

ASUS

ASUS 130 Proposals
Winter Referendum 2021

THE ARTS AND SCIENCE UNDERGRADUATE SOCIETY

183 University Avenue
Kingston, ON
K7L 3P5

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INTRODUCTION

Dear Arts and Science,

ASUS has come a long way since 1890. You might know us from many incredible parts of the Arts and Science student experience – ASUS Orientation, Arts & Science formal, Department Student Councils, the Personal Interest Credit, Queen’s Equity Conference, Supper Series, ASURF, and Life After ArtSci. We now have seven Commissions and Offices – Academics, Equity, Human Resources, Marketing, Governance, Community Outreach, and Services. We bring dogs to campus, leather jackets to the backs of Queen’s students, mentors to first year students, and a hot meal every two weeks to attendees of Good Times Diner. We have between 1000 and 2000 volunteers every year, a strong and passionate community behind us, a \$1.5 million cashflow, and have grown massively in the last 10 years.

Yet as we look towards ASUS’ next 130 years, and the 13,000+ students who will require service, community, and advocacy throughout them, we know we can do more. The ASUS 130 proposals below are how we propose to lay the foundation for ASUS to do more for its students. While these changes and associated fees would take place in Fall 2021 and 2022, after this Council has left office, we believe they are fundamentally necessary for the Society. A stronger ASUS will mean a stronger Faculty of Arts and Science, better student experience, more prepared alumni, more accountable Faculty, and better services for students. At \$26.79, we have the lowest fee of the larger Faculty Societies by quite a significant margin. We believe that a small fee increase is justified to bring that better service to you, and on February 9th and 10th, you can tell us whether you agree.

We hope that when you read these proposals, you’ll be convinced in their ability to improve the Queen’s experience. Our proposed ASUS Fee Increase will improve all internal and external aspects of ASUS, which will mean better services, stronger advocacy, and better opportunities for you at Queen’s. Our proposed ASUS Orientation Fee establishment will help make Orientation more accessible across ASUS, CESA, COMPSA, and PHEKSA, while fairly compensating those who work tirelessly to bring O-Week to first years. These proposals are the foundation for an amazing next 130 years, and we ask that you vote to make them a reality. Until then, we are always reachable on social media or via email with any questions you may have.

All the best,

Kayla Melbourne, Ashanthi Francis, Maya Fillion, Narges Jamali, Tiana Wong, Alyth Roos, Callum Robertson, David Niddam-Dent, and Matt D’Alessandro

ASUS Council 2020-21

Part 1: Changes to the ASUS Membership Fee

THIRD EXECUTIVE MEMBER

The Proposal:

The addition of a third member of the ASUS Executive, creating the structure of a President, Vice-President Operations/CFO, and Vice-President Society Affairs.

The Rationale:

Stronger Advocacy and Better Services: With a third Executive member added to ASUS, the Society will receive the benefits of every other major Faculty Society who have already made this change. Representing 13,000 students will now receive double the attention and hours it does in the current system, ushering in a new era for the Society's advocacy and services. In advocacy, ASUS' Executive members will be able to engage in far more robust consultations, conduct stronger research into other Ontario Universities, and produce more innovative solutions to the pressing problems in Arts and Science. It will also enable them to fight more for Arts and Science students on the campus wide problems that affect all of us, including mental health and wellness, sexual violence prevention and response, housing, sustainability, and equity. With respect to services, the undivided attention of a VPOPS/CFO will allow ASUS Services to grow to serve students in ways we have not yet scratched the surface of. This will mean more efficiency, better reach, and better responsiveness, helping us meet your needs every day of your undergraduate experience.

Relieving Overburdening: The effects of 2 elected Executive members representing nearly 2/3 of the undergraduate Queen's population are clear. In both the Summer and Fall, the ASUS Executive are overworked. With responsibilities spanning from advocacy on behalf of thirteen-thousand students, to oversight of a 1000+ member organization, to management of the Society's finances, the Society's Executive lacks the ability to pursue proactive advocacy projects and put sufficient time into each of their duties – despite the fact that they are already working overtime. Indeed, during the school year, the President and Vice President are paid to work 25 hours each per week, and yet consistently maintain a full-time workload in addition to classes, working about half their time unpaid. If one takes as a baseline that the Executive currently works 75 hours per week together (and in practice it is usually more), that number should be properly divided between three individuals working 25 hours per week, as the current pay structure of ASUS suggests. With less overburdening, not only will the quality of work be better, but the opportunities for growth will be incredible.

