82.

The Ida Mmari Scholarship for Refugee Students

An expendable fund established by students of Queen's University in memory of Ida Mmari of Tanzania, M. PI. '83. Funded from a mandatory AMS student activity fee and donations, scholarships are awarded to refugee students and the scholarship is renewable for up to four years. In 2015-2016, three recipients shared awards of \$49,084. The income account balance in the fund as at April 30, 2016 was \$189,526

Queen's International Students' Bursary

Established in 1993 by the Queen's International Students' Society, this bursary is awarded on the basis of financial need with preference given to an international student. The bursary is funded through a student activity fee. No awards were given in 2015-2016 due to the timing of funding but will be awarded in 2016-2017. The income account balance as at April 30th, 2016 is \$4,560.

Queen's Work Study

The Work Study program is jointly funded through student activity fees and Queen's administration. In the past the Ontario government also funded this program but funding was discontinued effective 2012-2013. The objective of the program is to provide an opportunity for students in financial need to receive priority for certain part-time jobs (generally on campus) during their academic studies. Each year approximately 500 students participate in the program across campus. In 2015-2016 the AMS received \$30,750 to be allocated to students in the program employed at our services.

Student Loans Programme

An expendable fund established by resolution of the AMS Board of Directors in 1976 for the purpose of providing short-term loans to Queen's Students. Funding derives from interest on capital held by the AMS and from interest earned on the loans to students. As at April 30, 2016, the student loan fund amounted to \$42,670.

Funds

Accessibility Queen's Fund

The Accessibility Queen's Fund was created by referendum in 1983 to support the capital needs of Queen's community members with disabilities on campus. Accessibility Queen's Committee directs expenses to cover those arising from accessibility capital projects and to include annual ongoing accessibility programs and services. The balance of this fund as at April 30, 2016 was \$57,102.

Advantage Fund

The Advantage Fund was created by the Board of Directors in 1997. It was designed to take advantage of the annual income growth made on the AMS's pooled investment assets. Transfers from the fund to the operating fund are made annually to fund the operations of the Board and are recorded as interfund transfers. The fund balance as at April 30, 2016 was \$630,457.

AMS Membership Bursary Fund

The AMS Membership Bursary Fund was created by the AMS Board of Directors in 2014 to assist students facing financial challenges in paying the cost of the AMS mandatory activity fees. A minimum of \$5,000 is committed for each of the five years ending in April 2019. This Bursary is administered by Queen's Student Awards. The fund balance as at April 30, 2016 was \$31,664.

Health and Dental Plans Fund

The Health and Dental Plans Fund was created by the AMS Board of Directors in 2001 to provide accountability and visibility of accumulated surpluses and deficits arising from the plans activity. The AMS operates these plans under what is known as "self-insured" meaning that all administrative and

STRIVE Awards in Environmental Studies

An expendable fund established by the AMS Committee, "Students Taking Responsible Initiatives for a Viable Environment" (STRIVE), and awarded to any undergraduate student at Queen's who combines environmental volunteer work with academic achievement. An award of \$500 was made to an eligible recipient in 2015-2016. The income account balance of the fund as of April 30, 2016 was \$101.

financial risk is the responsibility of the AMS. The balance of the fund as of April 30, 2016 is \$1,466,440.

AMS Student Centre Fund

The AMS Student Centre Fund was established in 1991 and its purpose is to provide the AMS with control over the surpluses and deficits of its facility operations. The fund is to be used by the AMS to fund major renewal and renovation projects for the JDUC. The balance in the fund as of April 30, 2016 is \$500,601.

Queen's Centre Fund

The AMS had entered into an agreement with Queen's University which sets out the terms and conditions relating to the AMS's financial commitment of \$25.5 million to support the capital costs of the Queen's Centre project. In 2012, Queen's acknowledged that they were unable to complete the original project and therefore a new agreement was negotiated. As part of this new agreement the AMS is holding \$500,000 plus interest earned on payments held which results in a balance in the fund as at April 30, 2016 of \$541,977.

Student Life Centre Facilities Fund

The AMS entered into an agreement in 2011, and renewed in 2015, with Queen's University and The Society of Graduate and Professional Students which provides for the sharing of costs associated with the operation and maintenance of certain facilities known as the Student Life Centre. The agreement provides for the provision of two reserves; Long Term Operating and Capital, in support of these facility costs.

