



AMS

**Annual Report
2014 - 2015**

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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 advocacy within the University and across all levels of government, the provision of affordable hospitality, media, retail, safety and support services, the programming of a wide range of activities and events, and an exceptional diversity in the employment, volunteer and leadership opportunities made available annually to over 1,500 students wishing to participate in Canada's oldest student government. The AMS is proud of being the only exclusively student-run organization of its kind in Canada, and that in 2014-15, our students once again maintained their longstanding tradition of actively building and shaping the Queen's experience. This report reflects the hard work, commitment and contributions of the individual student volunteers and paid student staff on whom the AMS is entirely dependent. Included within are summaries of the operations and activities of the commissions, offices, corporate services, Assembly, Board of Directors and the Executive over the past fiscal year. Although the focus of the Annual Report as a historical document is to review the previous year, it also identifies emerging challenges, trends, and strategic objectives where appropriate.

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Overview of the Society

Queen's University's Alma Mater Society (AMS) was founded in 1858 and is the oldest student government 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 each 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 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 restriction 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.



SOCIETY

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AMS Mission Statement

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

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.*

Brief 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 were now 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. Both of these essential elements in student life remain to this day.

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.

Brief History

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 en-

vironmental issues both on and off campus, in early 2011 the AMS established the Commission of the Environment & Sustainability.

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

Additional major new services followed with 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 more student friendly handling of 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 by facilitating Orientation, overseeing Model Parliament since 1946, and overseeing Model United Nations since 1987.



In 1969, the AMS also created a corporation without share capital under the name of "Alma Mater Society of Queen's University Incorporated." One of the most significant structural developments over the past two decades has been the evolution of the role of the AMS Board of Directors in overseeing AMS services and managing the financial affairs of the corporation.

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 a

a 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

Brief History

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.

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 this important 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.

The inherent capacity for growth within the AMS has allowed it to respond with specific programming to address a number of emerging areas of concern in student life. In 1983, the AMS Accessibility Taskforce (now Accessibility Queen's) was formed as a committee mandated to improve accessibility on campus for students with disabilities. The AMS Food Bank was established in 1997 as a confidential food service to help address hunger issues in the student community. In response to the absence of any centralized body that provided information and assistance to students with concerns relating to academic discipline, disputes or grievances, the Academic Grievance Centre was created in 2002. The Peer Support Centre was established in 2007 to provide assistance and support for students facing a wide range of mental health issues. In 2011, the Student Maintenance and Resource Team (SMART) was created to provide clean-up and maintenance services for students and landlords in the University District. Finally, the AMS for decades has provided an information and referral body for students with housing-based complaints currently known as the Housing Grievance Centre.

Currently the AMS represents roughly 16,800 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 40 representatives from the member societies, AMS Council, the Chair of the Board of Directors, the Rector, the Student Senate Caucus Chair, and the Undergraduate 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 or Board of Directors as they carry out their duties consistent with the best interests of AMS members. All AMS members are welcome to attend the bi-weekly Assemblies and submit motions.

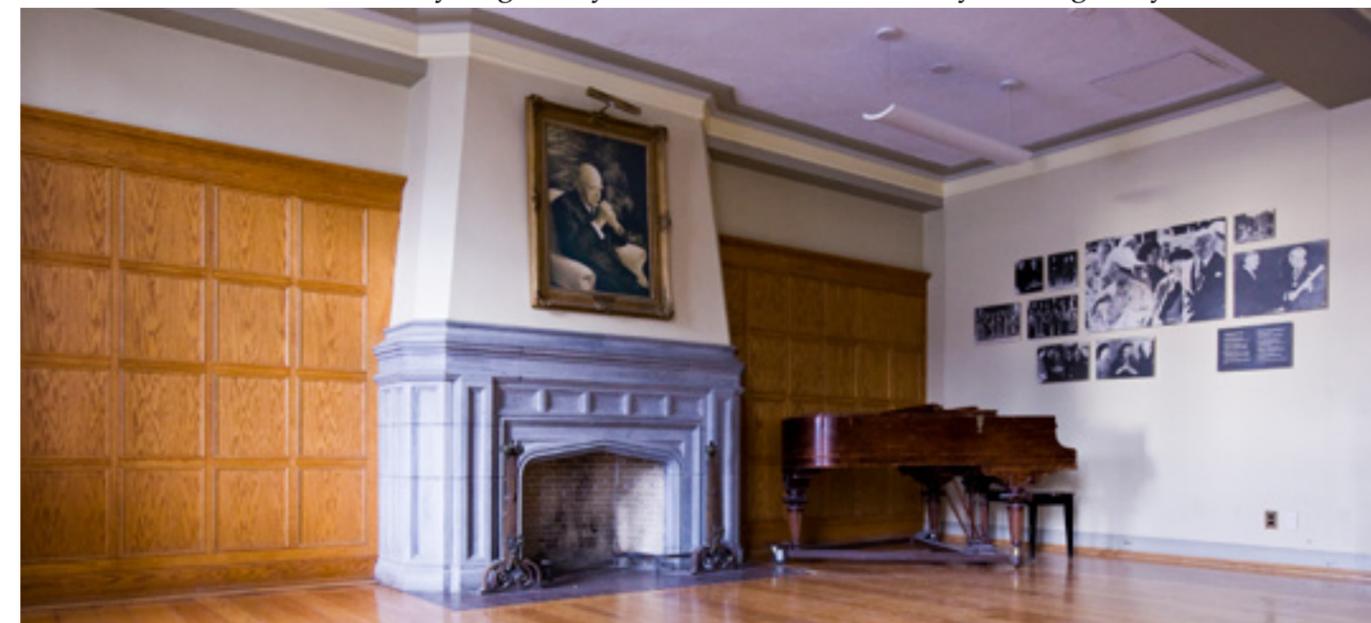
This year the primary venue for meetings returned to the McLaughlin Room in the JDUC. However, the Society did hold single meetings in each of Goodes Hall, Wallace Hall and the Kinesiology Building. The tradition of holding an annual meeting in Kingston City Hall was maintained in the winter term. In an effort to increase exposure to Assembly and to generally raise awareness of its activities, a "Bring a Friend to the Friend Assembly" event was again scheduled in the fall term and was well attended.

In the fall term, the Assembly began a year of

significant policy changes by approving a number of refinements and clarifications to the policies and procedures governing its own functioning. In a related measure, the Assembly amended its composition formula to reduce its size with the purpose of enhancing its effectiveness as a forum for debate and decision making. It is expected that next year there will be roughly half a dozen fewer voting members.

At its initial meeting in September, the Assembly endorsed the AMS submission to the University's shared service budgeting process. The submission consisted of twelve recommendations calling for support for active learning, support for a diverse student body and for an efficient allocation of funding. In preparation for the fall municipal election, Assembly endorsed a student municipal election platform that emphasized property standards, recycling, and pedestrian friendly enhancements to the University District. This endorsement was intended to establish a set of advocacy positions moving beyond the election.

Assembly duly approved the goal plans and budgets for all Commissions and consistent with most years, also approved a large number of amendments to the AMS constitution and policy manuals. Particularly noteworthy were changes to student activity fee eligibility, a restructuring



AMS Assembly

of the timelines and nomination period during elections and referenda, and enhancements to clubs and space allocation policies. Significantly, the Speaker position, which traditionally has also served as the Chief Electoral Officer, was split into two positions effective the 2015-16 academic year. The Assembly also approved the creation of a new policy manual when Non-Academic Discipline policy was separated from its longstanding location in the AMS procedures Manual and given its own distinct document.

The Assembly addressed a somewhat outdated AMS award policy, amending some of the guidelines, eliminating the Anti-Oppression and Achievement awards, and transferring responsibility for the Robert Sutherland Award for Excellence in Debating to the Debating Society.

The Assembly approved a plebiscite question for each referendum period. In the fall, students were asked whether they wished to see the ReUnion Street Festival established as an annual event (94% voted yes). In the winter, students were asked whether they wished the AMS to express support for the Queen's University pooled endowment fund to divest from fossil fuel operations on the basis of social injury (74% voted yes).

At a Special Assembly called in early March, the Assembly heard a University presentation on the Richardson Stadium revitalization and construction project. During extensive questioning and subsequent discussion, several Assembly members raised concerns about elements of the project. These included seating, safety and the potential elimination of some Queen's traditions. In light of these concerns, the University agreed to hold town hall meetings for students to attend and to make another presentation to Assembly in early April.

Later in March, the Assembly struck an ad hoc Queen's 175th Anniversary AMS Advisory Committee to operate through 2017. The committee's mandate is to ensure that AMS members have the opportunity to meaningfully participate in the university celebrations and that the AMS develop spe-

cific programming to promote the anniversary. The AMS Annual General Meeting was held in Grant Hall on March 10, 2015 with an approximate attendance of 120 AMS members. The agenda consisted of two confirmation motions for student activity fee changes previously approved by the Assembly. The motions called for the establishment of a mandatory \$12.50 fee in support of the ReUnion Street Festival and an amalgamation of the former optional Queen's TV and optional Tricolour Yearbook fees into a new \$24.43 Tricolour Yearbook and Studio Q optional fee. Both motions were confirmed after extensive debate on the ReUnion fee. There was a presentation by Judicial Affairs Director William Simonds on the state of non-academic discipline and a presentation by the Executive of the AMS Staff Award to Queen's employees; Dan Langham, David Patterson, Sarah Indewey and Vicky Andrews.

The year concluded with discussions on the University/faculty collective bargaining agreement process and the profound impact the agreement will have on the student experience. A number of student issues and concerns were identified and a policy paper written by the President and the Academic Affairs Commissioner delineated these and subsequent recommendations. Regrettably the term ended before formal Assembly approval could be sought but a substantive basis for advocacy was nevertheless established.

