



Alma Mater Society
Annual Report
2017-2018





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Message from the 2018-2019 AMS Executive

Queen's is known for its student driven campus and unparalleled spirit and tradition. As the oldest student government in Canada and the representative body for 17,750 students, the AMS strives to enhance the overall Queen's experience. Our vision is to be able to improve the experience by providing volunteer, part-time and salaried opportunities that are tailored towards the diversity of interests and needs of students. AMS corporate services and resources are run by students for students. Not only does the AMS provide these services and resources daily, but the student government also has long-term initiatives and projects that reach beyond our year. We are fortunate to have such dedicated student leaders who have made great strides towards goals in previous years. As the current AMS Executive, we will build on accomplishments from the past and work towards goals in the future.

The focus of this report is to review the operations and financials of the previous year, as well as identify emerging challenges, trends and strategic objectives. We are excited to share this report with you and reveal all the incredible work the AMS has accomplished while demonstrating our commitment and excitement for the upcoming year.



2018-2019 AMS Executive:

Munro Watters (VP UA), Liam Tharp (VPOPS) and Miguel Martinez (President)



AMS by the Numbers

17,750 Students

9 Faculty Societies

60+ Salaried Student Staff

10+ Student-run Services

700+ Paid Student Staff

6,000+ Job Applications

1,500+ Student Volunteers

4 Commissions & 5 Offices

\$170,000+ Awarded in Bursaries

159 Years of Excellence

Health and Dental Plan

Bus-It Program

Year ended April 30 2018:

2018

2017

Consolidated Statement of Operations:

Revenue	\$15,831,734	\$16,073,113
Expenses	\$14,878,319	\$15,031,186
Excess of revenues over expenses	\$953,415	\$1,041,927
Operating fund	\$29,057	\$429,236
Restricted funds	\$924,358	\$612,691

Consolidated Statement of Financial Position:

Assets	\$9,258,308	\$7,907,665
Liabilities	\$2,503,849	\$2,106,621
Net Assets	\$6,754,459	\$5,801,044

Net Assets Comprise:

Invested in Capital Assets	\$233,165	\$275,237
Other Reserves - Internally Restricted	\$250,000	\$250,000
Internally Restricted Funds	\$4,519,074	\$3,659,738
Externally Restricted Funds	\$64,977	\$(45)
Operating Fund - Unrestricted	\$1,687,243	\$1,616,114





AMS Mission Statement:

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

AMS Mandate:

- 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.
- To provide services and activities to students, as well as to act in a facilitating role for services and activities where appropriate.
- To cultivate a sense of social awareness and responsibility in its membership.
- To serve as a liaison between the various affiliated student societies.



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

The Society's highest legislative body is AMS Assembly which consists of representatives from all AMS member societies. The voting members of Assembly also comprise the voting members of the Corporation, and in this capacity annually elect a Board of Directors. The Board of Directors 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 on the next page, 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.

The AMS Assembly is comprised of the following members from the constituent faculty societies and those directly elected by students.

Ex officio members without voting privileges are marked by an asterisk.

Alma Mater Society

President
Vice-President (Operations)
Vice-President (University Affairs)
Commissioner of Academic Affairs*
Commissioner of Campus Activities*
Commissioner of Municipal Affairs*
Commissioner of Social Issues*
Director of Clubs*

Nursing Science Society

President
Vice-President

Engineering Society

President
Vice-President (Student Affairs)
4 Elected Representatives

Commerce Society

President
Vice-President (Operations)
Vice-President (Student Affairs)
2 Elected Representatives

Arts & Science Undergraduate Society

President
Vice-President
8 Elected Representatives

Aesculapian Society

2 Elected Representatives

Computing Students' Association

President
Vice-President (Operations)
Vice-President (University Affairs)