Targeted roles and resulting efficiency: Under the current system, the ASUS Vice President is responsible for all Operations, including Financial Operations, but the duties of

the proposed VPSA – including the management of certain members of Council, advocacy, committee meetings, etc – are split between the President and Vice President. This leads to overlap and overworking, a continued need to clarify duties, and split portfolios preventing focus and growth. Adding a second Vice President would enable the President to turn more fully externally to ASUS, one Vice President to focus on ASUS’ services and finances, and the other Vice President to focus on the infrastructure and people that make ASUS a rewarding place to volunteer for thousands of Arts and Science students. In particular, the splitting of the Vice President positions can ensure that more students interested in financial leadership see a strong place to develop their skills and experiences in ASUS, while providing two opportunities for advocacy and people-oriented leaders in the President and VPSA positions.

Growth: Previously discussed goals combine in this third rationale for the addition of a third ASUS Executive member. With each member of the Executive properly able to focus on their portfolio, more growth will be possible in all aspects of the Society. The President will have more time to take on proactive advocacy projects and build robust coalitions behind them, the Vice President of Society Affairs will be able to better build the Society’s infrastructure and volunteer experience, and the Vice President of Operations will be able to expand the services ASUS already provides students, from Good Times Diner to Queen’s Leather Jackets, and create opportunities for new services that enhance the Arts and Science experience. ASUS’ growth means a stronger Arts and Science with more communal events, better Faculty policies, and more opportunities for students to get ahead – and that starts with a new Executive structure.

Accessibility of the positions: As it stands, the aforementioned overburdening can have significantly negative impacts of the mental health of those occupying the ASUS Executive positions. While the position of ASUS Executive must necessarily come with high levels of responsibility, work, and even stress, students should not have to sacrifice their mental health to serve and represent their peers. By instituting a third member of the executive, work can be shared more equitably, the Executive can function better, and prospective candidates need not worry as much about the positions’ impact on their mental health. We believe this can lead to more candidates for the positions, and a better experience and capacity to serve for those who take on the positions.

The Details:

Proposed General Positional Breakdown

President: To ensure the effective strategic direction of the society, lead advocacy on behalf of students, and provide organizational leadership.

The President of the Society is responsible, in conjunction with the other members of the Executive, for the Society's short and long term fulfillment of its obligations to students. They will set the direction of the Society each year, and be ultimately accountable for the actions of Council, Orientation, and all ASUS committees. They should lead the Society's communication with the Faculty of Arts and Science and University, continuously aiming to improve the channels for student feedback and influence policy at all levels of the institution. They should lead efforts to engage with students and hear their input, and work with the VPSA and appropriate Council members to produce appropriate, effective, and comprehensive policy proposals for adoption by the Faculty of Arts and Science. Similarly, they will work closely with the VPOPS and CFO to ensure the Society's long term financial sustainability. They will be chiefly responsible for the long term strategy, growth, and development of the Society, working with other members of the Executive, Assembly, and the ASUS Advisory Board to ensure it is a reality. They will also be responsible for communication and collaboration with other Queen's Faculty Societies, including the ASUS Sibling Societies.

Vice President Society Affairs: To create and maintain an inclusive, effective, and unified internal identity for the Society, while working alongside the President in advocacy and student affairs.

The Vice President of Society Affairs shall have the utmost responsibility of ensuring the effective internal non-financial operations of ASUS. They will be responsible for working with respective Commissioners and Officers to ensure that all ASUS volunteer opportunities provide value and fulfillment. They will also ensure that ASUS' governance and governing structures are effective. They will work to ensure strong ties and communication between all members of ASUS, and work to improve Societal unity. Additionally, they will be responsible for creating and maintaining the Society's internal and external identity. They will be chiefly responsible for coordinating all improvements to the internal affairs of the Society, be it in areas of Equity, Sustainability, or otherwise. The VP (Society Affairs) will also work closely with the President in all external advocacy, and will act as a spokesperson for the Society in conjunction with the President. They will maintain strong ties with the Faculty of Arts and Science and work alongside the President on all issues related to the student experience.

Vice President Operations & Chief Financial Officer: To ensure the effective administrative, operational, and financial actions of the Society as well as short term and long term stewardship of the Society's finances.

The Vice President (Operations) will be responsible for effective administration, management, and oversight of the Society's financial operations. All financial transactions will be managed and accounted for by the Vice President. They will be responsible for long term financial planning, ensuring the Society's effective financial position. They will be responsible for liaising and communicating with the Society's bank, and the management of its bank account(s). They will work closely with the permanent staff of the Society to ensure the seamless internal administration of the Society. They will act as the financial advisor and approval for all elements of ASUS, and keep all members accountable for the effective use of student dollars. They will also be responsible for all fundraising and related alumni relations, and the management and operations of the ASUS Offices. Finally, they will work closely with the President to ensure the Society's financial longevity and long term growth. Please see **Appendix A** for a full breakdown of the Executive's proposed responsibilities.