Notable Assembly guest speakers included Chancellor Jim Leech, Principal Daniel Woolf, University Historian Duncan McDowell, former Speaker of the House of Commons Peter Milliken, Current Kingston MP Ted Hsu, Vice-Provost of Teaching and Learning Jill Scott, Vice-Provost and Dean of Student Affairs Ann Tierney, and representatives from the Ontario Undergraduate Student Alliance.

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

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

<p style="text-align: center;">Alma Mater Society</p> <p>President Vice-President (Operations) Vice-President (University Affairs) Academic Affairs Commissioner* Campus Activities Commissioner* Commissioner of Internal Affairs* Municipal Affairs Commissioner* Commissioner of the Environment and Sustainability* Social Issues Commissioner* Hospitality & Safety Services Director* Retail Services Director* Campus Services Director*</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>
<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>	

Board of Directors

The Alma Mater Society of Queen's University Inc. Board of Directors is the body that has been entrusted to manage the affairs of the Corporation by its shareholders - the voting members of AMS Assembly. The Board serves three main roles: a strategic management role, a financial role, and a human resources role. Operating under this umbrella, the Board of Directors undertook various successful internal projects this past year while also approving key changes to the corporate services that were deemed necessary for the long-term viability of the AMS Inc. This year, the Board also assumed oversight responsibility for the Offices and the General Office.

The Board's committees were very active with the rotational committee cycle utilized for the first time. The Finance, Audit & Risk Committee expanded its mandate to include risk management and in this context explored the AMS relationship with faculty and residence societies, as well as services provided to those groups. The committee also looked at risk strategies surrounding IT infrastructure and amended the Board Policy Manual to reflect changes. Moving forward, the Board decided to split this Committee into the Finance and Risk Committee and a separate Audit Committee.

The Governance Committee introduced a number of revisions to the Corporation By-laws. Additionally, it assessed potential best practices in response to the changes anticipated in the Ontario Not-for-Profit Act.

The Personnel Committee created a new framework for all AMS honouraria positions. The Committee analyzed the volunteer positions across the services, commissions and offices and made adjustments to ensure consistency. This included making changes to existing honoraria, and establishing honoraria for positions that previously were not awarded honoraria. The Personnel Committee also reviewed and updated the entire Permanent Staff Policy manual this year.

In other matters related to human resources, the Board approved the redevelopment of the Service Director portfolios and the implementation of food credits as an additional benefit for all salaried student positions in the AMS. Several amendments were approved to the Hiring and Appointment Policy and Procedures Manual including establishing eligibility for SGPS members to volunteer at shared services and requiring pre-

vious experience for some technical full-time positions. Regarding the permanent staff, the Board approved changing the Executive Director position back to General Manager after the incumbent Executive Director, Annette Paul, departed at the beginning of the winter term. The Board approved the appointment of Lyn Parry, the AMS Controller, as General Manager in March.

The Special Projects Committee was successful in its efforts to attract more applications for allocations from the Special Projects Grants Fund. The Committee worked to market projects that had received funding in the past and was rewarded with a record number of applications.

The Long-Term Strategic Planning Committee undertook creating service-specific strategic plans to add to the AMS Inc. strategic plan and to customize the individual services' visions.

Consistent with most years, the Board granted approval for several capital expenditures; both eliminated and created various management positions; and approved several new initiatives by the corporate services. There were some notable changes within the media services. A new website was approved for *The Journal* and the Board approved the amalgamation of Queen's TV (QTV), the Yearbook and Design Services (YDS) and Convocation Services into a single entity to be known as Studio Q.

At the request of the Executive during the late summer, the Board approved an allocation of \$250,000 from the Advantage Fund to finance the inaugural ReUnion Street Festival. In recognizing the tremendous value in this event, the Board nevertheless made clear this was to be a one-time only expenditure for this purpose.

Internally, the Board decreased the frequency of its meetings from once every two weeks to once every three weeks. The Board continued to benefit from the invaluable advice and expertise of its three non-student community Directors. This year the board was delighted to welcome former AMS President (2002-03) Michael Lindsay who joins long serving School of Business professor, David McConomy, and Queen's alumnus and Kingston lawyer, Daniel Coderre, in this important capacity.

The audited financial statements contained within this annual report illustrate the positive

financial foundation that has been established by previous AMS management and continuing oversight from the Board of Directors. AMS Inc. will post a small deficit this year of \$121,582, which is consistent with the mandate of a not-for-profit corporation. This deficit is attributed to salary increases introduced this year, an increase in the Ontario minimum wage, and the addition of full-time employees.

The Board concluded the year anticipating a continuing need for its successors to evaluate and monitor the risks facing the corporation; the development of a plan for succession and transition in consideration of the eventual retirement of some long-serving permanent staff; and the undertaking of a comprehensive review of the internally restricted funds. The Board again sought to continue making decisions that best reflect the core values of the AMS. as an institution that serves students' interests.



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 elected in the winter term for a period of one year and are responsible for representing the interests of all AMS members and for the day-to-day management of the Society.

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 also acts as the Chief Executive Officer of the Corporation and thus has a fiduciary responsibility to oversee the governance of the Society and its' roughly \$16 million of annual financial activity. The President directly oversees the Marketing & Communications, Human Resources, Student Life Centre, and Information Technology Offices and presides over Presidents Caucus which consists of the member society presidents.

The Vice President of Operations (VPOPS) is responsible for all day-to-day operational and financial matters of the Society. The VPOPS oversees the three directors who in turn supervise the retail, hospitality, safety, and media services of the AMS. Additionally, the VPOPS administers student activity fees, the AMS Health & Dental Plan, the Bus-It program, and the consolidated budget for the Society.

The Vice President of University Affairs (VPUA) is responsible for all political and educational matters of the society, research and policy development, internal academic issues, and university administration affairs. The VPUA oversees the six commissions and serves as one of two Queen's representatives, along with the Academic Affairs Commissioner, on the Ontario Undergraduate Student Alliance (OUSA) Steering Committee.

The 2014-15 Executive addressed a large number of internal and external matters across the continuum of student issues. They placed a particularly strong and effective emphasis on preparing written documents to support their advocacy efforts to improve the student experience. However, it was their design and introduction of an immensely successful large scale event on the Saturday night of Homecoming weekend that constituted a truly singular contribution to the Queen's experience. The Executive dramatically

transformed the previous year's Tricolour Festival proposal, designing a multi-faceted event whose primary purpose was not merely to fill the programming vacuum on Homecoming weekend, but rather to positively impact the Queen's community through the establishment of an essential vehicle for student/alumni interaction.

Over the summer and early fall, the Executive committed enormous personal and professional resources to secure formal approval from the administration and the City of Kingston for their proposed *ReUnion Street Festival*. When acquiring primary funding through donations and sponsorship proved an insurmountable challenge given the late starting date, the Executive successfully petitioned the AMS Board of Directors to provide a commitment of \$250,000 from the Advantage Fund. The event was situated on Union Street, with a street closure from University St. to Division St., with the Executive having hired an external contractor to run it in accordance with their programming specifications. While a popular band was featured and there was a designated area for alcohol consumption, the festival also entailed a wide range of activities and features to appeal to students and alumni of all ages. Attendance was estimated to have reached 8,000 and it was viewed by the City, Kingston community, and the University as a tremendous success. In response to a fall plebiscite question, 94% of students said they wished to see the festival established as an annual event. In the winter term, the Executive spearheaded the approval of a mandatory \$12.50 student fee to ensure a stable source of funding for the festival moving forward. However, there is genuine optimism that the continued success of this event will serve to generate external funding that will eventually eliminate the need for this fee. In light of this, and in consideration of the tremendous time commitment in planning



the festival, the Executive created two student salaried positions to begin next year - an Advancement Officer and a ReUnion Street Coordinator.

The Executive began their term with a meeting with senior Queen's administrators to discuss a range of recurring major issues, including Orientation Week, alcohol policy and non-academic discipline. This meeting helped build mutual understanding and proved to facilitate arguably more constructive exchanges over the course of the year.

In early October, the Executive's vision for a major cross-service, interfaculty and campus-wide arts initiative was realized via a two-day weekend event held at The Underground, Clark Hall Pub, the Grad Club and the Common Ground Coffeehouse. Known as QPOP, this successful event served to showcase student talent and Canadian music.

The Executive accomplished two significant measures on the busing front. In the fall referendum, they successfully campaigned on behalf of a \$19.75 increase in the mandatory Bus-It student activity fee thereby ensuring the continuation of this longstand-

ing essential transportation service for students. They subsequently responded to a University oversight in not ensuring easy access for students to the new Isabel Bader Centre for the Performing Arts, by negotiating with Kingston Transit for the introduction of a new route and bus to run on a Main Campus/West Campus/Bader Centre loop. This had the added benefit of reducing pressure on the heavily travelled Main to West route.

In recognition of the impact of shared service funding on student life and student support programming, the Executive authored a report containing multiple recommendations re the allocation of funding to relevant university initiatives and services. The report was released in early fall to coincide with the University's shared service budgeting timeline in order to have optimal impact on budget formulation. The recommendations were well-received by senior university administrators and most were incorporated in their budgeting process. In the winter term, the Executive submitted a proposal to Athletics and Recreation (A&R) regarding the large mandatory student activity fee it receives. The proposal con

AMS Executive

tained suggestions for altering the fee structure to ensure that each year's student funding was expended on programming provided in that same year and also explored cost inflation issues on the varsity side of the A&R budget. Also during the winter term, the Executive authored a proposal to re-examine student involvement in the Student Experience Office (SEO). This important document asserted the unique capabilities of students in autonomously providing core programs, initiatives and services for their peers and cited the significant cost savings available to the University in optimizing this exceptional and traditional resource. More broadly, the proposal explored the SEO as a highly suitable environment for fostering a range of collaborative programming between students and the administration. It was submitted to the Office of the VP and Dean of Student Affairs.