Concurrent Education Students' Association

President
2 Elected Representatives

Physical & Health Education & Kinesiology Students' Association

President
Vice-President (University Affairs)
Equity and Wellness Officer

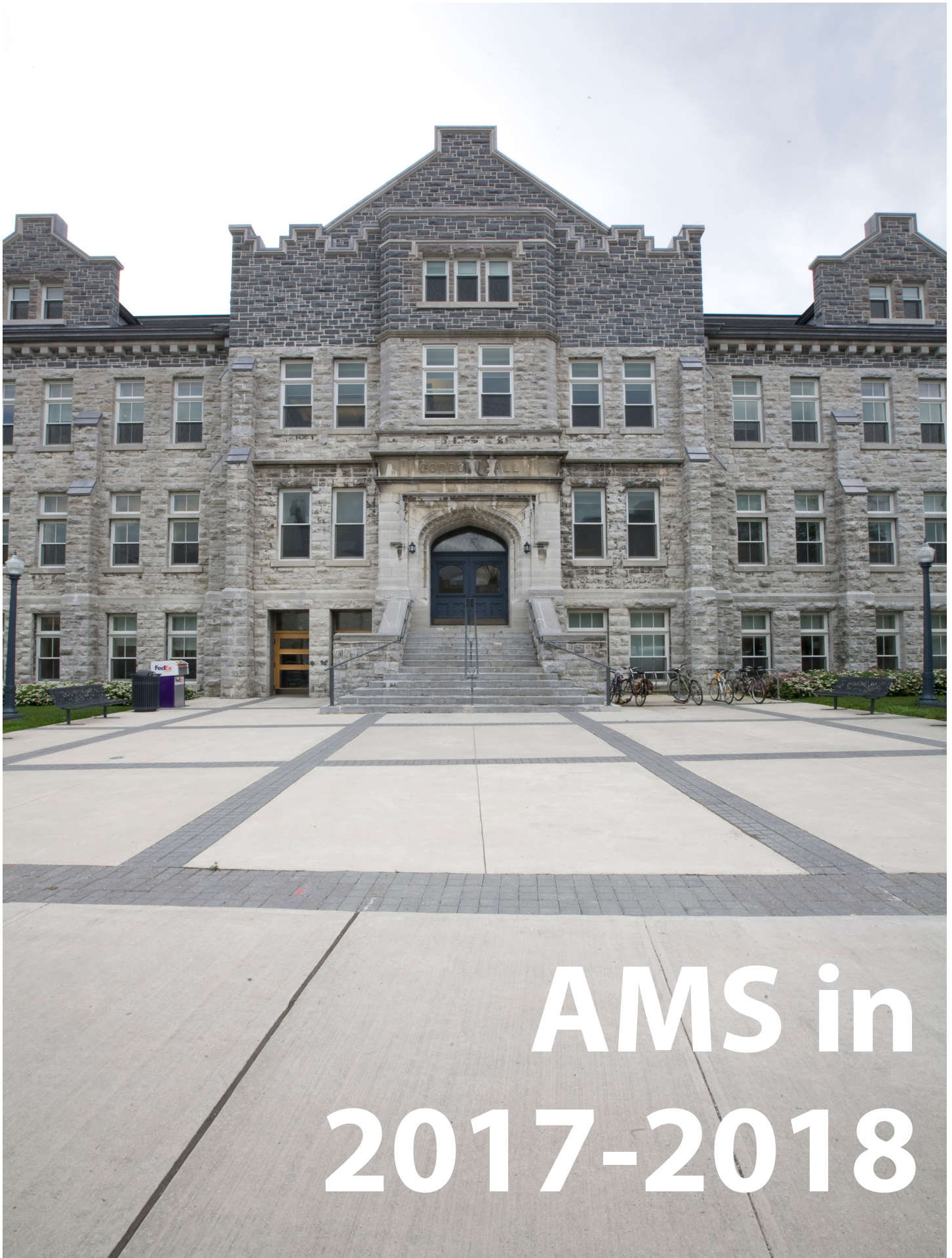
MBA Student Executive Council

President
Vice-President

Other Ex-Officios

Undergraduate Student Trustee*
Queen's University Rector*
Student Senate Caucus Chair*
AMS Board of Directors Chair*
SGPS President*
AMS Secretary*





AMS in 2017-2018

Team JCP

The three-member AMS Executive comprises 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. They directly oversee the Advancement, Marketing & Communications, Human Resources, and Information Technology Offices, and the Secretariat. They also preside 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. They oversee the Retail, Hospitality & Safety, Media, and Student Life Centre service divisions with 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 AMS.

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 four Commissions and advocates on these specific issues to the university administration, the City of Kingston, and the Province of Ontario. They also oversee the Clubs Office.

The 2017-2018 Executive—Jennifer Li, President; Chelsea Hollidge, Vice-President (Operations), and; Palmer Lockridge, Vice-President (University Affairs)—continued to build on the successes of past AMS administrations by advancing and advocating for the best interests of the undergraduate student body at Queen's. They built upon their predecessors' success and achieved new objectives by:

- Moving past the planning stages of the redevelopment of the John Deutsch University Centre (JDUC) and closer to its revitalization;
- Placing a renewed focus on research and data-driven advocacy;
- Building meaningful partnerships with the University and City of Kingston in order to effectively advocate for students;
- Promoting grassroots advocacy campaigns that encourage a caring and supportive campus environment;
- Trying to re-engage students in the AMS through the promotion of work, volunteer, and elected position opportunities;
- Initiating key reforms of our processes and procedures to make the AMS sustainable for generations of students to come.

JDUC Redevelopment

It is no secret that the John Deutsch University Centre has fallen behind the times. In the lead-up to the construction of the Queen's Centre a decade ago (which would have ultimately replaced the JDUC with a modern student centre), the building was neglected and has fallen into disrepair. The JDUC today is inaccessible, dated, and has few of the features that students expect from a modern student life space.

AMS Executives for the past three years have studied the issue of JDUC redevelopment, but Team JCP took tangible steps to move the project past the planning stages and toward revitalization. After receiving conceptual renderings from an architectural firm, JCP engaged the University in a process of negotiation and planning for a redeveloped JDUC. This involved working with all levels of University administration from the Principal and Board of Trustees to the campus planning and finance departments. Through this process, the AMS was able to secure a \$43 million commitment from Queen's to a JDUC redevelopment consisting of a \$10 million capital

contribution, a \$10 million advancement fundraising pledge, and \$23 million in financing costs. For an estimated \$65 million project, this was a substantial contribution, but it was also necessary to secure a funding commitment from students before the project can be approved. Working with our partners in the University and the Society of Graduate and Professional Students, the AMS engaged in an extensive consultation process with students. From a survey released over Thanksgiving break — in which 2,000 students participated — we found overwhelming support for a JDUC redevelopment. Some key concerns students expressed with the current building was the abysmal state of physical accessibility, the lack of space for student activities and clubs, and the dated features of the building. Taking the results of this survey, the AMS and SGPS crafted campaigns to engage their students in a campus-wide referendum on establishing student fees to support the project. After hundreds of class talks, three town hall events, countless hours of boothing with information pamphlets, and a vigorous social media campaign, SGPS members voted 77%-23% in favour of establishing a \$40/year fee when the redevelopment project breaks ground. However, AMS members voted 51%-49% against establishing an \$89/year JDUC Redevelopment fee. In a comprehensive survey conducted after the referendum results were released — in which 1,200 undergraduates participated — a majority of student respondents expressed that they support the goals of the project, but that the fee amount was too much and for too long a period of time, for them to accept.

The JDUC Redevelopment Project maintains a tremendous amount of momentum, and the need for a modern, inclusive, and accessible student centre is greater than ever. An unprecedented University contribution remains on the table, and the AMS will continue to push for an even better deal for our students. SGPS members have already committed funding to the project, and the next AMS Executive and their staff will exhaust every available means to unlock those resources by securing an undergraduate contribution to the project.

Placing a Renewed Focus on Research and Data-Driven Advocacy

This past year has seen an unparalleled enhancement of marketing research and the gathering of student opinions. Through more than 15 major surveys, over 10,000 student opinions have been collected on issues ranging from the performance and perception of the AMS and the services and resources it offers, to specific issues important to students.