Vice-President Society Affairs Salary

Modelled after current President and Vice President salary breakdown.

Position	Wage	Hours per Week	Weeks	Total Compensation
Vice President (Summer)	\$17/hour	35	18	\$10,710
Vice President (Fall)	\$16/hour	25	17	\$6,800
Vice President (Winter)	\$17/hour	25	17	\$7,225
Summary				
Vice President (Total)			52	\$24,735

What it would mean for students:

A \$1.90 annual fee increase

VOLUNTEER PAY RESTRUCTURE

The Proposal:

A restructuring of ASUS Honoraria and Food Credits, to provide more compensation to nearly all ASUS Directors, DSC and PSC Presidents, Deputies, & Co-Chairs.

The Rationale:

Accessibility of ASUS Positions: ASUS roles are exciting and unique opportunities, providing unparalleled opportunities for work and personal development in a professional yet accessible setting. Unfortunately, many students do not have the financial means to take on hours per week in these jobs because they are not salaried, and thus are not financially accessible. While the increased compensation proposed in this section does not amount to a salary, it means better compensation for work and better accessibility for these exciting positions. That means more students can work in ASUS, and labour can be compensated in a far more helpful manner,

Fairly Compensating No-Experience Necessary Work: Delivering hundreds of jackets, meals, and amazing events to students is laborious work, and many ASUS positions are currently under-compensated. This reform will ensure that the nearly 50 individuals every year who hold honoraria-receiving positions are better compensated for their labour, by tying their amount of work to different honoraria. Further, ASUS Co-Chairs perform fantastic work in leading committees across the Society, and while they do hold volunteer positions, a \$25 food credit can better compensate them for the hours they spent producing amazing equity events, charitable fundraisers, and media content. While such compensation is small compared to the work they put into the Arts and Science community, it remains better than the entirely uncompensated work they currently pursue.

Differentiating Honoraria Based on Workload: Most ASUS honoraria range between four and six hundred dollars. This difference does not accurately reflect the difference in labour between some ASUS positions. While hourly compensation be too costly to undertake, a larger range in honoraria (from \$400-\$1000, split into four tiers) will better recognize the varied contributions made by different levels of volunteers.

Improving Quality of ASUS Services: ASUS' many services, including the ASUS Mentorship Program, Good Times Diner, ASUS Review, and ASUS' Jackets, are all made possible by the work of volunteers receiving honoraria. By improving their compensation, and providing incentives for stronger commitment, ASUS' services can be improved for all Arts and Science students. This extends to the amazing events produced by ASUS Co-Chairs, where

some small compensation can be a token of the Arts and Science community's appreciation towards these individuals and motivate them to produce even more fantastic work.

The Details:

We propose a new honoraria system, on the following basis:

TIER 1 | \$1000 (2 x \$500 payments in 2 calendar years)

- 8-10 hours of work a week
- Manage a large portfolio and/ or team
- Has significant busy periods that require high demand

TIER 2 | \$800 (2 x \$400 payments in 2 calendar years)

- 6-8 hours of work a week
- Manage a significant portfolio and/ or team
- Has a few busy periods per year, or many less intense ones

TIER 3 | \$600 (2 x \$300 payments in 2 calendar years)

- 4-6 hours of work a week
- Sizeable portfolio, limited if any management responsibilities
- Limited busy periods per year

TIER 4 | \$500 (2 x \$250 payments in 2 calendar years)

- Less than 4 hours of work per week
- Smaller portfolio, no management responsibilities
- Very 'lowkey' position

Please note that all honoraria classes will be set as a minimum. If a volunteer outperforms their initial classification, they will have the opportunity to increase their compensation and move up in the honoraria tier system through ASUS HR's Honoraria Review. We expect that after the first year or two of the system, honoraria levels will be largely set, and budgeting will stabilize.

*Please see **Appendix B** for a fully drafted grid of the Volunteer Pay Restructure.*

We also propose the introduction of a \$25 food credit for the approximately 170 Co-Chair, Director, Assembly, DSC/PSC President, and Deputy positions.