In early March, concerned that there was insufficient consultation with students on the rapidly pending Richardson Stadium redevelopment project, the Executive called for a Special Assembly Meeting at which it arranged for senior University personnel to provide a presentation and stay for a lengthy question period. This was followed by another presentation at Assembly in early April. This process enabled significant student concerns to be raised in the areas of safety, seating and the possible elimination of some Queen's traditions.

The Executive was engaged in several critical areas relating to the student life centre, contributing significantly to the formal renegotiation of the Management and Operations Agreement which neared completion at year end. The Executive was also very engaged in the process to develop a long term plan for the JDUC and was active in facilitating the collection and assessment of student survey data. The Executive contributed to the final selection of projects to be funded through the \$1.2M student life centre revitalization fund and was awaiting detailed design drawings from the architect as the year closed. Finally, an agreement was successfully reached with Grocery Checkout, a Queen's Centre commercial tenant to provide a grocery delivery service for students.

The Executive worked with Career Services to develop the *It All Adds Up* campaign designed to combat the considerable stress felt by students feeling they lacked the skills and experience to secure employment in a competitive workplace. The campaign, which ran in late fall and utilized both AMS volunteers and Career Services counsellors speaking with students in high-traffic areas on-campus, was quite successful and received provincial recognition.

The Executive initiated three small but important projects to better enable students to embrace and share the rich heritage of Queen's. With the invaluable assistance of Queen's Archives, 40 photographs emblematic of Queen's history were framed and hung on blank wall space throughout the JDUC. The walls of the AMS board room were also covered with framed Journal announcements of AMS election results and photographs of former AMS Councils. Finally, the Executive established a Queen's University 175th Anniversary AMS Advisory Committee mandated to help develop AMS specific programming to promote the University celebrations and to ensure there are opportunities for students to meaningfully participate.

On the permanent staff front, the Executive was tasked with replacing the Executive Director who departed at the beginning of the winter term. After a thorough review of the job description and a careful assessment of institutional needs, the Executive, with approval from the Board of Directors, opted to revert the position to General Manager and hire Lyn Parry, the AMS Controller, to fill the role. Next year's Executive will conduct the hiring process to fill the now absent Controller position.

As the year closed, the Executive advanced the position that it was essential for there to be a student perspective offered on many of the issues central to the impending collective bargaining negotiations between the University and its faculty, insofar as students would ultimately be deeply impacted. After facilitating discussion at Assembly, the President, in conjunction with the Academic Affairs Commissioner, wrote



a lengthy paper providing analysis and recommendations in the areas of teaching and learning, faculty workload and compensation, the pension plan and the collective bargaining process itself. Although the term ended before formal Assembly approval

could be obtained, this thoughtful, ground-breaking commentary provided a substantive basis for advocacy on a process that will ultimately shape much of the future of a Queen's education.



COMMISSIONS

Representing 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 fulfill the Society's overarching mission statement and mandate.

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- 25 Campus Activities
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- 27 Internal Affairs
- 28 Municipal Affairs
- 29 Social Issues



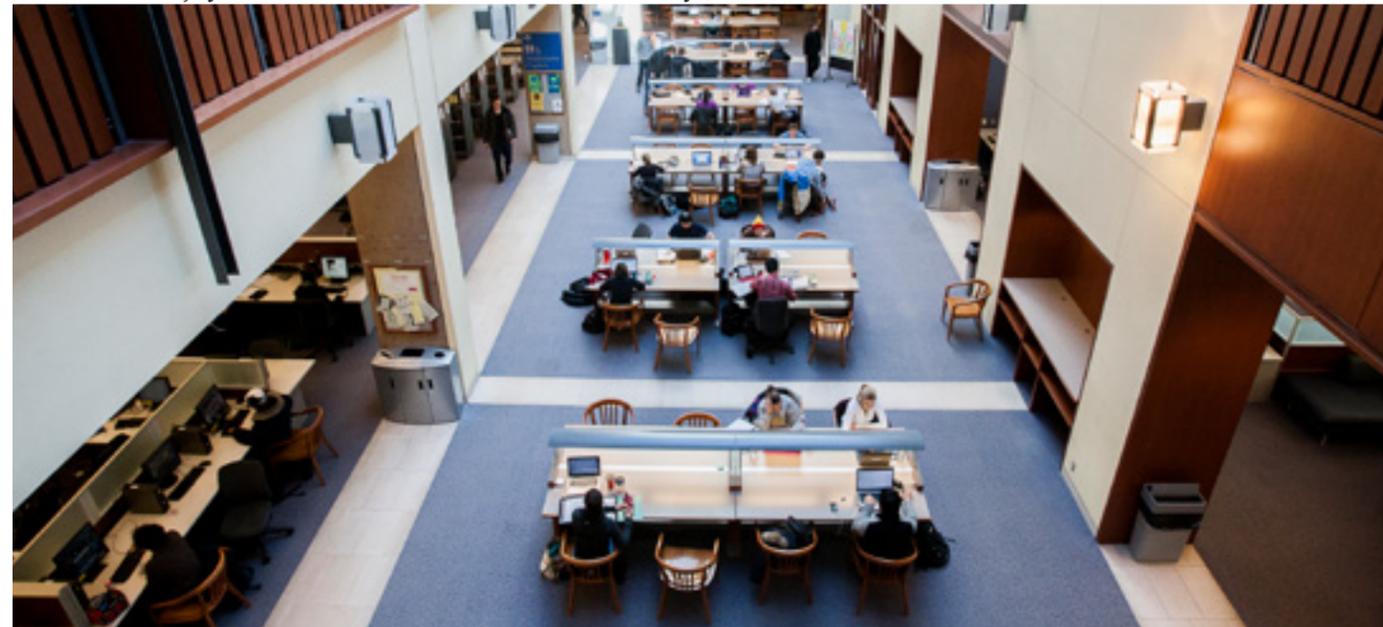
Academic Affairs Commission

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 both internally and externally, and facilitating student needs through various committees, programs, and services. This year the AAC underwent light restructuring in order to achieve a high level of efficiency and balance between its internal and external portfolios.

Externally, the AAC worked in conjunction with the Ontario Undergraduate Student Alliance (OUSA) to lobby the Ontario Government and the Ministry of Training, Colleges, and Universities on the issues of mental health, student financial aid, and co-operative education programs. The Commission also worked with OUSA to author research-based policy papers on tuition, LGBTQ+ identified students, credit transfers and mental health and wellness. Notably, inter-commission collaboration was facilitated when the AAC's external advocacy coordinators reported to OUSA, insights developed by the Municipal Affairs Commission. .

Internally, the Commission focused on a number of critical issues central to the undergraduate student experience. These included the quality of student learning, the increase of certifications and program expansions, and innovation and entrepreneurship.

The AAC enjoyed success on an internal advocacy



issue when, in partnership with the University, it concluded its long-term efforts to have lab fees and other course-related ancillary fees eliminated - on the basis that tuition should cover these costs.

The University Issues Committee (UIC) continued to be an essential voice for the Commission. It ran the highly successful *It All Adds Up* campaign in conjunction with Career Services, designed to emphasize the value of the experiences students gain in the broader learning environment at Queen's and to alleviate the stress many students felt about preparing to enter a competitive workplace. The UIC also ran *profsUNPLUGGED*, a popular video series, viewed roughly 6,000 times, in which professors shared their personal stories of failure and how it shaped them in positive ways. The Student Faculty Relations Committee (SFRC) again ran the much loved 'Last Lecture on Earth' series, and expanded its operations to include a panel which enhanced its ability to fulfill its broader mandate of connecting students and faculty. The SFRC also initiated The Forum, a conference for honest and open conversation between students and faculty on pressing and important issues facing the classroom.

The Academic Grievance Centre (AGC) was fairly active, handling 110 visits and cases. While the AGC remains an important service, it has much untapped potential that improved positioning and marketing should be able to address. Academic Caucus was not particularly active over the course of the year.

Campus Activities Commission



The Campus Activities Commission (CAC) exists to support and host events outside the classroom that many students value as some of the most memorable and engaging parts of their Queen's experience. The CAC is the last of the original AMS commissions still operated by the Society, which speaks to the Commission's ongoing relevance and dedication to the student body. As one of its core responsibilities, the CAC oversees the Orientation Roundtable (ORT) the entity that coordinates all of the Orientation Week activities at Queen's. In addition to providing its own events, the Commission acts as a resource for other students planning events on campus to ensure a wide range of opportunities is offered.

The CAC enjoyed some significant successes this year and also faced some challenges. One of the most exciting success stories was the creation of the Queen's Live Music Committee which functions to support two new additions to the CAC, Live at the Isabel and QPOP. These new events are designed to facilitate the CAC's promotion of arts while giving students and Canadian artists a venue in which to perform on campus.

Each of the CAC's internal committees met their mandates and ran mostly successful events. Model Parliament, Model UN and Model Court once again enjoyed great attendance and delivered the high quality experience students have come to expect from these multi-day events. The CAC made strides towards improving the delegate experience by obtaining a partnership with

Eventbrite, an online event payment software. This addition allows for students to pay online for events which provides increased flexibility and convenience for payments. Also on the financial front, both the fall and winter granting periods for the New Events and the Arts Initiative Grants received a very high level of interest. The CAC received a total of 22 grant applications and allocated \$4,000 to different Queen's groups and clubs.

The biggest challenge the Commission faced was the mixed results in terms of student engagement with some of its newer events. The Wine at the Agnes arts promotion saw great success but others did not fare as well in terms of participants. The Charitable Condom Casino held in The Underground to support Camp Outlook was poorly attended as was Catch Me If You Can. The Media and Journalism Conference had fewer attendees however many felt this actually facilitated a better conference in terms of career development. The Recreation Committee held the annual road hockey tournament and was pleased to host a field of eight teams. The CAC continued its longstanding practice of carefully evaluating every success and failure to learn more about what students are looking for in its programming. Over the course of the year, the CAC increased its focus on the Arts, Outreach and Recreation sectors of the commission. These programs are still in their infancy and will require continued attention next year to



Commission of the Environment & Sustainability



The Commission of the Environment & Sustainability (CES) seeks to build a culture of environmental sustainability within the AMS and across the wider Queen's community. In pursuit of this objective, the CES engaged actively with multiple facets of sustainability including waste and energy infrastructure, education and advocacy, responsible investment, and active transportation. The past year was the CES's fourth year as a commission and was notable for the marked growth that took place in its capacity and programming.