A new commitment to actionable data has been at the core of each of these research efforts. As previously mentioned, student input was integral to the JDUC Redevelopment Project, but the AMS also assessed student opinions on several other aspects of the AMS's work for the first time, including: the social value of our services and how they compare to major Kingston competitors, the environmental and sustainability progress of the Queen's community, priorities for the development of the University District and employment opportunities for students in Kingston post-graduation, and student concerns about the services of Kingston Transit. Customer/User Experience Surveys of AMS services were also expanded from five to nine.

Building Meaningful Partnerships in the University and City of Kingston

Team JCP and their team of senior managers believed that the best way to advance student interests was through collaboration with our institutional partners. By this guiding principal, new avenues of cooperation were opened with the City of Kingston on their Mayor's Innovation Challenge, on the University District Development Survey and AMS Community Development Summit, and on the issue of move-in weekend in September.

For the first time, the AMS and the Kingston Police Force issued three joint press releases encouraging safe and responsible behaviour during major events during the year like Homecoming and St. Patrick's Day and reminding students of their rights and the possible repercussions of breaking laws and bylaws. The AMS also participated in every stage of the Community Partners Working group struck after Homecoming last year — along with first responders and University-sponsored

services—to make sure that the approach to Homecoming and other contentious Town-Gown issues is proactive and not punitive toward students.

The AMS has also taken unilateral action towards improving the standing of students in their communities. The new Proactive Property Standards Program has made it easier than ever for students to raise their housing quality and determined advocacy on balanced urban intensification has helped make it possible for students to live in affordable, high quality housing for generations to come.

Promoting Grassroots Advocacy Campaigns

Team JCP (then Team JBP) ran on a platform of building a caring and supportive campus environment for everyone. To this end, the AMS has supported several institutional and grassroots advocacy campaigns in the past year. The Sexual Violence Awareness and Healthy Relationships campaigns engaged thousands of students on the issue of sexual violence.

The Social Issue Commission's "Let's Appreciate, Not Appropriation" campaign sparked an important and impactful campus-wide discussion about cultural appropriation in the wake of last year's costume party controversy. This complemented the introduction of a scholarship for Indigenous students and the new Black History Month Grant in creating an inclusive environment for students from equity-seeking groups.

Re-engaging students in the AMS

Team JCP recognized the engagement problem that has emerged in the AMS in the past few years, and went out of their way to promote work, volunteer, and election opportunities in the AMS. This included the hosting and promotion of several workshops on how to run for leadership positions, the publishing of the first Salaried Work Opportunities in the AMS Guide in four years, and the most extensive use of direct outreach through social media and email that the AMS has conducted in recent times.

The engagement issue in the AMS is still prevalent, as revealed by a decreasing number of employment applications this year and the uncontested Executive election in

January 2018. However, awareness of the AMS (as indicated in the 2018 Winter Brand Perception Survey) remains over 90%, and by continuing the steps initiated in the past year, student interest in the AMS will rebound.

Initiating Key Reforms of our Processes, Procedures, and Structure

One of the most significant unexpected challenges faced by the AMS in the past year was the Ontario government's plan to raise the minimum wage to \$14 in 2018 and then \$15 in 2019, which effects every one of our more-than-700 student staff. This change came into effect after student fee revenue sources were already established and could not be increased. Instead, it was necessary to find efficiencies where possible. Some difficult decisions had to be made to make the AMS sustainable for generations of students to come.

In July, the AMS Board of Directors decided to end the operations of Bikes and Boards as an AMS service and transition it into a student-run club. This decision was met with considerable student concern about the future of the service, but after months of work by VP (University Affairs) Palmer Lockridge and the Clubs Office, a new club executive was found for the organization so that it can continue to serve students' active transportation needs. The club was also accorded a grant and use of the space that had previously been assigned to it as an AMS service.

By changing the focus of environmental and sustainability services and advocacy from a siloed Commission-based approach to a system-wide approach, Team JCP has been able to engage student stakeholders in a more comprehensive way. The implementation of the first Environmental Issues and Sustainability Survey in winter semester amplified the work already being done by students to improve the sustainability of the Queen's community. Services like Greenovations in the Municipal Affairs Commission continue to provide the toolbox for sustainability improvements to happen.

After the unexpected resignation of Brian MacKay as Vice-President (Operations) in August and the appointment of Media Services Director Chelsea Hollidge in his place, the need

for structural reform became evermore apparent. After careful analysis and evaluation, the three Service Director positions (Retail, Hospitality and Safety Services, Media) were dissolved as they weren't adequately fit for the new needs and focus of the AMS. As a result, the Vice-President of Operations will be able to host a more immediate and direct connection with the services. The new Operations Analysts, are being introduced to help analyze AMS services and improve operational efficiency. The replacement of the Service Directors with two new Operations Analyst positions will allow for more long-term and strategic approaches to the service-side of the AMS. The hiring of a new Operations Officer (recent officer John McDiarmid retired) will support the success of our services through the transition period of a possible JDUC redevelopment in the coming years.

Hiring and human resources issues was also an important consideration for the team. The Hiring and Appointments Policy was critically evaluated and improvements were implemented to make our hiring process fairer and more accessible to students. Under Team JCP, the AMS also hired its first staff Human Resources Officer to provide experienced and knowledgeable support on current legislation and policy development to our student staff and those seeking to join its ranks. This will build on the steadily-growing perception that students are hired fairly and equitably to AMS positions.



*2017-2018 AMS Executive:
Palmer Lockridge (VPUA), Chelsea Hollidge (VPOPS) and Jennifer Li (President)*



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 and three non-students elected by members of AMS Assembly (who are also members of the corporation), the elected AMS executive, 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. 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 pressing project, led by the Finance & Risk (F&R) Committee under the direction of Vice Chair Tyler Lively, developed a response to the Ontario Government's decision to raise minimum wage in 2018. Detailed financial models and prediction of impacts were developed and discussed. Ultimately, short-term and long-term strategies were developed for the AMS as a whole as well as detailed components for individual business units. The F&R committee monitored observable outcomes throughout the year and made recommendations for future changes to the corporation.