Financial Statement Guide

INTRODUCTION

The Alma Mater Society of Queen's University Incorporated ("AMS") prepares financial statements on an annual basis which are audited by an independent public accounting firm approved annually by the Assembly and AMS Board of Directors. The current auditors of the AMS Board of Directors are KPMG LLP. The financial statements are comprised of the statement of financial position as of April 30th, which is the AMS' fiscal year end, the statements of operations, changes in net assets, cash flows for the year ended April 30th and notes to financial statements. Schedules of revenue, expenses and interfund transfers by major activity are included for further detail. Copies of the audited financial statements including the Independent Auditors' Report may be obtained from the AMS office or www.myams.org.

Selected financial information is included to highlight the financial position and results of operations of the AMS. In addition, a brief synopsis of terms and definitions follow to assist in the understanding of the financial information and serve as a guide to the inexperienced reader.

INDEPENDENT AUDITOR'S REPORT

An Auditor's Report is a formal opinion issued by an independent public accounting firm to the stakeholders of an entity on completion of an audit. The report describes both management and auditor responsibilities for the financial statements, a description of what an audit involves, and an opinion on the fair presentation of the financial statements in accordance with accounting standards. An opinion is given based on "reasonable assurance" that "material misstatement" does not exist. There may be errors but none significant to impact decisions made by users of the financial statements. A clean or unreserved opinion means that the auditors were able to satisfy themselves that the above conditions were met.

STATEMENT OF FINANCIAL POSITION

The statement of financial position, also known as the balance sheet, is a snapshot of the financial position of an entity on the last day of its year-end. The balance sheet is divided into three main sections; assets, liabilities and net assets. Net assets represent the financial health of the entity.

Assets: An asset is an expenditure which is expected to provide benefit to the entity now and into the future. Assets are listed on a balance sheet in order of liquidity (i.e. ease with which the asset can be converted into cash). Capital assets are recorded at historical cost and are amortized (a charge to operations) over a period of time determined by the Board of Directors.

Liabilities: A liability is an obligation. Liabilities are segregated between those due in one year and less (current liabilities) and those which will come due in greater than one year. The majority of liabilities of the AMS consist of short term obligations due to suppliers, government agencies and amounts held by the AMS on behalf of other non-AMS groups.

Net assets: Net assets or equity is the residual after deducting liabilities from assets. In essence, it represents the "net worth" of the company. The equity section is typically divided into several key components; the operating fund, reserves and restricted funds. The operating fund is the accumulated surpluses and deficits from operations from inception of the entity. The operating fund includes all activities except for those managed by a fund or reserve. Reserves are established and approved by the Board of Directors. Lastly, an entity establishes restricted funds to separately account for certain activities outside normal operations. These restricted funds are designated either internal or external dependent upon the entity's control over the fund and the involvement by external persons.

Financial Statement Guide

STATEMENT OF OPERATIONS

The statement of operations reports revenues less expenses for an entity for a reporting period which is usually one year. The AMS reported a net deficit from the operating fund of \$206,742 for the 12 months ended April 30th, 2016. The breakdown for this number is provided on the following schedules; Schedules of Service, Other Corporate, and Government Revenue, Expenses and Interfund Transfers. Also reported for the year are the results for the restricted funds, which is a deficit of \$260,248. The composition of this number is provided on the schedule of Restricted Funds Revenue, Expenses and Interfund Transfers.

STATEMENT OF CHANGES IN NET ASSETS

The statement of changes in net assets provides a continuity of the opening balance, activity during the year, and ending balance for each component of net assets for the 12 months ended April 30th.

STATEMENT OF CASH FLOWS

The statement of cash flows shows how changes in balance sheet accounts and results from operations affect cash and cash equivalents, and breaks the analysis down between operating, investing and financing activities. The cash flow statement is concerned with the flow of cash in and out of the entity, identifying an increase or decrease in cash and cash equivalents during the year.

NOTES TO FINANCIAL STATEMENTS

Notes to financial statements are additional information found at the end of the financial statements. Notes to financial statements help explain specific accounting policies used by the entity and additional details required for the assessment of the entity's financial condition.



Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Statement of Financial Position