This growth began with Sustainability Week, which focused on encouraging engagement in environmentalism at Queen's. For the first time, the CES incorporated campus clubs committed to environmentalism, allowing multiple external groups to carry out their own events. This was highly successful, leading to the week's record attendance.

Another successful CES campaign was the Blue Dot Campus Challenge conducted in partnership with the David Suzuki Foundation. This idea originated within the CES and became a national competition involving 16 campuses from UVic in B.C. to Memorial University in Newfoundland. Nearly 4,000 signatures were collected in one week across these universities to raise support for the right to a healthy environment to be recognized by Canada as a basic human right.

All CES committees and services grew this year, with Bikes and Boards almost doubling its revenue from last year and remaining open for the first time over the summer. Youth Mentoring Youth increased the number of classrooms reached, and brought 90 students to campus for a Sustainability Fair. Greenovations held multiple events and retrofitted over 25 houses. The Room

of Requirement Committee was created to promote the reduction of waste and consumerism among Queen's students by encouraging them to exchange, rather than discard and purchase, school supplies. STRIVE held multiple events to raise awareness of environmental issues including waste diversion, local food, and electric vehicles.

The second year of the Financial Ethics Research Committee (FERC) resulted in a submission to the AMS Board of Directors to encourage divestment from particular companies that are not in line with the AMS's Responsible Investment Policy. The Sustainability Action Fund granted \$24,889 to various projects including the Queen's Sustainability Conference, a greenhouse, residence composting, and secure bike storage. Discussion took place regarding increasing the size of the Sustainability Action Fund (SAF) and including a University contribution, for which AMS Assembly has shown its support. This project will continue next year as the SAF comes up for its triennial review.

Energy Management was also a priority for the CES. The SLC Energy Management and Sustainability Committee was created and facilitated the installation of LED lighting in Tricolour Outlet and The Brew as well as the replacement of all JDUC lighting with more energy efficient alternatives during the summer. Additionally, the APSC 100 class proposed energy and water management solutions for the JDUC which will be assessed by the Committee in the 2015-16 year.

The notable CES growth in every area, from internal volunteer management to Committee productivity to external advocacy, can in large part be attributed to its exceptional team of dedicated volunteers.



Commission of Internal Affairs

The Commission of Internal Affairs (CIA) oversees matters relating to the internal operations of the AMS Assembly, elections and referenda, the administration of over 250 clubs and extracurricular organizations, and the student-run Non-Academic Discipline (NAD) system which includes the Judicial Affairs Office (JAO) and the Judicial Committee. There was a strong focus on policy across the CIA this year to ensure that it was aligned with current practice and that any gaps were addressed proactively.

The NAD system processed over 70 cases, a slight increase from last year. There was a decrease in the average number of days taken to process a case, thereby addressing a longstanding concern. Cases typically included trespassing on campus, alcohol related incidents and non-compliance with university officials. Marketing campaigns were undertaken to inform students of the existence of the Code of Conduct and potential consequences for violations. Discussions with senior University administrators resulted in having the Code of Conduct embedded on SOLUS, enabling students to view it during course registration. Strides were made to address potential safety hazards to students that were identified during the investigation and adjudication process. As such, a formal reporting mechanism was set up with the University's Environmental Health and Safety Office. Another successful initiative was the development of a categorization system to better track and compare the severity of cases being handled. Finally, NAD policy was reviewed and subsequently reconstituted in its own separate policy manual to enhance its accessibility for students, the university and those working within the system.

The Clubs Office experienced significant growth, including a restructuring of the positions within the office. The Clubs Deputies were replaced by a part-time assistant manager who focused on insurance and financial issues. An event sanctioning system for club activities was implemented to ensure oversight in regards to the insurance coverage provided to clubs. The expanded capacity of the office allowed for a thorough auditing of ten clubs to ensure the transparent and accountable usage of student fees. Clubs policy was significantly revised in the areas of administrative sanction-

ing, space allocation, granting processes, and the guidelines around ratification, re-ratification and de-ratification. The Tricolour Open House, run in conjunction with Athletics and Recreation, was a great success in its second year. Club grants in the total amount of \$34,000 were allocated over the summer, fall and winter terms and provided tangible and long-term benefits to those that received them. Recognizing that club support is one of the most important services the AMS provides, the changes made this year should allow the CIA to better support these groups in years to come.

Elections and referenda saw increases in voter turnout this year with the fall referendum having the highest voter participation in the past thirty years. Only one team came forward for the executive positions, resulting in an acclamation. Nevertheless, the winter referendum and undergraduate student trustee election saw increases in voter turnout from the previous year. The implementation of the new voting software proved to be very successful and its user-friendly interface allowed for integration with faculty society elections. Elections and referenda policy was revised, specifically improving the nomination process and timelines. In addition, the structure of the elections team was re-evaluated following the split of the Assembly Speaker and Chief Electoral Officer (CEO) roles to allow the CEO to be more involved in the process. The Deputy Returning Officer positions were also enhanced.

AMS Assembly continued to be a forum for meaningful discussion and debate as the primary venue for meetings returned to the McLaughlin Room in the JDUC. Several clarifications were made to the Assembly's procedures to allow it to function more effectively. The Nominating Committee was reinvigorated to allow Assembly to move towards more of a committee-based structure in recognition of the breadth of the issues covered by AMS Assembly and to empower members to become experts on specific issues. Finally, the composition formula was altered in order to produce greater engagement on Assembly issues which will result in a slight decrease in the number of representatives on Assembly moving forward.



Municipal Affairs Commission

The Municipal Affairs Commission (MAC) serves students by lobbying on their behalf to the City of Kingston; creating meaningful volunteer opportunities for students in the Kingston community; and providing resources for off-campus student housing. With six committees, three services and over three hundred volunteers, the MAC continued to expand its impact to improve the quality of life in Kingston for Queen's students.

Externally, the MAC was busy and productive throughout the year. The municipal election was a priority during the fall term as the MAC worked to engage both Queen's students and City Council candidates with the publication of a student election platform. Entitled "Proud Citizens", the platform emphasized property standards, recycling, and pedestrian friendly enhancements to the University District and has been established as a basis for advocacy beyond the election. Homecoming 2015 also presented an important opportunity, and the MAC worked closely with the AMS Executive to obtain City permission for the inaugural ReUnion Street Festival. Following the municipal election, the MAC saw a series of successful advocacy initiatives with the new City Council. Notably, the MAC successfully lobbied to have sidewalk snow removal prioritized in the University District for pedestrians and to have the City investigate the feasibility of a pedestrian scramble crossing at the intersection of Union and University. Additionally, efforts continued to make progress on the second phase of the University District street sign initiative and on a proactive property standards program with the City of Kingston.

Internally, the MAC sought new and cooperative ways to best fulfill its mandate. A new University District housing website was completed, in a unique partnership with the firm PadMapper. This initiative was extremely well-received and will significantly enhance the house hunting experience for students. A partnership formed with the Queen's School of Urban and Regional Planning led to the creation of an urban design study for the University District. This produced some very innovative concepts which the MAC will utilize to advocate for a greater diversity of student housing options in Kingston. Successful collaborations with the Commission of the Environment & Sustainability resulted in the University District Brite pilot program which encouraged a safer and sustainable neighbourhood, and an initiative to expand the Student Car-Share service to include an on-campus location.

Specific programs within the MAC also saw an increase in success. The Student Maintenance and Resource Team (SMART), newly transferred from its previous home in Retail Services, signed a record number of properties, increasing from 25 to 120. The Housing Grievance Centre saw an increase in cases to approximately 140, as a result of its growing profile among Queen's students. Volunteer committees and the popular Holiday Housecheck service continued to be highly utilized and valued by students. In March, the third 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) engages with issues of equity and oppression at Queen's, and aims to eliminate identity-based marginalization on campus. It provides students with support, resources, and education, and advocates on behalf of students across the campus and throughout the Queen's community.

The SIC completely overhauled its many annual anti-oppression sessions this year. The focus was shifted from a definition-based presentation to an approach which emphasized recognizing everyday instances of oppression, and the steps and processes that participants could take in response. Modules on current topics, such as mental health, instances of oppression on social media, and sexual assault, were added in recognition that students can more easily connect with these current events, as compared to the previous use of abstract, generalized scenarios. Feedback to the new sessions was very positive.

In close collaboration with the Department of Student Affairs, the SIC contributed to an extensive consultation process which produced recommendations informing the creation of a sexual assault policy at Queen's. The consultation process included a survey, confidential interviews, open public meetings, and focus groups. Most, if not all, of these measures involved students.

The Peer Support Centre (PSC) greatly increased its marketing and outreach services this year, with a presence at most Orientation Week events and ongoing campaigns (Queen's TALKS and Queen's CARES) throughout the semester. These outreach efforts resulted in a record number of peer visits, with an increase to 340 from 210 the previous year. Also new was the introduction of a trigger support service for Queen's student groups running

events in which potentially traumatizing subject matter may be present. The other SIC service, the AMS Food Centre, was renamed the AMS Food Bank, its original name when founded in 1997.

The Equity and Accessibility Grants were both active. The entirety of the \$5,000 Equity Grant pool was disbursed to five different student groups and initiatives. The AMS Accessibility Queen's granting committee dispersed \$10,867.50 in funding this year, to a total of four capital projects, initiatives, and student services.

The SIC worked to provide AMS funding towards a project to change all gendered signage on single-user washrooms to gender-neutral signage. This was undertaken in cooperation with the Society of Professional and Graduate Students and the Queen's Positive Space Program. The next stage of this project is to develop a washroom map as a resource for trans students with support and input from a trans resource group run by the Positive Space Program.