The second project concerning various revisions to HR policy and practices was managed by the Personnel Committee under the direction of Joe Fonseca. Where the Finance & Risk Committee developed strategy, the Personnel Committee focused on operationalizing that strategy. Revision of remuneration schedules, employee benefits, and organizational structure directly reflected this. Further reforms of AMS Human Resources operations were led by Marlee Satok, Director of HR. The committee also considered the impact of renovations to the John Deustch University Centre on AMS service provision and transition procedures.

Finally, a Strategic Planning Committee was mandated to consider the broad impact that a major renovation of the JDUC would have on the AMS service provision model. This committee was led by the Chair of the Board and involved Directors and permanent staff members. Ultimately, with the failed referendum on the JDUC in the Winter of 2018, the committee's work was not needed with the immediacy that a successful referendum would have warranted.

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 despite the considerable challenge posed by minimum wage hikes.

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 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 Assembly



The Assembly is the highest governing body of the Alma Mater Society's "government" branch. It is comprised of roughly 55 representatives from Faculty Societies and the AMS, 36 of whom are voting members. Assembly fulfills its mandate by debating motions, asking questions of elected student leaders, and reviewing recommendations submitted by the Executive, AMS Senior Management, and Faculty Society Executives. The Assembly is constitutionally empowered to direct the Executive, Commissioners, Judicial Affairs Manager and Secretary to conduct their responsibilities in the best interest of the student body.

All AMS members are encouraged to attend the monthly Assembly meetings. This year, Assembly was held predominantly in Macdonald Hall 001, however, two Assembly meetings were also held in Wallace Hall. Further, the tradition of holding one meeting at City Hall was maintained, and we were thrilled to have a city councillor as our guest speaker for this meeting.



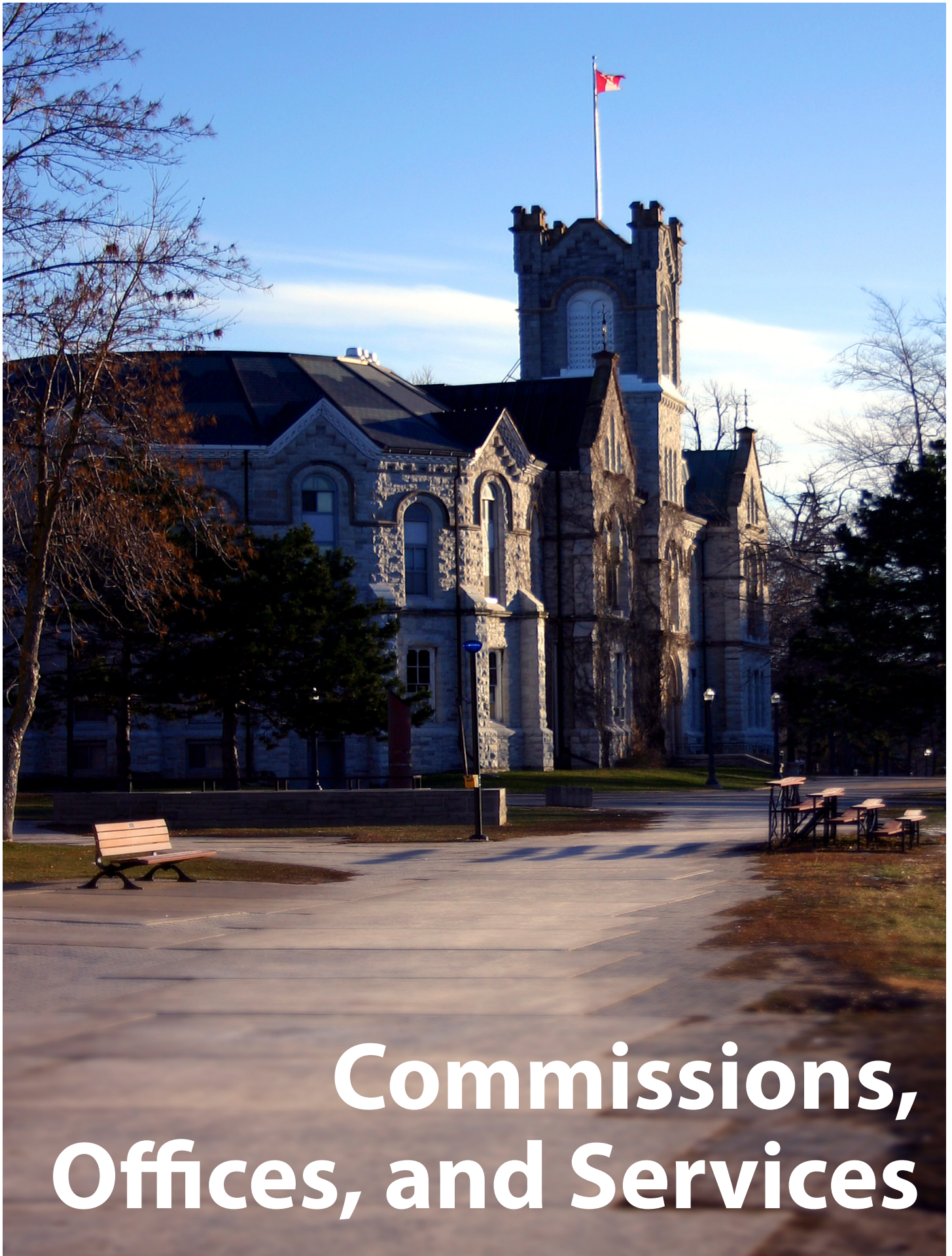
ALMA MATER SOCIETY

SECRETARIAT

Highlights of Assembly this year include:

- Assembly initiated mass changes to the AMS policy structure, moving away from the Policy Manual 1 – 4 format, and moving towards the issue of specific policy documents.
- Changes were made to the AMS Constitution to ensure that policies were not duplicated between the Constitution and Policy.
- Approved the removal of procedures from Policy, which have now been placed into internal procedures documents. Such procedures include: Elections Nomination and Validation Procedures, Balloting Procedures, Elections Finance Procedures, Procedures to submit reports to Assembly, and Student Activity Fee Audit and Review Procedures.
- Approval of sweeping changes to Elections and Referenda Policy, including creating a new stand-alone policy document. Some changes include: shortening the campaign period, altering the overall elections timeline, and changing the structure of the Elections Team.
- Approval of a new policy that governs the Appointment of the AMS Executive, in the event that no team is successfully elected in an Election.
- Approval of a policy that governs Constitutional Interpretation.
- Approval of a stand-alone Clubs policy document.
- Approval of a new Student Activity Fee policy which includes a new Student Activity Fee Review Committee to review student fee applications. Assembly also transferred jurisdiction of this policy to the Board of Directors.
- Approval of a new Assembly Policy, which includes a procedure for the election of the Speaker and clarifies rules of order.
- Reduced the number of assembly meetings per year, from 10 to 8. In practice, this means monthly Assembly meetings instead of bi-weekly Assembly meetings.
- Discontinuance of several committees under the Campus Activities Commission due to lack of engagement.
- Restructuring of ReUnion Street Festival to be under the purview of the Campus Activities Commission.
- Removal of several committees within the Academic Affairs Commission.
- AMS Assembly called a referendum on the JDUC fee and placed the question on the ballot.
- The State of the Society speech, and the 2017-18 NAM Report were presented at the AGM with approximately 70 people in attendance.

The Assembly did not appoint an honorary President, nor did it grant any lifetime memberships.



Commissions, Offices, and Services

AMS Commissions

Representing four different facets of student life at Queen's, the Commissions of the Alma Mater Society strive to advocate on behalf of Queen's students to the University, the City of Kingston, and to the provincial government on student issues.



The Academic Affairs Commission (AAC) supports students in all academic matters. Their mission is to educate and engage with students on post-secondary issues, to advocate on their behalf both internally and externally, and to facilitate student needs through our various committees, coordinators, and services.

The Campus Activities Commissions (CAC) strives for the betterment of student life through social, inclusive, and entertaining extracurricular activities. They run events and conferences that enrich the Queen's experience for undergraduates in unique and memorable ways.



The Municipal Affairs Commission (MAC) advocates for student interests at a municipal level on issues such as property standards, waste programs, and snow removal. They also facilitate a wide range of opportunities for students to volunteer in the Kingston community. Finally, the MAC helps to prepare students to live responsibly in off-campus housing.

The Social Issues Commission (SIC) aims to speak to issues of equity while challenging oppression at Queen's. They seek to provide students with resources and education as well as offer an open, safe space for those who face oppression and their allies. By fostering close ties with various groups and the Queen's administration as well as facilitating student learning about oppression, we aim to eliminate marginalization on campus and increase inclusivity.



AMS Offices

The four AMS offices support the activities of all students presently involved with the AMS as well as those looking to get involved. 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. They also work toward strengthening the organizational and reputational standing of student leadership.

The **Advancement Office (ADO)** is responsible for ensuring that the AMS has a cohesive strategy for fundraising, sponsorship, and meaningful engagement with alumni. This Office works to build and maintain relationships with donors, sponsors, and the alumni community, and works closely with the Queen's Office of Advancement on these goals. The ADO supports the functions of the AMS by securing financial contributions and mentorship opportunities that will enhance the programming and services provided by the Society.



The Human Resources (HR) Office ensures that working for the AMS is rewarding, productive, and welcoming. Whether volunteering on a committee, serving as an AMS intern, or working for one of the many AMS services, the HR Office is a key resource for student employees. This office also conducts recruitment on behalf of the AMS and works to develop policies and procedures that make the AMS a fair, safe, and equitable workplace.

The Information Technology (IT) Office works to provide and maintain the IT infrastructure on which the AMS depends on. The IT Office operates internally on both the government and corporate sides of the AMS to ensure the continued support and maintenance of all IT equipment and services. The IT Office works to develop applications, databases, and websites for the various AMS Services in conjunction with Queen's IT Services. The AMS IT Office employs part-time student staff members, helping to develop students' passion for Information Technology.



The Marketing & Communications (MarComm) Office serves as the public relations channel for the AMS and facilitates the two-way flow of information between the AMS and students. They accomplish this by conducting marketing research to gauge the opinions of the Queen's student body while monitoring the AMS's media relations with both local and national media. The MarComm Office is also responsible for the supervision and creation of AMS publications, web content, and interacting with students through social media.



The Clubs Office is comprised of over 275 unique organizations, ranging from cultural groups to health outreach initiatives and much more. For many students, one of the most important experiences outside of the classroom is participating in clubs on campus. The Clubs Office works to provide resources and support to AMS ratified groups through financial means (grants, bursaries, fundraising, etc.), providing club space, insurance, and resources for event planning and marketing. There are also various workshops held throughout the year, along with the annual Tricolour Open House which gives clubs the opportunity to showcase their organization to the entire student body. The Director of Clubs is responsible for the day-to-day operations of the office which includes connecting with club members, students, and stakeholders (on and off campus) as well as overseeing the Assistant Director of Clubs, the HR Coordinator and the Marketing Coordinator. Additionally, they act as the main liaison between the AMS and the clubs community. A complete list of clubs and organizations can be found on the AMS website with other useful club information.



Student Life Centre

Space • Information • Resources

The Student Life Centre (SLC) is a collaboration of facilities, services, and resources dedicated to enhancing the quality of student life at Queen's. Encompassing the John Deutsch University Centre (JDUC), the non-athletic portion of the Queen's Centre (QC), the Mackintosh-Corry Student Street (MC), and the Grey House, the SLC provides space for Societies and clubs, bookable spaces for meetings and performances, and public spaces for a wide range of student and community uses. In the long term, the JDUC revitalization project will create transformative new opportunities for student life and engagement. Excellent student life requires exceptional spaces, and the SLC works toward providing them.