What it would mean for students:

An \$1.05 annual fee increase

PERMANENT STAFF UPGRADE

The Proposal:

Increasing the salary of the ASUS permanent staff, enabling the expansion of the role and greater service to the Arts and Science Community

Rationale

Long Term Societal Growth: The current ASUS Business Manager Position is a steward of the Society's finances, whose labour helps us ensure a continued level of service to all Arts and Science students. However, for the Society to grow in the future and better meet its current needs – in services, advocacy, volunteer opportunities, and events – it needs a role that can be more involved in the day-to-day operations of ASUS. Indeed, role more similar to that of the General Managers of the Engineering Society and Alma Mater Society can ensure that the Society's next 130 years are even stronger than its first 130. A stronger permanent staff role can provide strategic advice, take on more day to day responsibilities, and spur long term growth. It will also help ensure that projects are carried over between Executives, accountability remains strong within ASUS, and new Executives are properly transitioned to take on their new roles. They can also provide a non-student perspective to ASUS' growth, while building up historical memory of the Society's operations at the highest level. Expanding ASUS' staff resources is necessary in order to provide the service the Society needs.

Meeting the Society's Changing Needs: Since the last modification in the Society's staff structure in 2011, its Council has grown by 2 individuals, and the number of students it represents has grown by 150%. Today, the Society enters into complicated contracts, large scale advocacy projects, important human resources discussions, and larger events. Such projects bring amazing results to Arts and Science students, but also come with associated risk and challenges. A broader scoped permanent staff position can help the Society manage its risk, liability and challenges. It can also help the Society resolve Human Resources issues more effectively, improve professionalism, and as mentioned previously, achieve sustainable long-term growth.

Improving the Society's Services: A stronger permanent staff role will be especially vital for the Society's services. A better-compensated permanent staff member will be responsible for working closely with each of the Society's services, alongside the Vice President. Their knowledge and experience can help these committees grow, provide better services to Arts and Science students, and use student dollars more efficiently. More involvement from the ASUS permanent staff can also help the Executive identify new

opportunities for ASUS Services, to ensure that we are always providing Arts and Science students with the best undergraduate experience.

The Details:

Revised Permanent Staff Job Description: The ASUS Permanent Staff will be responsible for oversight, control, management of process, and identification of resources, while day to day execution will remain the responsibility of the Executive. They will also be responsible for assisting the Vice President in overseeing the Society's compliance procedures and financial operations by maintaining accurate books on accounts payable and receivable, payroll, and daily financial entries and reconciliations. They will further be responsible for tax filings, and compliance procedures. The ASUS Permanent Staff will work alongside the ASUS Executive, providing guidance and advice in general and on specific issues, and will not be responsible for decision making or outcome.

Please see Appendix C for a full breakdown of the proposed new responsibilities for the ASUS permanent staff.

Through professional consultations, we have confirmed that upgrading the ASUS permanent staff's responsibilities as envisioned will require an approximately \$25,000 salary increase from that of the current Business Manager, as seen below.

PERMANENT STAFF STRUCTURE

Utilizing existing Business Manager Salary breakdown to upgrade Permanent Staff

Existing Permanent Staff Structure		
Position	Period	Salary
Business Manager	May – August	\$3,890
Business Manager	September – April	\$36,750.09
Summary		
Total Existing Permanent Staff Structure		\$40,640.09

Proposed Permanent Staff Structure		
Position	Period	Salary
Expanded Permanent Staff	May – August	\$15,000
Expanded Permanent Staff	September – April	\$50,000
Summary		
Total Proposed Permanent Staff Structure		\$65,000
Existing Permanent Staff Structure Resources		-\$40,640.09
Total (Net)		\$24,359.91

What it means for students:

A \$1.87 annual fee increase

SUMMARY

ASUS MEMBERSHIP FEE CHANGES

Fee Increase Component	Total Cost	Total Arts & Science Students	Price per Arts & Science Student
Third Executive Member	\$24,735.00	13,000	\$1.90
Volunteer Compensation (Honoraria)	\$10,410.00	13,000	\$0.80
Volunteer Compensation (Food Credits)	\$3,250.00	13,000	\$0.25
Permanent Staff Structure	\$24,359.91	13,000	\$1.87
Removal of Orientation Expenses from ASUS Budget	-\$750.00	13,000	-\$0.06
Summary			
ASUS Membership Fee Increase	\$63,029.91	13,000	\$4.76

Part 2: Establishing an ASUS Orientation Fee

ORIENTATION ACCESSIBILITY

The Proposal:

Lowering the fees of CESA, PHEKSA, COMPSA, and ASUS Orientation through the offsetting of costs onto the new ASUS Orientation Fee.