Recognizing the constantly changing nature of social issues and equity, the SIC introduced strategic shifts to several issues of focus. In recent years, the Commission has been heavily focused on mental health. This year, the SIC identified the need to promote a greater focus on sexualized violence, socioeconomic status, and indigenous issues. The Commission has begun integrating these issues into its operations. Examples include addressing sexual assault in anti-oppression sessions, holding a session in partnership with the Queen's chaplain on budgeting and poverty, and requiring committees to incorporate a land acknowledgement in all online event postings. The SIC continues to exhibit the flexibility and sensitivity necessary to meet evolving equity issues on the Queen's campus.



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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Human Resources Office

The Human Resources Office (HRO) supports the Society in the areas of recruitment, hiring, training, discipline, performance review, transition, and volunteer and employee appreciation.

This past year there was a focus on increasing accountability and efficiency within the office through changes to various administrative processes. There was a strong emphasis on improving equity in AMS hiring practices. This effort was invaluable assisted by the inaugural Talent Acquisition Manager, who oversaw recruitment and worked jointly with the Human Resources Officer to facilitate interviews and train hiring panels. A new procedure for approving interview questions was introduced to ensure questions were appropriate, clear, and assumed no prior experience within the society. In addition to the traditional equity training provided by the Human Rights Office, a new training session on AMS hiring practices was implemented, which created a more consistent interview experience for applicants and ensured all hiring panel members were familiar with interviewing protocol.

The HRO moved to a new online system for performance reviews which simplified the interface for the user and centralized the data for increased efficiency and ease of distribution by the HRO. An Interfaculty HR Caucus was established to ensure that HR bodies across all student governments were providing necessary resources, support and

equitable opportunities for their students. One of the goals for this body is the creation of a guiding philosophy that informs all HR policy and practices within student governments on campus.

The long term challenge of volunteer accountability was substantively addressed through the development of a Volunteer Agreement, which must be signed by all senior volunteers (those reporting to salaried staff or in a supervisory position). Created in conjunction with the VPUA, this document outlines the expectations of the volunteer regarding duties, confidentiality, accommodation, workplace behaviour, performance reviews, transition/training and the progressive disciplinary procedure. In more clearly defining performance expectations for the volunteer, it also constitutes a basis for more fairly holding the volunteer accountable. It is expected to improve both appreciation and discipline measures.

Finally, the HR Office worked closely with the IT Office to create a thorough plan for updating the AMS Apply system. Close consultation with job board software developers enabled the offices to determine that, due to the degree of customization required, a thorough update to the current system is the best course of action moving forward. An outline of functional updates was provided and this project is expected to be completed by September 2015, after which the aesthetics and design of the interface will be updated.



Information Technology Office



The Information Technology Office (ITO) provides the technical knowledge, equipment, and services necessary to support the extensive AMS IT infrastructure. Utilizing the valuable addition of the new Information Technology Support Officer position, the ITO made great strides this year in upgrading existing equipment and improving services.

A number of AMS service websites were redesigned, including the Student Life Centre, Publishing & Copy Centre, Queen's TV, the Yearbook & Design Services, and Walkhome. These redesigns served to improve the AMS web presence, enhance security, and ultimately provided a number of new features such as eCommerce. The centralization of the website management proved to be a successful initiative and will ensure the yearly turnover of AMS staff is met with a successful transition of website login information. Also successfully implemented were initiatives such as

new software for event sanctioning, a new work order tracking system, remote management, company-wide software standardization, and an imaging solution. The IT Office also began deploying SharePoint internally as a collaboration platform.

Ensuring the AMS infrastructure is stable and supported allows for the strong foundation so essential to run the Society. Thus over Reading Week, a major upgrading of the AMS server was undertaken to ensure all the servers are up to date and fully supported for the foreseeable future. The upgrade is expected to save \$8,000 annually in hosting costs. This upgrade also provides greater flexibility and customization in creating AMS and faculty society email accounts, allowing for support for existing email addresses as well as anticipated new ones for the Nursing Science Society and Physical & Health Education & Kinesiology Student Association.

Marketing & Communications Office

The former Marketing Office and Communications Office amalgamated to form the Marketing & Communications Office (MCO). The MCO functions to ensure consistency across all society communications and seeks to enhance the output of the society through brand management. The MCO provides support to both the government and corporate sides of the society by facilitating all marketing research, conducting interview preparation, and acting in an advisory capacity. Independently, the MCO is responsible for brand perception of the entire AMS and manages AMS marketing, branding, and public relations. In its inaugural year, the office welcomed the introduction of the new Brand Coordinator and Marketing Research Coordinator positions.

The MCO focused on ensuring all content released was relevant and easy to relate to for the Queen's community. With the objective of establishing AMS social media as a more important resource for students, there was an increased effort to connect with them via blogs, twitter and the growing AMS Instagram platform.

The marketing research portfolio doubled this year and with a part-time staff member completely dedicated to it was able to meet the demands of both the corporate and government side. Recognizing the importance of being responsive to the needs of the student community, there was an increased focus on government surveys and the role data can play in advocacy. As such, the commission goal plans were entirely founded on the feedback from students. Furthermore, focus groups were intro-

duced to complement the survey-based research done by the office and to allow for more comprehensive discussion on some of the largest issues facing the student community. The Marketing Street Team was also introduced in order to ensure that marketing research was reaching students who were not connected to AMS social media.

The MCO worked heavily with Yearbook & Design Services this year, specifically the External Design Manager (EDM), to build a strong visual representation of the society while remaining consistent with AMS visual identity standards. The EDM helped the MCO to develop visually appealing promotional materials that were unique and resonated with the student community.

The MCO was heavily involved in the communication strategies for Homecoming and the ReUnion Street Festival. It generated two separate promotional videos that strived to convey messaging surrounding the importance of Homecoming and the need to "Keep the Tradition Alive". The office also spearheaded two successful student activity fee campaigns. In the fall term, the MCO campaigned on behalf of a \$19.75 increase to the Bus-It fee. During the winter term, it conducted an information campaign in relation to the Annual General Meeting confirmation vote on the proposed \$12.50 ReUnion Street Festival fee.

The MCO had a strong and highly collaborative first year. Internally, the amalgamated office was able to coordinate the release of consistent information for the entire society, and externally,



Student Life Centre Office



The Student Life Centre Office is responsible for the management and operations of the campus buildings comprising the Student Life Centre (SLC). The SLC 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 student, faculty, staff, and community uses.

The SLC continued to evolve into a staunch advocate for student life space on campus and its efforts were integral to the establishment of a new Student Life Space Plan Advisory Subcommittee that will report to the Campus Planning Advisory Committee. The work undertaken by this subcommittee will help guide the future of student life space on campus and will complement the JDUC Long-Term Plan that was released to students for feedback during the 2014-2015 academic year.

A comprehensive review of the SLC governance and management structures was undertaken in order to ensure that SLC Council remained efficient while responding to the needs of its tripartite membership. This led to the introduction

of a number of new SLC Council committees and engagement in beginning a renegotiation of the Management & Operations agreement.

The SLC worked closely with commercial tenants throughout the year and during the summer welcomed its newest commercial tenant, Luce Hair Salon, to the JDUC. Also over the summer months, the SLC played host to Queen's Day Care in both the Queen's Centre and JDUC. Based on student consultation, SLC Council decided to tender a dentist for a commercial space opening in the JDUC, which is expected to serve students in fall 2015.

SLC Council commissioned architectural drawings for the revitalization of the JDUC washrooms. This project has been identified as a priority area for future capital expenditures in the building, particularly in light of emerging concerns surrounding the accessibility of the current space. The new washrooms will be gender-neutral.

Finally, This year brought the introduction of new digital signage throughout the JDUC and Queen's Centre. This now allows for digital posters and videos to be displayed within the SLC. This initiative was accompanied by a significant programming overhaul with new events and strategic partnerships developed with the Queen's University International Centre (QUIC), the Office of the University Chaplain, and Queen's U Be Well.



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

Located in the Queen's Centre since 2009, Common Ground (CoGro) was founded in 2000 to serve quality food and beverages at affordable prices in a student friendly atmosphere. CoGro also manages a satellite operation, known as The Brew, at its original location on the second floor of the JDUC.

This year the service focused on a number of small changes in order to increase overall efficiency and customer satisfaction. Food preparation was improved with the addition of a manual vegetable dicing machine, and with the implementation of a timing system. These minor changes not only improved efficiency but simultaneously brought more food options to The Brew at a quicker rate. The service also focused on meeting the needs of students with dietary restrictions by adding gluten-free options to both CoGro and The Brew. Research was conducted



over the summer into many new products, resulting in the addition of a quinoa salad to the menu.

Efforts to improve the lounge space at both CoGro and The Brew proved successful. A proposal spearheaded by the CoGro management team resulted in the walls of the Queen's Centre being painted a calming Palladian blue, and communal tables were added at CoGro to provide extra seating. A bar was installed along the wall at The Brew, while the installation of new, LED pot lights brightened the space and reduced energy costs.

Since being renovated in 2013, The Brew has continued to experience a steady increase in customer satisfaction and financial success. CoGro benefitted from the measures of the past few years even as it laid the ground work for successful years to come.



The AMS Pub Services

The AMS Pub Services (TAPS) provides a safe environment on campus for all students to experience quality service, affordable prices and the spirit of Queen's. The service consists of two separate establishments - The Underground (formerly Alfie's Nightclub), established in 1976 and the Queen's Pub (QP), established in 1977.

Financially, TAPS experienced a turn-around from the last fiscal year. There was improved attendance at The Underground, attributable to the club's solidified brand, which evolved over the course of the first semester. Throwback Thursdays enjoyed increased attendance and has become established as a major attraction for Queen's students. Several special one-off events, including the Cinderella Ball and Grad Trip Reunion, were well-received and hosted throughout the latter part of the year. However, Basement Party Sat-

urdays was deemed unsuccessful after the first term. The ultimate goal for The Underground remains to be the growth of its brand while fulfilling its social goal of safe drinking on campus.