AMS Services

All AMS services are entirely student-run and dedicated to providing affordable products and services in a safe, student-friendly environment. Thousands of student employees and volunteers work hard to bring on-campus resources to those who need them, whether that's a cup of coffee at Common Ground, online digital campus news from the Queen's Journal, or academic support from the Academic Grievance Centre.



The Common Ground Coffeehouse (CoGro) is a student run coffeehouse found at the heart of the Queen's Campus in the Queen's Centre. They offer a large variety of espresso-based drinks, iced drinks, bagels, delicious sandwiches, and local baked goods. The CoGro lounge space is used for studying, hanging out with friends, grabbing lunch, and can be booked for events. Common Ground operates The Brew, as a second location in the Upper JDUC (by Tricolour Outlet).

Located in the heart of the JDUC, the **Printing & Copy Centre (P&CC)** offers a wide variety of products and services including black & white and colour printing; scanning; faxing; business cards, booklet, brochure, and program printing; rave cards; binding; poster printing and more. The staff at the P&CC work hard to help students complete their publishing projects efficiently, effectively, and affordably – all while in a fun, welcoming environment.



Walkhome is a student-run service that provides members of the Queen's Community with a safe and comfortable way to travel Kingston at night. It is an anonymous and confidential service, so our staff members do not wear clothes identifying them as a Walkhome team. In 2017, Walkhome partnered with a local software company to begin the creation of an online mobile application. Whether students feel unsafe or just want company they can call (613) 533-WALK, visit the kiosk in the lower ceiling of the JDUC, or use the mobile app to request a walk.



The **Housing Resource Centre (HRC)** is a confidential space where students can talk freely about their concerns with any current or potential housing situation. The HRC also offers tips on finding housemates and house hunting.

The **Peer Support Centre (PSC)** is comprised of a dedicated group of trained volunteers for listening and empathetic peer support to students at Queen's. The PSC provides a safe, non-judgmental, and strictly confidential environment for students to speak with our compassionate volunteers, as well as resource referral and support groups.



TRICOLOUR OUTLET

Tricolour Outlet is a one-stop shop that serves students, alumni, and the Queen's community. They provide high-quality options for Queen's clothing and merchandise, a means for students to save money on used textbooks, inexpensive school supplies, event tickets, and a safe and convenient bus service. They are located on the upper ceilidh of the JDUC and have a website: www.tricolouroutlet.ca

Studio Q is a student-run creative agency, providing professional design, photography, video, and broadcasting services. As well, they produce the Tricolour Yearbook & Agenda and livestream the Queen's Gaels home games.



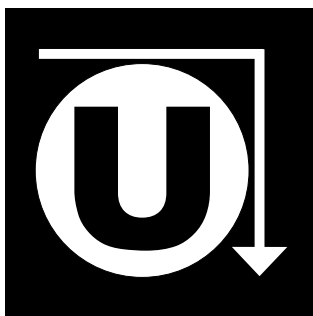
The **AMS Food Bank** provides confidential and non-judgmental food options to members of the Queen's community. The Food Bank (JDUC 343) helps to ensure that Queen's students can be healthy and productive as they pursue academic achievement and alleviates poverty amongst Queen's community members. Learn more at www.AMSfoodbank.com.

The **Queen's Student Constables (StuCons)** are a peer to peer security service that embodies the unique idea of students being responsible for students. StuCons work to keep everyone safe by upholding the AMS and University rules and regulations at sanctioned events and venues.



The **Academic Grievance Centre (AGC)** is the place to go with questions or concerns about academic grievances, discipline, or regulations. The volunteers that work in the centre (JDUC 040), are very knowledgeable about the academic policies of the University and can be a resource and support when students simply need someone to listen to their academic concerns.

Since 1977, the **Queen's Pub (QP)** has been a tradition at Queen's University. The relaxed atmosphere and great tunes keep students coming back. The menu has vegetarian options, a multitude of beers, fine wines, and cocktails, as well as a variety of non-alcoholic drinks. Whether using the Pub to meet a study group or watch sports on the HD flat screen TVs, QP staff will always make visits the best they can be. The **AMS Pub Services (TAPS)** constitutes the only student-run bars in Canada and include the Queen's Pub (QP) and The Underground Nightclub.



Since opening its doors in 1976, the **Underground** has served generations of students and alumni. Administered along with the QP by The **AMS Pub Services (TAPS)**, the Underground is the only student-operated club in the country and offers a level of acceptance and warmth that is unparalleled in the Kingston community. It doesn't matter what faculty you are from, The Underground welcomes all students who are invested in making each night special. The Underground is available for booking to all students for club events, team socials, or even birthday parties.

With a staff of almost 30 students, the **Queen's Journal (QJ)** puts out print issues every Friday and releases online content throughout each week at www.queensjournal.ca. They welcome all students as writers and photographers as well as letters or opinion pieces from all members of the Queen's community. The Journal House is located at 190 University Ave.







Awards and Bursaries

(Established by AMS;
Administered by Queen's University)

The Agnes Benidickson Bursary

An endowed fund established in 1998 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. Ten (10) recipients shared in the \$51,100 awarded leaving a balance of \$86 in the account. The capital account balance of the fund as of April 30, 2018 was \$913,737.

The AMS Accessibility Queen's Bursary

An endowed fund established by the AMS in 2007, and revised in 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 of April 30, 2018 was \$350,488. Eight (8) recipients shared in the \$17,000 awarded, leaving a balance of \$95 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. Forty-eight (48) recipients shared in a total award of \$30,000. The income account balance as of April 30, 2018 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. One (1) recipient participated in an award of \$3,000. The capital account balance of the fund as of April 30, 2018 was \$38,376 and the income account balance is \$5.