The Rationale:

Orientation Accessibility: The accessibility of all Arts and Science Orientations is not good enough. Every single Arts and Science student who wants to participate in ASUS, COMPSA, CESA, or PHEKSA Orientation should be able to do so without threatening other elements of their start to first year. Unfortunately, Orientation costs have continued to rise; as we have aimed to provide an even better welcome to ArtSci students, we have also made that welcome more expensive. While some cost must be associated with a better experience, too much cost can be prohibitive. As fees have climbed, we have begun approaching that point, making a welcoming event just another barrier to cross. Yet by offsetting some costs faced by first year ArtSci students, we can make Orientation more accessible for first years. This can ensure that every Arts and Science student who wants to participate in Orientation can do so, and give as many students as possible this landmark Queen's experience.

Sibling Society Orientation Costs: Because of their small size, PHEKSA, CESA, and COMPSA Orientations have higher costs for incoming students than is optimal. With too small of a registrant base, these Orientations are limited in the programming they can provide students at a low cost, which means limited Orientation activities or high costs. Orientation is a vital part of the introduction to these amazing Faculties and Schools, though, which leaves incoming students at a disadvantage. By specifically supporting Sibling Society Orientations, all of Arts and Science can help keep our community strong and the identity of these distinct communities thriving.

The Details:

First, the existing Head Gael Salary and Chair honoraria are subtracted from the first year registration fee, and added to a new ArtSci Orientation Fee. A small amount of Orientation expenses will also be moved from the ASUS budget into this Orientation Fee. Finally, a portion of the fee will subsidize PHEKSA, CESA, and COMPSA Orientations, reducing their Orientation costs and first year fees. See Appendix D for a full breakdown of the changes.

What it means for students:

\$1.65 in a new ArtSci Orientation Fee

ORIENTATION COMPENSATION

The Proposal:

The introduction of salaries for 4 ASUS Orientation Chairs, and a \$25 Food Credit for the 36 ASUS OCs.

The Rationale:

Fairly Compensating Work: Each year, the ASUS Orientation Committee collectively works thousands of hours to produce a truly incredible ASUS Orientation Week. These thousands of hours largely go uncompensated. Welcoming incoming students to Queen's is one of ASUS' most important roles, and preserving Orientation Week's traditions – while also improving equity, accessibility, and engagement – must be a priority every year for ASUS. Every Orientation leader is driven first and foremost by their love for Orientation Week, the hours they spent producing this amazing Queen's staple should not go uncompensated. In particular, the Orientation Chairs work full time throughout August, and into the first two weeks of September, in addition to significant hours throughout the school year. Especially considering the fact that their Orientation work must replace any summer job income throughout August, compensation is only fair. Similarly, OCs work tirelessly from the day they're hired to produce fantastic Orientation events. A \$25 food credit, while not enough, can at least provide a hot meal or two after the late nights, early mornings, and exhausting labour that make Orientation Week so amazing.

Accessibility of Orientation Positions: As mentioned, Orientation Chairs must currently take weeks off any summer jobs to work full time in August, without any compensation. This means that Orientation Chair positions are currently only accessible to those who can afford to do so, unfairly excluding a number of incredible potential Chairs. Fairly compensating the labour of Orientation Chairs can ensure that those positions are accessible to all who want them, and in the end, produce a better O-Week.

The Details:

Six weeks of pay (with week 5 falling on Orientation Week) at 30 hours per week and \$16.00 per hour paid to four Orientation Chairs. A \$25 Food Credit would be instituted for 36 Orientation Coordinators, in addition to the Chairs. Please see Appendix E for a full grid of the proposed ASUS Orientation Compensation.

What it means for students:

\$1.10 in a new ArtSci Orientation Fee

APPENDIX A: BREAKDOWN OF ASUS EXECUTIVE RESPONSIBILITIES

President Responsibilities

- To set, plan, and pursue the long term direction of the Society, alongside the other members of the Executive, ASUS Council, ASUS Assembly, and ASUS Advisory Board;
- To facilitate hiring, regularly meet with, work alongside, oversee budgeting and strategic planning, and provide necessary support for all Direct Reports, including:
 - Academics Commissioner;
 - Equity Commissioner;
 - ASUS Head Gael;
 - ASUS Director of Student Affairs Research;
 - ASUS Professional Development Director;
 - ASUS Wellness Director;
- To Attend events, meetings, and trainings of direct reports and other groups or committees of the Society;
- To facilitate the applications, procedures, advertising, and disbursement of the Arts and Science Undergraduate Research Fund, and to meet with the Associate Dean of Research as required to that effect;
- To maintain strong ties to the ASUS Sibling Societies, and coordinate advocacy on all relevant issues throughout the academic year;
- To oversee ASUS Orientation Week, through the direct reports of the ASUS Head Gael, and the assistance with all of their duties, particularly during the summer in the lead-up to Orientation Week. The President will also coordinate ASUS' presence at Orientation Week in collaboration with the Orientation team;
- To attend ASUS Assembly and represent the activities of the Executive, and to chair or sit on all necessary Assembly committees;
- To act as a spokesperson for the Society, and lead the response to any current events requiring commentary, action, or a statement from the Society's Council or Assembly;
- To attend the following external meetings with the Faculty of Arts and Science, alongside the Vice President of Student Affairs and other members of the Executive or Council as necessary:
 - Dean of the Faculty of Arts and Science;
 - Arts and Science Dean's Council;
 - Arts and Science Student Services Team;
 - Associate Dean of Teaching and Learning;

- To regularly hold events, alongside the Vice President of Student Affairs, to connect with Arts and Science students and hear their concerns, continuously making themselves available to receive feedback and discussion;
- To regularly consult, alongside the Vice President Student Affairs, with outside groups, specifically as it pertains to advocacy and equity, including the 4 Direction Indigenous Centre, Yellow House, Alma Mater Society, student Senate caucus, and other major stakeholders;
- To lead ASUS' representation at AMS Assembly, and regularly consult with ASUS representatives to the AMS and Senators;
- To meet regularly with Arts and Science Advancement, both in planning Life After ArtSci and coordinating alumni relations alongside the Vice President Operations;
- To join the Vice President Society Affairs in overseeing the Society's intern council, ensuring the Society provides an enriching and exciting experience to all ASUS interns;
- To lead, alongside the Vice President Society Affairs, all advocacy related activities, including strategy, research, consultations, meetings, and presentations, all aimed at improving policy and procedures in the Faculty of Arts and Science;
- To consult with the Permanent Staff on all large decisions made by the Society, and gain their advice on advocacy, operations, and the management of the Society;
- To sit on the Faculty of Arts and Science Board of Studies and Academic Integrity Conduct Panel;
- To sit on the Faculty of Arts and Science Faculty Board and serve on all associated committees, including the Academic Orientation Committee and Curriculum Committee;
- To serve as the ASUS Representative on special committees struck by the Faculty of Arts and Science, unless delegated to another member of the Executive or Council at the discretion of the President;
- To sit on the AMS' President's Caucus, and work with the AMS and other Faculty Societies in coordinating advocacy and events in service of student across the University.

Vice President Operations and CFO

- To set, plan, and pursue the long-term direction of the Society, alongside the other members of the Executive, ASUS Council, ASUS Assembly, and ASUS Advisory Board;
- To facilitate hiring, regularly meet with, work alongside, oversee budgeting and strategic planning, and provide necessary support for all Direct Reports, including:
 - ASUS Permanent Staff;
 - Services Commissioner;
 - ASUS Store Manager;



- Accounting Clerk;
- Sponsorship Director;
- ASUS Receptionists.
- To update and maintain policy relevant to the Operations portfolio;
- To sit on, report to, and participate at ASUS Assembly, and serve on ASUS Assembly Committees as required;
- To consult with AMS General Manager, Campus Affairs Commissioner, and any necessary external actors on issues of insurance and liability;
- To ensure that the ASUS House is maintained, reporting any maintenance issues to PPS, and ensuring that it is a comfortable accessible, and safe working environment;
- To correspond with operational external accounts (including Queen's University, Culligan, Bullfrog Power, and the Alma Mater Society);
- To attend events and trainings of direct reports and other groups of the Society;
- To oversee the operations of the ASUS Store, in collaboration with the ASUS Store manager;
- To be responsible for the administration and oversight of the financial affairs of the Society in collaboration with the Society's Permanent Staff and Accounts Clerk, including:
 - Payroll;
 - Invoicing;
 - External Accounts;
 - The preparation, maintenance, and oversight of a fiscally responsible yearly budget;
 - Ensuring monthly maintenance and budget updates of the Society in collaboration with Executive, Council, and Assembly members.
- To act as the Chair of the ASUS Board of Finance and Budget Review Committees;
- To arrange that each year the Society's financial books be inspected by a Chartered Accountant who shall prepare a Financial Review based on those records;
- To work with the Permanent Staff in ensuring the viability and sustainability of the Society's investments, and the proper maintenance of the Society's funds in its banks;
- To oversee external sponsorship across the Society, in collaboration with the ASUS Sponsorship team;
- To act as a Financial Advisor to the Head Gael, ASUS Camps Business Director, ASUS Executive, ASUS Council, and any personnel of the Society;
- To manage the ASUS General Operating Budget, and act as a support in creating, managing, or tracking Society budgets to all members of ASUS;
- To oversee the cheque requisition system, including the reimbursement issuing system;

- Oversight of expense tracking systems, in collaboration with the Executive and ASUS Council.