The Queen's Pub was again very successful with consistently great sales and attendance. One of the year's highlights was the QP's involvement in Homecoming, showcasing the true tradition of the establishment. Little was changed at QP this year with a continuation of such initiatives as Bachelor Mondays and the Holiday Drink Menu. However, the QP did undertake more interactive marketing towards The Underground, which brought greater turnout on one of the pub's slower nights. The management team continued the QP's charitable efforts, supporting causes such as Movember and Queen's Health Outreach. The QP remains a popular, fun and affordable on-campus option for students.

Media Services

The Queen's Journal



Founded in 1873, *The Queen's Journal's* mandate continues to be: to keep Queen's students informed of campus events and issues, and to provide hands-on experience for students interested in journalism. During 2014-15 *The Journal* maintained relatively steady sources of print advertising revenue and laid the groundwork to monetize and capitalize on online opportunities.

Local advertising remained relatively strong over the course of the year, as the business office was able to secure several new clients while retaining contracts with longstanding clients. *The Journal's* initial foray into front-page advertising - with clients purchasing banner space on the front page of a print edition - proved to be lucrative. Throughout the year, the editors-in-chief worked with a local company on the development of a new

Journal website whose launch is imminent. The website will be replete with ample advertising space, which will allow the publication to maximize its online revenue stream in future years.

In accordance with cuts to *The Journal's* annual operating expenses that were carried out in 2013-14, this year saw the introduction of a new office administrator position - a part-time role filled by a student - to replace the administrative assistant which previously was a full-time, permanent staff position. The transition went smoothly partly due to the exceptional performance by the hired student and partly due to the invaluable assistance of the AMS accounting and administrative permanent staff. The implementation of an annual transition process should ensure the position continues to serve *The Journal* well heading forward.

Queen's TV



Queen's TV (QTV) is a full complement student-run broadcaster consisting of video production, news production, and a live stream service. The mandate of the service is to act as a source of information and entertainment for the student audience, while also providing professional experience in all aspects of television production. With content updated daily and one of the most advanced live streaming university sports programs in Canada, QTV is a leader among Canadian student television productions.

QTV's 26th season was a tremendous success as it achieved new heights in technical proficiency, team morale, and the building of a loyal client base. There was increased interest in the volunteer and staffing opportunities at QTV, coupled with higher volunteer retention rates.

QTV expanded its Athletics & Recreation (A&R) live stream contract by streaming 80 games, doubling last year's total. The stream expanded to include rugby and all regular season hockey games. These games were successful

in attracting a large viewership and further cemented the relationship between QTV and A&R.

In September, QTV seized the opportunity provided by Orientation Week to market the service, resulting in a drastic improvement in QTV's web presence over the course of the year. The viewership on the service's YouTube Channel increased by over 30,000 views. The viewership retention improved and the total minutes watched increased by 60,000. In addition, the QTV Blog enjoyed tremendous success. The blog received as many as 1,421 visits in a single day and the posts were highlighted across social media platforms.

In the winter term, QTV worked with Yearbook & Design Services to amalgamate into a new service for next year that will be known as Studio Q. This merger is expected to generate more student opportunities while improving the services that were previously offered. Ideally, Studio Q will serve as a creative agency, building a learning environment where any student can develop and hone skills in accordance with industry standards.



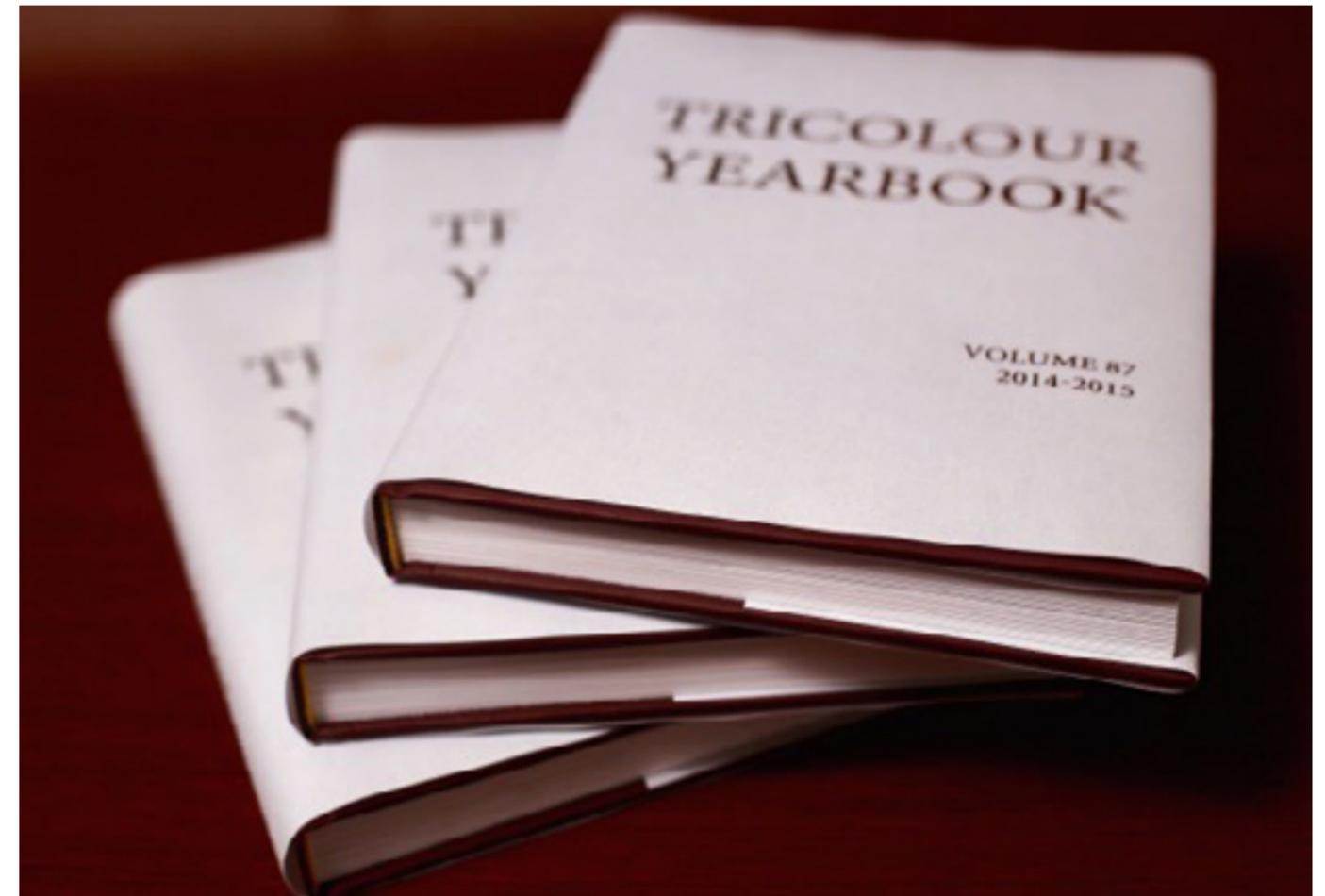
Yearbook & Design Services

In 2011, Tricolour Publication Services was rebranded to form the current Yearbook & Design Services (YDS). YDS is a student-run service with the objective of creating high-quality publications, design, and photography for the Queen's student community. Its core offerings remain the same: the Tricolour Agenda, the Tricolour Yearbook, organizing graduate photography, and visual design services. The earliest version of YDS came in the form of the 1928 Tricolour, which has been produced continuously in 86 separate volumes.

The year prioritized making YDS more accessible to students and businesses. There was an unprecedented amount of commissioned photography events as well as graphic design projects completed. Finally, the office underwent a complete renovation to resemble an open creative workspace.

There were a number of successful projects completed this year. The Tricolour Yearbook production schedule was shifted to a June delivery date. This will allow the yearbook to be distributed to the outgoing graduation class during convocation. Also, YDS produced and published the first Queen's Handbook, a small commemorative publication documenting the illustrious history and traditions of Queen's University.

During the winter term, a decision was made to amalgamate YDS and Queen's TV to create a new service to be known as Studio Q. This service is intended to adopt a creative agency style in its support for students, student services, and other campus organizations. The hope is for Studio Q to become a hub where a diversity of creative content is generated and where students may develop an array of professional skills.





Retail Services



Publishing & Copy Centre

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

The P&CC experienced an increase in CoursePack submissions from course instructors, however overall CoursePack revenue declined because fewer students purchased the packages as more materials became available online. This year the P&CC launched an Online CoursePack pilot program in conjunction with its copyright provider, Access Copyright. The project explored the capabilities and potential of online courseware as part of the services offered to the student body. The material online was the same as the printed CoursePack and was provided to students at no extra cost. At the conclusion of the pilot project, students were surveyed to deter-

mine the successes and failures of the project in order to inform next year's management team.

While CoursePack revenue declined, all other revenue streams increased. Black and white printing prices were lowered in order to better serve students, yet black and white as well as colour revenue increased substantially, by 8% and 19% respectfully. Wide-format revenue also saw a substantial increase of 25%. Over the summer a new black and white printer was acquired to replace two aging production units, as well as a business card cutter that increased product quality and consistency. The wide-format printer was replaced in mid-November.

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



Tricolour Outlet

Tricolour Outlet was formed at the end of the 2009-2010 year from the amalgamation of the AMS Merchandising Services (TAMS), which operated the Used Bookstore, Tricolour Outfitters, and Destinations.

Over the last three years, the service has undergone substantial physical and operational renovations to help increase efficiency, improve financial results, and enhance customer service. The physical layout of the store has been improved, as well as the volume capacity of storage rooms and various operational procedures. Brand consistency has also been a focus for the service. Tricolour Outlet continues to work on establishing a consistent identity while remaining relevant to students and finding its place within the Queen's community.