April 30, 2016, with comparative figures for 2015

| | 2016 | 2015 |
|------------------------------------------|--------------|--------------|
| Assets | | |
| Current assets: | | |
| Cash | \$ 221,031 | \$ 1,412,186 |
| Marketable securities | 5,778,109 | 4,839,376 |
| Accrued interest | 15,980 | 20,466 |
| Accounts receivable | 305,672 | 248,440 |
| Inventories | 228,876 | 197,374 |
| Prepaid expenses | 9,657 | 17,113 |
| | 6,559,325 | 6,734,955 |
| Capital assets | 292,978 | 319,082 |
| Other Assets: | | |
| Student Loans Program | 42,670 | 42,430 |
| | \$ 6,894,973 | \$ 7,096,467 |
| Liabilities and Net Assets | | |
| Current Liabilities: | | |
| Accounts payable and accrued liabilities | \$ 1,760,811 | \$ 1,414,139 |
| Funds held for Queen's Bands | 132,965 | 104,263 |
| Funds held for Union Gallery | 25,936 | 3,293 |
| Current portion of loan payable | 62,975 | 58,668 |
| | 1,982,687 | 1,580,363 |
| Long term liabilities | | |
| Loan Payable | 153,169 | 289,997 |
| Net assets: | | |
| Net assets invested in capital assets | 292,978 | 319,082 |
| Other reserves – internally restricted | 250,000 | 250,000 |
| Internally restricted funds | 2,686,264 | 2,603,238 |
| Externally restricted funds | 360,738 | 704,012 |
| Operating fund- unrestricted | 1,169,137 | 1,349,775 |
| | 4,759,117 | 5,226,107 |
| | \$ 6,894,973 | \$ 7,096,467 |

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Statement of Operations

Year Ended April 30th, 2016, with comparative figures for 2015

| | 2016 | | | 2015 | | |
|-----------------------------------------------------------------------------------------------------|----------------|------------------|--------------|----------------|------------------|--------------|
| | Operating Fund | Restricted Funds | Total | Operating Fund | Restricted Funds | Total |
| Revenue: | | | | | | |
| Services revenue | \$ 5,918,926 | \$ - | \$ 5,918,926 | \$ 6,044,670 | \$ - | \$ 6,044,670 |
| Other Corporate revenue | 3,543,815 | - | 3,543,815 | 2,835,403 | - | 2,835,403 |
| Government revenue | 1,257,032 | - | 1,257,032 | 1,168,194 | - | 1,168,194 |
| Restricted fund revenue | - | 4,985,809 | 4,985,809 | - | 4,342,059 | 4,342,059 |
| | 10,719,773 | 4,985,809 | 15,705,582 | 10,048,267 | 4,342,059 | 14,390,326 |
| Operating expenses: | | | | | | |
| Services expenses | 5,767,028 | - | 5,767,028 | 5,784,983 | - | 5,784,983 |
| Other Corporate expenses | 3,825,664 | - | 3,825,664 | 3,077,388 | - | 3,077,388 |
| Government expenses | 1,230,243 | - | 1,230,243 | 1,177,208 | - | 1,177,208 |
| Restricted fund expenses | - | 5,349,637 | 5,349,637 | - | 4,400,717 | 4,400,717 |
| | 10,822,935 | 5,349,637 | 16,172,572 | 10,039,579 | 4,400,717 | 14,440,296 |
| Excess of revenue over expenses (expenses over revenue) | (103,162) | (363,828) | (466,990) | 8,688 | (58,658) | (49,970) |
| Interfund transfers - general | (103,580) | 103,580 | - | (130,270) | 130,270 | - |
| Excess of revenue over expenses (expenses over revenue), net of interfund transfers - general | \$ (206,742) | \$ (260,248) | \$ (466,990) | \$ (121,582) | \$ 71,612 | \$ (49,970) |

This schedule includes \$983,207 revenue generated from and expenses incurred internally between Alma Mater Society departments (2015 - \$1,133,360)

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Service Revenue, Expenses and Interfund Transfers

Year Ended April 30th, 2016, with comparative figures for 2015

| | 2016 | | | | 2015 | | | |
|----------------------------|-------------|-------------|---------------------|------------------|-------------|-------------|---------------------|------------------|
| | Revenue | Expenses | Interfund Transfers | Net Contribution | Revenue | Expenses | Interfund Transfers | Net Contribution |
| AMS Food Centre | \$ 23,843 | \$ 14,453 | \$ 4,000 | \$ 5,390 | \$ 18,267 | \$ 13,204 | \$ 3,800 | \$ 1,263 |
| Common Ground Coffeehouse | 1,289,810 | 1,256,899 | 65,700 | (32,789) | 1,313,122 | 1,222,462 | 65,000 | 25,660 |
| Publishing and Copy Centre | 421,331 | 387,845 | 28,800 | 4,686 | 457,366 | 412,085 | 32,000 | 13,281 |
| Queen's Journal | 230,350 | 234,109 | 36,400 | (40,159) | 260,789 | 256,390 | 36,400 | (32,001) |
| Queen's Student Constables | 351,176 | 309,534 | 7,200 | 34,442 | 350,036 | 335,814 | 12,800 | 1,422 |
| S.M.A.R.T. | 46,809 | 42,731 | 3,800 | 278 | 25,605 | 33,303 | 5,300 | (12,998) |
| Studio Q | 389,344 | 373,757 | 16,500 | (913) | 423,744 | 404,581 | 28,840 | (9,677) |
| The AMS Pub Services | 1,300,468 | 1,373,408 | 37,600 | (110,540) | 1,318,139 | 1,367,132 | 24,100 | (73,093) |
| Tricolour Outlet | 1,455,865 | 1,384,480 | 79,600 | (8,215) | 1,479,000 | 1,352,589 | 79,000 | 47,411 |
| Walkhome | 409,930 | 389,812 | 13,100 | 7,018 | 398,602 | 387,423 | 12,000 | (821) |
| | \$5,918,926 | \$5,767,028 | \$292,700 | \$(140,802) | \$6,044,670 | \$5,784,983 | \$299,240 | \$(39,553) |