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 2017-2018, awards of \$14,000 were divided among five (5) recipients. The capital balance of the fund as of April 30, 2018 was \$140,922 and the income account balance of the fund was \$27.

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. One recipient (1) was awarded \$1,100. The capital account balance of the fund as of April 30, 2018 was \$11,360, with an income account balance of \$5.

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. Nine (9) recipients shared awards of \$48,472. The income account balance of the fund as of April 30, 2018 was \$184,370.

Queen's International Students' Society 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. One (1) recipient received \$2,000. The income account balance as of April 30th, 2018 is \$3,528.

Queen's Work Study

The Work Study program is jointly funded through student activity fees and Queen's Administration. 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 2017-2018 the AMS received \$39,639 to be allocated to students in the program employed at our services.

Student Loans Program

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 of April 30, 2018, the student loan fund amounted to \$43,150.

The AMS/SGPS Out-of-City Healthcare Travel Bursary

Established in March 2016 by the AMS and the Society of Graduate and Professional Students, and awarded on the basis of self-identified need

on the part of the applicant who requires financial support to attend healthcare appointments outside of the City of Kingston, generally with a Specialist. Three (3) recipients received awards totaling \$800. The fund balance as of April 30, 2018 is \$8,900.

The AMS Emergency Taxi Fund

Established in 2000 by the AMS and created for students with temporary mobility impairments, who require taxi assistance to and from campus and classes. Twenty-seven (27) recipients received awards totaling \$5,403. The balance in the fund as of April 30, 2018 is \$631.





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. The Accessibility Queen's Committee recommended payments totalling \$1,479 continue to fund accessibility needs from capital projects and annual ongoing accessibility programs and services. The balance of this fund as of April 30, 2018 was \$118,645.

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 of April 30, 2018 was \$1,179,291.

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. During the year, \$30,000 was awarded to students to reduce fees. The fund balance as of April 30, 2018 was \$51,709.

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 Plan's activity. The AMS operates these plans under what is known as "self-insured" meaning that all administrative and financial risk is the responsibility of the AMS. The balance of the fund as of April 30, 2018 is \$1,979,870.

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, 2018 is \$1,189,559.

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. The balance in the fund as of April 30, 2018 is \$64,977.



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 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.

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 surplus from the operating fund of \$29,057 for the 12 months ended April 30th, 2018. 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 surplus of \$924,358. 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, 2018, with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash	\$1,039,071	\$1,245,231
Marketable securities	7,606,529	5,954,001
Accrued interest	16,657	22,571
Accounts receivable	73,430	177,012
Inventories	224,147	182,820
Prepaid expenses	22,159	7,883
	<u>8,981,993</u>	<u>7,589,518</u>
Capital assets	233,165	275,237
Other Assets:		
Student loans program	43,150	42,910
	<u>\$9,258,308</u>	<u>\$7,907,665</u>
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable and accrued liabilities	\$2,219,196	\$1,742,990
Funds held for Queen's Bands	178,365	189,521
Funds held for Union Gallery	18,141	20,941
Current portion of loan payable	67,135	65,022
	<u>2,482,837</u>	<u>2,018,474</u>
Long term liabilities:		
Loan payable	21,012	88,147
Net assets:		
Net assets invested in capital assets	233,165	275,237
Other reserves – internally restricted	250,000	250,000
Internally restricted funds	4,519,074	3,659,738
Externally restricted funds	64,977	(45)
Operating fund- unrestricted	1,687,243	1,616,114
	<u>6,754,459</u>	<u>5,801,044</u>
	<u>\$9,258,308</u>	<u>\$7,907,665</u>

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Statement of Operations

Year ended April 30, 2018, with comparative information for 2017

	2018			2017		
	Operating Fund	Restricted Funds	Total	Operating Fund	Restricted Funds	Total
Revenue:						
Services revenue	\$ 5,424,487	\$ -	\$ 5,424,487	\$ 5,821,947	\$ -	\$ 5,821,947
Other Corporate revenue	3,521,595	-	3,521,595	3,397,456	-	3,397,456
Government revenue	1,168,799	-	1,168,799	1,252,366	-	1,252,366
<u>Restricted fund revenue</u>	-	5,716,853	5,716,853	-	5,601,344	5,601,344
	10,114,881	5,716,853	15,831,734	10,471,769	5,601,344	16,073,113
Operating expenses:						
Services expenses	5,241,100	-	5,241,100	5,424,810	-	5,424,810
Other Corporate expenses	3,805,251	-	3,805,251	3,578,179	-	3,578,179
Government expenses	1,160,325	-	1,160,325	1,180,133	-	1,180,133
<u>Restricted fund expenses</u>	-	4,671,643	4,671,643	-	4,848,064	4,848,064
	10,206,676	4,671,643	14,878,319	10,183,122	4,848,064	15,031,186
Excess of revenue over expenses (expenses over revenue)	(91,795)	1,045,210	953,415	288,647	753,280	1,041,927
Interfund transfers - general	120,852	(120,852)	-	140,589	(140,589)	-
Excess of revenue over expenses, net of interfund transfers - general	\$ 29,057	\$ 924,358	\$ 953,415	\$ 429,236	\$ 612,691	\$ 1,041,927

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Service Revenue, Expenses and Interfund Transfers

Year ended April 30, 2018, with comparative information for 2017

	2018				2017			
	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)
AMS Food Centre	\$36,516	\$ 13,711	\$ 710	\$ 22,095	\$27,925	\$ 17,304	\$710	\$ 9,911
Common Ground Coffeehouse	1,315,850	1,245,975	66,468	3,407	1,301,850	1,176,039	66,468	59,343
Publishing and Copy Centre	449,962	409,034	23,877	17,051	471,551	421,880	23,877	25,794
Queen's Journal	219,522	252,330	26,400	(59,208)	228,838	245,831	28,900	(45,893)
Queen's Student Constables	373,228	290,396	1,092	81,740	372,238	310,744	1,092	60,402
S.M.A.R.T.	33,838	56,886	2,178	(25,226)	41,493	52,349	2,178	(13,034)
Studio Q	454,190	355,203	10,629	88,358	418,819	350,461	10,629	57,729
The AMS Pub Services	966,874	1,134,307	66,072	(233,505)	1,176,664	1,225,999	66,072	(115,407)
Tricolour Outlet	1,210,515	1,112,866	76,956	20,693	1,355,611	1,221,450	76,955	57,206
Walkhome	363,992	370,392	4,699	(11,099)	426,958	402,753	4,699	19,506
	\$5,424,487	\$5,241,100	\$279,081	\$(95,694)	\$5,821,947	\$5,424,810	\$281,580	\$115,557