This year, ongoing renovations continued. Over the summer, a supplementary wall was construct-

ed to hold new fixtures. In conjunction with the replacement of all floor fixtures, the amount of stock that can be held on the floor was vastly increased. This volume growth made restocking easier for managers, and reduced the probability of product sellouts, enabling the service to handle higher volume demands during peak periods. Additionally, one of the storage rooms was renovated to increase efficiency and safety. New lighting was installed in the clothing half of the store, creating a brighter environment. A security system was also purchased as a measure to increase inventory control.

With these changes, Tricolour Outlet is well positioned to build upon the successes of the previous years to both maximize efficiency in peak periods and to creatively find ways to increase foot traffic during slow periods.

Safety Services



Student Constables

The Queen's Student Constables (QSC) is one of the oldest services found in the Alma Mater Society, having been an essential safety and support resource for students since 1936. The QSC remains proud of its peer-to-peer aspect as well as its nature as an entirely student-run security service that upholds the regulations of the AMS and Queen's University at events throughout the year.

Again this year, Constables were found working at a number of events and locations. They were regularly present at The Queen's Pub, The Underground Nightclub, Clark Hall Pub, Queen's Athletics events, Orientation Week events, semi-formals, and a number of other diverse student events both on and off campus.

All QSC staff participated in a 40-hour training course preparing them for work as security guards. Upon completion of the training, the staff wrote a provincially administered exam designed to ensure their understanding of the material

and qualifying them to become certified security guards eligible to practice throughout Ontario.

The service went through a period of transition this year with a heavy focus on positioning it more favourably in terms of how it is viewed by students. A "Trisafety" initiative was established in cooperation with Walkhome and Queen's First Aid. A strong emphasis was placed on this during Orientation Week to ensure incoming students understood what comprehensive safety services the AMS has in place for them.

The service also worked to improve its relationships and level of cooperation with the management teams from The AMS Pub Services and Clark Hall Pub. Improvements to these relationships enabled the service to ensure a high degree of customer care was maintained at all establishments. The QSC remains committed to ensuring a safe environment for all students.



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 is one of the most highly used programs in the country. With increased enrolment and exposure, the average number of walks continues to rise.

This year Walkhome focused on maximizing its efficiency and its accountability to patrons. Particular attention was given to scheduling, which was made more flexible to better respond to an increase or decrease in the number of staff working per hour in relation to average walk trends.

The service revitalized itself through its shift-coordinator portfolios. Stakeholder Relations established satellite sites at member society locations to ensure the service was meeting stakeholder needs. These were significantly used during Frosh Week and have been integrated with QSC's event request forms to enhance access. Data and Statistics ensured that patterns were being detected to facilitate more efficient scheduling and planning. Community Outreach worked week-

ly with the Food Sharing Project and participated in various events throughout the year that gave back to the community in meaningful ways.

The staff newsletter incorporated a section on resources available throughout campus to ensure they remained well informed. Staff health and safety was also emphasized through the implementation of a policy that prevented patrons from requesting specific staff members. This enhanced the safety of staff and provided a more equitable experience for all. It also significantly increased the efficiency of the service.

Recognizing the high degree of collaboration between Walkhome, Student Constables, and Queen's First Aid, the term "Trisafety" was coined to better represent and position these three essential campus services. This successful marketing initiative began with the creation of a logo and the distribution of thousands of Trisafety lanyards. A joint video and poster advertisement was also created. There was a particular focus on educating first year students about the three services. It is expected that this project will continue to be developed next year.



FINANCIALS

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AMS 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 10 recipients that shared \$41,400. The capital account balance of the fund as at April 30, 2015 was \$913,737 and the income account balance is \$22.

The AMS Accessibility Queen's Bursary

An endowed fund established by the AMS in September 2007, and revised in May 2015, from funds accumulated in the Accessibility Queen's Fund are 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, 2015 was \$345,382. There were four recipients that shared \$8,400 in total leaving a balance of \$70 in the income account.

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 2014-2015, awards of \$2,400 were made. The capital account balance of the fund as at April 30, 2015 was \$37,979 and the income account balance was \$20.

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 2014-2015, awards of \$11,300 were divided among four recipients. The capital balance of the fund as of April 30, 2015 was \$140,788 and the income account balance of the fund was \$56.

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 2014-2015, one recipient was awarded \$900. The capital account balance of the fund as of April 30, 2015 was \$10,417, with an income account balance of \$69.

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. Pl. '83. Funded from a mandatory AMS student activity fee and donations, scholarships are awarded to refugee students and are renewable for up to four years. In 2014-2015, four recipients shared awards of \$42,316. The income account balance in the fund as at April 30, 2015 was \$175,679.

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. In 2014-2015 one recipient received an award of \$7,300. The income account balance as of April 30, 2015 was \$622.

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 2014-2015 the AMS received \$51,345 to be allocated to students in the program employed at its 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, 2015, the student loan fund amounted to \$42,430.

AMS Funds and Other Operations

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 2014-2015. The income account balance of the fund as of April 30, 2015 was \$101.

Accessibility Queen's Fund

The Accessibility Queen's Fund was created by referendum in 1988 to support the capital needs of Queen's community members with disabilities on campus. Accessibility Queen's Committee directed funding to cover those expenses arising from accessibility capital projects and to include annual ongoing accessibility programs and services. The balance of this fund as at April 30, 2015 was \$165,775.

Advantage Fund

The Advantage Fund was created by the Board of Directors in 1997. It is composed of short-term money-market and equity securities. Transfers from the fund to the operating fund are made monthly at a rate fixed by the Board of Directors and are recorded as interfund transfers. The fund balance as at April 30, 2015 was \$696,435.

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 surpluses and deficits arising from the previous year's actual benefits claimed, as compared to the budgeted amount, and to ensure that surpluses and deficits do not subsidize or draw on other areas of the AMS operations. The balance of the fund as of April 30, 2015 was \$1,221,775.

AMS Student Centre Fund

The AMS Student Centre fund was created from the John Deutsch University Centre ("JDUC") fund

and the wind-up of the Journal House fund to provide the Society with control over surpluses and deficits arising from the Society's facilities operations. The fund receives an interfund transfer from the Society services which occupy space in these facilities and receives revenue from the AMS Student Centre Activity Fee. Fund expenses arise from the Society's space allocation cost share of the Student Life Centre and other facility costs relating to AMS occupied space. Accumulated surpluses are to be used by the Society to fund student centre facility based projects and improvements. The balance in the fund as of April 30, 2015 was \$494,253.

Queen's Centre Fund

The AMS had entered into an agreement with Queen's University which set 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 resulted in a balance in the fund as of April 30, 2015 of \$537,772.

Student Life Centre Facilities Fund

The AMS has an agreement with Queen's University and The Society of Graduate and Professional Students, which requires the establishment of a capital and operating reserve in support of the Student Life Centre facility costs. There is a balance of \$166,240 in the fund as at April 30, 2015.

Special Projects Grants

There were twenty recipients of the AMS Special Projects Grants in 2014-2015. These grants are allocated by a subcommittee of the AMS Board of Directors and is chaired by the Vice-President University Affairs. The total amount distributed in 2014-2015 was \$10,000.

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 Assembly. 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 financial statements may be obtained from the AMS office or www.myAMS.org.

Selected financial information is included to highlight the financial position and results of AMS operations. 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 Auditors' 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). A review of the AMS balance sheet shows a high level of current assets held in the form of cash or near-cash items. 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. Current liabilities of the AMS consist only 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 period of usually one year. The AMS reported a net deficit from the operating fund of \$121,582 for the 12 months

ended April 30, 2015. 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 \$71,612. 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 excess of revenue over expenses 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 business, 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

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Statement of Financial Position April 30, 2015, with comparative figures for 2014

	2015	2014
Assets		
Current assets:		
Cash	\$ 1,412,186	\$ 1,455,136
Marketable securities	4,839,376	4,832,964
Accrued interest	20,466	19,603
Accounts receivable	248,440	386,187
Inventories	197,374	200,748
Prepaid expenses	17,113	34,573
	<u>6,734,955</u>	<u>6,929,211</u>
Capital assets	319,082	287,411
Other Assets:		
Student Loans Program	42,430	42,190
	<u>\$ 7,096,467</u>	<u>\$ 7,258,812</u>
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable and accrued liabilities	\$ 1,414,139	\$ 1,884,624
Funds held for Queen's Bands	104,263	90,155
Funds held for Union Gallery	3,293	7,956
Current portion of loan payable	58,668	-
	<u>1,580,363</u>	<u>1,982,735</u>
Long term liabilities:		
Loan payable	289,997	-
Net assets:		
Net assets invested in capital assets	319,082	287,411
Other reserves – internally restricted	250,000	250,000
Internally restricted funds	2,603,238	2,568,524
Externally restricted funds	704,012	667,114
Operating fund - unrestricted	<u>1,349,775</u>	<u>1,503,028</u>
	<u>5,226,107</u>	<u>5,276,077</u>
	<u>\$ 7,096,467</u>	<u>\$ 7,258,812</u>

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Statement of Operations Year Ended April 30th, 2015, with comparative figures for 2014