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Other Corporate Revenues, Expenses and Interfund Transfers

Year Ended April 30th, 2016, with comparative figures for 2015

| | 2016 | | | | 2015 | | | |
|-----------------------------------|--------------|--------------|---------------------|------------------|--------------|--------------|---------------------|------------------|
| | Revenue | Expenses | Interfund Transfers | Net Contribution | Revenue | Expenses | Interfund Transfers | Net Contribution |
| AMS General Office | \$ 2,640,106 | \$ 2,900,323 | \$ (140,000) | \$ (120,217) | \$ 2,160,940 | \$ 2,368,452 | \$ (140,000) | \$ (67,512) |
| Advancement Office | 310,103 | 305,962 | - | 4,141 | - | - | - | - |
| Board of Directors | - | 43,683 | (52,020) | 8,337 | - | 52,726 | (43,743) | (8,983) |
| Marketing & Communications Office | 87,229 | 83,868 | - | 3,361 | 92,300 | 86,939 | - | 5,361 |
| Human Resources Office | 83,366 | 80,889 | - | 2,477 | 78,681 | 80,965 | - | (2,284) |
| Information Technology Office | 100,305 | 101,017 | - | (712) | 136,414 | 134,211 | - | 2,203 |
| Student Life Centre | 322,706 | 309,922 | - | 12,784 | 367,068 | 354,095 | 12,973 | - |
| | \$ 3,543,815 | \$ 3,825,664 | \$(192,020) | \$(89,829) | \$ 2,835,403 | \$ 3,077,388 | \$(170,770) | \$(71,215) |

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Other Corporate Revenue, Expenses and Interfund Transfers

Year Ended April 30th, 2016, with comparative figures for 2015

| | 2016 | | | | 2015 | | | |
|----------------------------------------------|--------------|--------------|---------------------|------------------|--------------|--------------|---------------------|------------------|
| | Revenue | Expenses | Interfund Transfers | Net Contribution | Revenue | Expenses | Interfund Transfers | Net Contribution |
| Academic Affairs Commission | \$ 42,068 | \$ 39,009 | \$ - | \$ 3,059 | \$ 38,802 | \$ 38,261 | \$ - | \$ 541 |
| Assembly | 29,607 | 4,261 | - | 25,346 | 36,217 | 13,169 | - | 23,048 |
| Campus Activities Commission | 686,270 | 676,719 | - | 9,551 | 623,930 | 647,258 | - | (23,328) |
| Internal Affairs Commission | 133,665 | 153,043 | - | (19,378) | 136,718 | 144,572 | - | (7,854) |
| Municipal Affairs Commission | 91,592 | 89,770 | - | 1,822 | 91,518 | 87,358 | - | 4,160 |
| O.U.S.A | 62,846 | 67,532 | - | (4,686) | 62,995 | 63,450 | - | (455) |
| Social Issues Commission | 103,856 | 101,064 | - | 2,792 | 93,724 | 93,319 | - | 405 |
| Commission of Environment and Sustainability | 93,978 | 89,453 | 2,900 | 1,625 | 72,040 | 77,384 | 1,800 | (7,144) |
| Vice-President University Affairs | 13,150 | 9,392 | - | 3,758 | 12,250 | 12,437 | - | (187) |
| | \$ 1,257,032 | \$ 1,230,243 | \$ 2,900 | \$ 23,889 | \$ 1,168,194 | \$ 1,177,208 | \$ 1,800 | \$ (10,814) |

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Restricted Funds Revenue, Expenses and Interfund Transfers