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Other Corporate Revenue, Expenses and Interfund Transfers

Year ended April 30, 2018, with comparative information for 2017

	2018				2017			
	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)
AMS General Office	\$ 2,866,892	\$ 2,868,226	\$ (140,000)	\$ 138,666	\$ 2,733,659	\$ 2,672,081	\$ (140,000)	\$ 201,578
Advancement Office	328,413	326,764	-	1,649	307,598	306,564	-	1,034
Board of Directors	-	43,023	(43,023)	-	-	42,235	(42,235)	-
Marketing & Communications Office	92,834	92,414	-	420	86,451	88,965	-	(2,514)
Human Resources Office	87,848	71,725	-	16,123	91,072	83,337	-	7,735
Information Technology Office	91,561	86,390	-	5,171	98,411	80,218	-	18,193
Student Life Centre	54,047	316,709	(216,910)	(45,752)	80,265	304,779	(248,000)	23,486
	\$ 3,521,595	\$ 3,805,251	\$(399,933)	\$ 116,277	\$ 3,397,456	\$ 3,578,179	\$(430,235)	\$ 249,512

Financial Statements

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Government Revenue, Expenses and Interfund Transfers

Year ended April 30, 2018, with comparative information for 2017

	2018				2017			
	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)
Academic Affairs Commission	\$ 42,315	\$ 40,369	\$ -	\$ 1,946	\$ 42,241	\$ 39,112	\$ -	\$ 3,129
Assembly	40,662	-	-	40,662	45,070	281	-	44,789
Campus Activities Commission	600,169	674,743	-	(74,574)	634,433	651,823	-	(17,390)
Clubs Office	106,250	81,954	-	24,296	96,537	87,328	-	9,209
Judicial Affairs Commission	25,564	21,734	-	3,830	25,758	23,963	-	1,795
Municipal Affairs Commission	99,952	92,662	-	7,290	90,949	90,765	-	184
O.U.S.A	70,537	73,805	-	(3,268)	63,546	64,930	-	(1,384)
Secretariat	23,628	23,818	-	(190)	24,143	21,046	-	3,097
Social Issues Commission	120,219	116,678	-	3,541	112,583	100,786	-	11,797
Commission of Environment and Sustainability	-	-	-	-	102,756	92,073	8,066	2,617
Vice-President University Affairs	39,503	34,562	-	4,941	14,350	8,026	-	6,324
	\$ 1,168,799	\$ 1,160,325	\$ -	\$ 8,474	\$ 1,252,366	\$ 1,180,133	\$ 8,066	\$ 64,167

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Restricted Funds Revenue, Expenses and Interfund Transfers

Year ended April 30, 2018, with comparative information for 2017

	2018				2017			
	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)	Revenue	Expenses	Interfund Transfers	Net Contribution (Loss)
Internally restricted:								
Accessibility Queen's Advantage	\$ 53,347	\$ 1,479	\$ 5,000	\$ 46,868	\$ 52,040	\$ 32,365	\$ 5,000	\$ 14,675
AMS Membership Bursary	156,977	53,306	48,023	55,648	591,308	50,886	47,235	493,187
AMS Student Centre	49,030	30,000	-	19,030	30,015	29,000	-	1,015
Health and Dental Plans	664,100	63,717	326,480	273,901	553,195	74,560	339,534	139,101
	3,818,011	3,264,122	90,000	463,889	3,471,651	3,332,109	90,000	49,542
	4,741,465	3,412,624	469,503	859,336	4,698,209	3,518,920	481,769	697,520
Externally restricted:								
Queen's Centre	-	-	-	-	(75,878)	190,147	-	(266,025)
Student Life Centre Facilities	975,388	1,259,019	(348,651)	65,022	979,013	1,138,997	(341,180)	181,196
	975,388	1,259,019	(348,651)	65,022	903,135	1,329,144	(341,180)	(84,829)
Total Restricted Funds	\$ 5,716,853	\$ 4,671,643	\$ (120,852)	\$ 924,358	\$ 5,601,344	\$ 4,848,064	\$ 140,589	\$ 612,691

Alma Mater Society 2017-2018

Executive		
Vice President (Operations) Chelsea Hollidge	President Jennifer Li	Vice President (University Affairs) Palmer Lockridge
Executive Team		
Commissioner of Academic Affairs Victoria Lewarne	Commissioner of Campus Activities Devon Laflamme	Director of Advancement Cliff Lerebours
Commissioner of Municipal Affairs Stefano Hollands	Commissioner of Social Issues Ramna Safeer	Director of Hospitality and Safety Services Stephanie Nijhuis
Director of Clubs Marnie Myszko	Director of Communications Chloe Draeger	Managing Director of the Student Life Centre Katherine Kennedy
Director of Human Resources Marlee Satok	Director of Information Technology Matthew Bowen	
Permanent Staff and Board of Directors		
General Manager Lyn Parry	Information Officer Wayne Pender	Board of Directors Chair Michael Blair
Facilities Officer Troy Buchanan	Administrative and Payroll Assistant Maria Haig	Retail Operations Officer John McDiarmid
Controller Lyn MacFarlane		Accounting Assistant Janice Kirkpatrick

Social Media

Website: www.myAMS.org
 Facebook: @queensams
 Twitter: @QueensAMS
 Instagram: @queensams

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