	2015			2014		
	Operating fund	Restricted funds	Total	Operating fund	Restricted funds	Total
Revenue:						
Services revenue	\$ 6,044,670	\$ -	\$ 6,044,670	\$ 5,940,846	\$ -	\$ 5,940,846
Other corporate revenue	2,835,403	-	2,835,403	2,536,874	-	2,536,874
Government revenue	1,168,194	-	1,168,194	1,024,050	-	1,024,050
Restricted fund revenue	-	4,342,059	4,342,059	-	4,065,214	4,065,214
	<u>10,048,267</u>	<u>4,342,059</u>	<u>14,390,326</u>	<u>9,501,770</u>	<u>4,065,214</u>	<u>13,566,984</u>
Operating expenses:						
Services expenses	5,784,983	-	5,784,983	5,577,251	-	5,577,251
Other corporate expenses	3,077,388	-	3,077,388	2,794,356	-	2,794,356
Government expenses	1,177,208	-	1,177,208	931,624	-	931,624
Restricted fund expenses	-	4,400,717	4,400,717	-	3,801,936	3,801,936
	<u>10,039,579</u>	<u>4,400,717</u>	<u>14,440,296</u>	<u>9,303,231</u>	<u>3,801,936</u>	<u>13,105,167</u>
Excess of revenue over expenses (expenses over revenue)	8,688	(58,658)	(49,970)	198,539	263,278	461,817
Interfund transfers - general	(130,270)	130,270	-	(75,075)	75,075	-
Excess of revenue over expenses (expenses over revenue), net of interfund transfers - general	\$ (121,582)	\$ 71,612	\$ (49,970)	\$ 123,464	\$ 338,353	\$ 461,817
This schedule includes \$1,061,167 revenue generated from and expenses incurred internally between Alma Mater Society departments (2014 - \$978,044)						

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Service Revenues, Expenses and Interfund Transfers
Year Ended April 30th, 2015, with comparative figures for 2014

	2015				2014			
	Revenue	Expenses	Interfund transfers	Net contribution	Revenue	Expenses	Interfund transfers	Net contribution
AMS Food Centre	\$ 18,267	\$ 13,204	\$ 3,800	\$ 1,263	\$ 20,917	\$ 16,959	\$ 2,200	\$ 1,758
Common Ground Coffeehouse	1,313,122	1,222,462	65,000	25,660	1,155,183	1,020,930	60,900	73,353
Convocation Services	49,931	45,626	-	4,305	57,497	45,725	-	11,772
Publishing and Copy Centre	457,366	412,085	32,000	13,281	430,145	385,431	21,300	23,414
Queen's Journal	260,789	256,390	36,400	(32,001)	252,859	275,982	36,400	(59,523)
Queen's Student Constables	350,036	335,814	12,800	1,422	337,792	329,511	2,030	6,251
Queen's TV	96,052	98,221	8,000	(10,169)	68,480	77,810	3,150	(12,480)
Queen's Media & Journalism Conference	-	-	-	-	4,275	5,036	-	(761)
S.M.A.R.T.	25,605	33,303	5,300	(12,998)	30,812	33,494	1,520	(4,202)
The AMS Pub Services	1,318,139	1,367,132	24,100	(73,093)	1,346,057	1,407,612	64,000	(125,555)
Tricolour Outlet	1,479,000	1,352,589	79,000	47,411	1,533,596	1,352,808	62,400	118,388
Walkhome	398,602	387,423	12,000	(821)	405,685	406,471	2,640	(3,426)
Yearbook and Design Services	277,761	260,734	20,840	(3,813)	297,548	219,482	8,100	69,966
	\$ 6,044,670	\$ 5,784,983	\$ 299,240	\$ (39,553)	\$ 5,940,846	\$ 5,577,251	\$ 264,640	\$ 98,955

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Other Corporate Revenues, Expenses and Interfund Transfers
Year Ended April 30th, 2015, with comparative figures for 2014

	2015				2014			
	Revenue	Expenses	Interfund transfers	Net contribution	Revenue	Expenses	Interfund transfers	Net contribution
AMS General Office	\$ 2,160,940	\$ 2,368,452	\$ (140,000)	\$ (67,512)	\$ 1,920,333	\$ 2,160,102	\$ (156,958)	\$ (82,811)
Board of Directors	-	52,726	(43,743)	(8,983)	-	79,529	(50,800)	(28,729)
Marketing & Communications Office	92,300	86,939	-	5,361	103,411	89,831	-	13,580
Human Resources Office	78,681	80,965	-	(2,284)	76,462	73,448	-	2,974
Information Technology Office	136,414	134,211	-	2,203	152,912	125,843	-	27,069
Student Life Centre	367,068	354,095	12,973	-	283,756	265,563	18,193	-
	\$ 2,835,403	\$ 3,077,388	\$ (170,770)	\$ (71,215)	\$ 2,536,874	\$ 2,794,356	\$ (189,565)	\$ (67,917)

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Service Revenues, Expenses and Interfund Transfers
Year Ended April 30th, 2015, with comparative figures for 2014

	2015				2014			
	Revenue	Expenses	Interfund transfers	Net contribution	Revenue	Expenses	Interfund transfers	Net contribution
Academic Affairs Commission	\$ 38,802	\$ 38,261	\$ -	\$ 541	\$ 36,373	\$ 30,316	\$ -	\$ 6,057
Assembly	36,217	13,169	-	23,048	38,893	12,678	-	26,215
Campus Activities Commission	623,930	647,258	-	(23,328)	490,591	475,733	-	14,858
Internal Affairs Commission	136,718	144,572	-	(7,854)	126,904	123,555	-	3,349
Municipal Affairs Commission	91,518	87,358	-	4,160	93,052	85,459	-	7,593
O.U.S.A.	62,995	63,450	-	(455)	58,713	57,944	-	769
Social Issues Commission	93,724	93,319	-	405	87,056	76,731	-	10,325
Commission of Environment and Sustainability	72,040	77,384	1,800	(7,144)	67,168	52,254	-	14,914
Vice-President University Affairs	12,250	12,437	-	(187)	25,300	16,954	-	8,346
	\$ 1,168,194	\$ 1,177,208	\$ 1,800	\$ (10,814)	\$ 1,024,050	\$ 931,624	\$ -	\$ 92,426

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Restricted Funds Revenue, Expenses and Interfund Transfers
Year Ended April 30th, 2015, with comparative figures for 2014

	2015				2014			
	Revenue	Expenses	Interfund transfers	Net contribution	Revenue	Expenses	Interfund transfers	Net contribution
Internally restricted:								
Accessibility Queen's Advantage	\$ 48,770	\$ 6,164	\$ 5,000	\$ 37,606	\$ 46,906	\$ 57,989	\$ 5,000	\$ (16,083)
AMS Membership Bursary	333,399	310,279	48,743	(25,623)	460,319	59,990	72,758	327,571
AMS Student Centre	25,000	-	-	25,000	-	-	-	-
Health and Dental Plans	503,629	162,508	390,344	(49,223)	479,049	103,151	437,287	(61,389)
	2,738,277	2,601,323	90,000	46,954	2,398,322	2,303,767	90,000	4,555
	3,649,075	3,080,274	534,087	34,714	3,384,596	2,524,897	605,045	254,654
Externally restricted:								
Queen's Centre	10,050	33,900	-	(23,850)	8,093	-	-	8,093
Student Life Centre Facilities	682,934	1,286,543	(664,357)	60,748	672,525	1,277,039	(680,120)	75,606
	692,984	1,320,443	(664,357)	36,898	680,618	1,277,039	(680,120)	83,699
	\$ 4,342,059	\$ 4,400,717	\$ (130,270)	\$ 71,612	\$ 4,065,214	\$ 3,801,936	\$ (75,075)	\$ 338,353

Your Society 2014-2015

Executive

Vice President (Operations)
Justin Reekie

President
Allison Williams

Vice President (University Affairs)
Phillip Lloyd

Council

Academic Affairs Commissioner
Colin Zarzour

Campus Activities Commissioner
Michele Charlton

Commissioner of Environment & Sustainability
Leah Kelley

Commissioner of Internal Affairs
Claire Cathro

Municipal Affairs Commission
Ariel Aguilar Gonzalez

Social Issues Commissioner
Emily Wong

Campus Services Director
Kanivanan Chinniah

Hospitality & Safety Services Director
Alex Marshall

Retail & Design Services Director
Dylan Trebels

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

Human Resources Officer
Meg Monteith

Information Technology Manager
David Liu

Marketing & Communications Officer
Mackenzie Biddie

Student Centre Officer
Troy Sherman

Clubs Manager
James Barsby

Judicial Affairs Director
William Simonds

Orientation Roundtable Coordinator
Olivia Martin

Talent Acquisition Manager
Breanne Martin

Board of Directors Chair
Tuba Chisti

Executive Director
Annette Paul

Information and Policy Officer
Greg McKellar

Retail Operations Officer
John McDiarmid

Facilities Officer
Wilf Johnston

Administrative and Payroll Assistant
Maria Haig

Accounting Assistant
Janice Kirkpatrick

Controller
Lyn Parry

Information Technology Support Officer
Dave Mayo

Service Management

Peer Support Centre Director
Cara Chen

SMART Head Manager
Nicholas Thompson

Student Life Centre Administrative Manager
Sarah Letersky
Operations Manager
Kim Stephens

Queen's Student Constables Head Manager
Matt Vrbanac
Assistant Manager
Jenny Ring

Queen's TV Executive Producer
Emma Fuller
Business Manager
Katie Annand

Walkhome Head Manager
Kirpa Badwal
Assistant Manager
Maggie Douglas

The AMS Pub Services Head Manager
Ben Schoening
Assistant Managers
Neil Pandya
Stephanie Harper
Carly McLean-Wedge
Harris Green
Kristan Jazvac
Samantha Hume
Jonny Klynkramer

Common Ground Head Manager
Angela Maxwell
Assistant Managers
Lucia Guerro
Hillary Maynard
Anna O'Brien
Brandon Asselbergs
Alysha Natalie

Queen's Journal Editor-in-Chiefs
Nick Faris
Business Manager
Vincent Matak
David Worsky

Yearbook & Design Services Head Manager
Isaac Kim
Publications Manager
Janet Jeon
External Design Manager
Jaime Fok

Tricolour Outlet Head Manager
Megan Donn
Assistant Managers
Lucas Chabot
Campbell Parsons
Sarah Peltier
Connor Macorin

The Publishing & Copy Centre Head Manager
Lee Shelton
Assistant Managers
Madison Hamblin
Adam Keating
Emily Hayes