Year Ended April 30th, 2016, with comparative figures for 2015

| | 2016 | | | | 2015 | | | |
|---------------------------------|--------------|--------------|---------------------|------------------|--------------|--------------|---------------------|-----------|
| | Revenue | Expenses | Interfund Transfers | Net Contribution | Revenue | Expenses | Interfund Transfers | Revenue |
| Internally restricted: | | | | | | | | |
| Accessibility Queen's Advantage | \$ 51,221 | \$ 154,894 | \$ 5,000 | \$ (108,673) | \$ 48,770 | \$ 6,164 | \$ 5,000 | \$ 37,606 |
| AMS Membership Bursary | 37,308 | 46,266 | 57,020 | (65,978) | 333,399 | 310,279 | 48,743 | (25,623) |
| AMS Student Centre | 31,664 | 25,000 | - | 6,664 | 25,000 | - | - | 25,000 |
| Health and Dental Plans | 531,003 | 97,414 | 427,242 | 6,347 | 503,629 | 162,508 | 390,344 | (49,223) |
| | 3,272,193 | 2,937,527 | 90,000 | 244,666 | 2,738,277 | 2,601,323 | 90,000 | 46,954 |
| | 3,923,389 | 3,261,101 | 579,262 | 83,026 | 3,649,075 | 3,080,274 | 534,087 | 34,714 |
| Externally restricted: | | | | | | | | |
| Queen's Centre | 4,207 | - | - | 4,207 | 10,050 | 33,900 | - | (23,850) |
| Student Life Centre Facilities | 1,058,213 | 2,088,536 | (682,842) | (347,481) | 682,934 | 1,286,543 | (664,357) | 60,748 |
| | 1,062,420 | 2,088,536 | (682,842) | (343,274) | 692,984 | 1,320,443 | (664,357) | 36,898 |
| Total Restricted Funds | \$ 4,985,809 | \$ 5,349,637 | \$ (103,580) | \$ (260,248) | \$ 4,342,059 | \$ 4,400,717 | \$ (130,270) | \$ 71,612 |

Your Society 2015-2016

Executive

Vice President (Operations)
Kyle Beaudry

President
Kanivanan Chinniah

Vice President (University Affairs)
Sarah Letersky

Council

Academic Affairs Commissioner
Tyler Lively

Campus Activities Commissioner
Danielle Kimmerly

Commissioner of Environment & Sustainability
Peter Liberty

Commissioner of Internal Affairs
John Wiesman

Municipal Affairs Commission
Matt Kussin

Social Issues Commissioner
Alex Chung

Media Services Director
Emma Fuller

Hospitality & Safety Services Director
Stephanie Harper

Retail Services Director
Tyler Lively

Officers, Student Staff, Permanent Staff & Board of Directors Chair

Human Resources Officer
Mackenzie Jackson

Information Technology Officer
Hyun Heo

Marketing & Communications Officer
Jessamine Luck

Advancement Officer
Taylor Jennings

Student Life Centre
Nirali Patel

Judicial Affairs Director
Albert Kwan

Orientation Roundtable Coordinator
Meghan Pierce

Clubs Manager
Jeniffer Williams

Board of Directors Chair
Mike Blair

General Manager
Lyn Parry

Talent Acquisition Manager
Eva Kapnoudhis

Retail Operations Officer
John McDiarmid

Facilities Officer
Wilf Johnston

Information and Policy Officer
Greg McKellar

Accounting Assistant
Janice Kirkpatrick

Controller
Lyn MacFarlane

Administrative and Payroll Assistant
Maria Haig

Information Technology Support Officer
Dave Mayo

Service Management

Peer Support Centre Director
Charlotte Johnson

SMART Head Manager
Mackenzie Jackson

Student Life Centre Administrative Manager
Kristie Allen
Operations Manager
Dave Walker

Queen's Student Constables Head Manager
Matt Vrbanac
Assistant Manager
Monica Canario

Studio Q Head Manager
Lauren Abramsky
Business Manager
Matt Gubasta

Walkhome Head Manager
Leo Burns Scully
Assistant Manager
Laura Gravelle

The AMS Pub Services Head Manager
Samantha Hume
Assistant Managers
Laura Bossy
Taylor Duncan
Sienna Hilley-Bland
Samantha Hume
Brandon Kim
Colleen Konkin
Chelsea Osei

Common Ground Head Manager
Hannah Young
Assistant Managers
EC Hall
Sydney Laplante
Emily Mills
Kodie Rollan
Heather Salema
Mark Volk

Queen's Journal Editor-in-Chiefs
Sebastian Leck
Anisa Rawhani
Business Manager
Katelyn Martinko

Tricolour Outlet Head Manager
Lucas Chabot
Assistant Managers
Maddie Gibson
Emily VanderHeyden
Marlee Savery
Caitlin Wong

The Publishing & Copy Centre Head Manager
Tara Thomas
Assistant Managers
Kevin Lynch
Stephanie Anderson
Anna Tang



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