Vice President Society Affairs

- To set, plan, and pursue the long-term direction of the Society, alongside the other members of the Executive, ASUS Council, ASUS Assembly, and ASUS Advisory Board;
- To facilitate hiring, regularly meet with, work alongside, oversee budgeting and strategic planning, and provide necessary support for all Direct Reports, including:
 - ASUS Marketing Officer;
 - ASUS Community Outreach Commissioner;
 - ASUS Camps Directors;
 - ASUS Human Resources Officer;
 - ASUS Governance Officer;
 - ASUS Equity Director;
 - ASUS Sustainability Director.
- To attend events and trainings of direct reports and other groups of the Society;
- To sit on Arts and Science Faculty Board, and any sub-committees required, alongside other sub-committees possible at the discretion of the Vice President;
- To specifically support the long term growth of ASUS Camps, and ensure its virtual and in-person development in Kingston and beyond;
- To sit on the Arts and Science Board of Studies;
- To lead and strategize all internal changes to ASUS, considering its structural health and long term growth, primarily by working with the Governance Office, Equity Director and Sustainability Director;
- To sit on, report to, and participate at ASUS Assembly, and serve on ASUS Assembly Committees as required;
- To assist the President with all advocacy related activities, including research, consultations, presentations, and advocacy;
- To sit in on the following meetings alongside the President;
 - Dean of the Faculty of Arts and Science;
 - Arts and Science Dean's Council;
 - Arts and Science Student Services Team;
 - Associate Dean of Teaching and Learning.
- To meet with counterparts at ASUS Sibling Societies and other Faculty Societies and work to build an identity among ASUS-affiliated students, specifically ensuring outreach, inclusion, and promotion of ASUS Sibling Society members;

- To work alongside the ASUS Human Resources Office to foster an organizational identity, strong volunteer appreciation, and a welcoming, accessible, and effective ASUS community;
- To lead planning of the Society's Council Pre Week, in collaboration with the Human Resources Officer and other members of the Executive;
- To join the President at all student-facing events aimed to connect the Society to its constituents, and improve advocacy, services, and operations of the Society;
- To join the President at consultations with outside groups. Key regular consultations should include the 4 Direction Indigenous Centre, Yellow House, Alma Mater Society, student Senate caucus, and other major stakeholders;
- To sit on AMS Assembly alongside the President and serve on all necessary committees;
- To join the President in overseeing the Society's intern council, ensuring the Society provides an enriching and exciting experience to all ASUS interns;
- To consult with the Permanent Staff on all key decisions made in their portfolio and any external advocacy projects.

APPENDIX B: VOLUNTEER COMPENSATION

Proposed Honoraria Grid

Executive Portfolio				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Store Manager	\$600	3	\$600	\$0
Accounts Clerk	\$850	2	\$800	-\$50.00
IT Director	\$500	4	\$500	\$0
Professional Development Director	\$500	2	\$800	\$300.00
Equity Director	\$500	3	\$600	\$100.00
Wellness Director	\$500	3	\$600	\$100.00
Director of Student Affairs Research	\$500	3	\$600	\$100.00
Sponsorship Director	\$700	2	\$800	\$100.00
Academics Commission				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy (DSC Support)	\$500	1	\$1,000	\$500.00
Deputy (Special Projects)	\$500	2	\$800	\$300.00
ASUS Peer Tutoring Director	\$500	4	\$500	\$0
ASUS Review Director	\$500	2	\$800	\$300.00
ASUS Review Developer 1	\$400	4	\$500	\$100.00
ASUS Review Developer 2	\$400	4	\$500	\$100.00
ASUS Review Developer 3	\$400	4	\$500	\$100.00
ASUS Review Developer 4	\$400	4	\$500	\$100.00
ASUS Review Developer 5	\$400	4	\$500	\$100.00
ASUS Review Developer 6	\$400	4	\$500	\$100.00
ASUS Review Developer 7	\$400	4	\$500	\$100.00
Academic Representative 1	\$400	4	\$500	\$100.00
Academic Representative 2	\$400	4	\$500	\$100.00
Academic Representative 3	\$400	4	\$500	\$100.00
Academic Representative 4	\$400	4	\$500	\$100.00
Community Outreach Commission				

Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy (Fundraising)	\$500	2	\$800	\$300.00
Deputy (Volunteer Support)	\$500	2	\$800	\$300.00
Equity Commission				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy (Committees)	\$500	3	\$600	\$100.00
Deputy (InQsive)	\$500	3	\$600	\$100.00
Governance Office				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy	\$500	3	\$600	\$100.00
Advisory Board Chair	\$500	4	\$500	\$0
Chief Returning Officer (CRO)	\$500	3	\$600	\$100.00
Chief Electoral Officer (CEO)	\$500	4	\$500	\$0
Assembly Speaker	\$0	4	\$500	\$500.00
Human Resources Office				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy (Talent Acquisition)	\$500	2	\$800	\$300.00
Deputy (Volunteer Appreciation)	\$500	3	\$600	\$100.00
Director of Training and Analytics	\$500	3	\$600	\$100.00
Marketing Office				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy (Graphics)	\$500	2	\$800	\$300
Deputy (Web Design)	\$500	2	\$800	\$300
Services Commission				
Position	Initial Amount	Proposed Tier	Proposed Amount	Net Difference
Deputy	\$500	3	\$600	\$100.00
Good Times Diner Co-Director 1	\$500	2	\$800	\$300.00
Good Times Diner Co-Director 2	\$500	2	\$800	\$300.00

Jackets Co-Director 1	\$500	2	\$800	\$300.00
Jackets Co-Director 2	\$500	2	\$800	\$300.00
ASUS Mentorship Program Director	\$500	2	\$800	\$300.00
Formal Co-Convener 1	\$0	3	\$600	\$600.00
Formal Co-Convener 2	\$0	3	\$600	\$600.00
Tier System Upgrade Cushion				
	25% of Positions	Receive Upgrade (\$180 for Difference Avg.)	Total	
Tier Upgrade Cushion	12	\$180	\$2,160	
Summary				
Honoraria Position Total (#)	Initial Amount Total		Proposed Amount Total	Net Difference Total
45	\$20,550		\$28,800	\$8,250
Cushion				\$2,160
Total				\$10,410

Proposed Volunteer Food Credit System

Provides each Deputy, Director, and Co-Chair position with a \$25 food credit.

Position	Food Credit	Total Position Count	Total Food Credit
Honoraria Positions	\$25/ Position	41	\$1025
Co-Chair Positions	\$25/ Position	50	\$1250
Elected Assembly Positions	\$25/ Position	24	\$600
DSC and PSC Presidents	\$25/ President	54	\$1400
Summary			
All Deputies, Directors, Co-Presidents, and Co-Chairs	\$25/ Position	171	\$4,275

APPENDIX C: PERMANENT STAFF JOB DESCRIPTION

Remuneration

~\$65,000

Key Focus/Scope

The General Manager will be responsible for oversight and control, management of process and identification of resources, and responsible for bookkeeping, tax filings, and compliance procedures. Providing guidance and advice in general and on specific issues, the General Manager will work alongside the ASUS Executive, and their level of participation will be determined annually by the incoming Executive ranging from being informed with low level of participation to daily management with high level of participation.

Responsible for oversight and control, with involvement from the Executive

- Management and knowledge of all legal matters and concerns, issues, and resolutions with legal counsel
- Negotiation, approval, and administration of all official contracts the Society enters into with other parties to effectively manage risk and legal responsibility
- Contribute to a positive, equitable, healthy, and safe work environment in accordance with all appropriate legislation and regulations
- Provide oversight and control of complex or sensitive human resources issues for any aspect of ASUS, including member of team investigating Harassment and Discrimination complaints in conjunction with the ASUS Human Resources Officer
- Oversee the management of the investment portfolio with the Bank of Montreal
- Facilitate ASUS annual insurance with the Alma Mater Society (AMS)
- Manage the facility related daily operations (including maintenance), project manager for capital projects, and liaison with Queen's Physical Plant Services, Queen's Security & Risk

Responsible for assisting the Vice President (capacity determined in transition) in overseeing the Society's compliance procedures and financial operations by maintaining accurate books on accounts payable and receivable, payroll, and daily financial entries and reconciliations

- Reconcile bank statements and update bank account records monthly in collaboration with the Vice President
- Maintain confidential records of all society employees and ensure their appropriate salary deductions are made in accordance with provincial and federal tax regulations
- Submit employee remittances to Revenue Canada monthly, prepare Record of Employment (ROE) forms for all terminating employees and file with Revenue Canada, and prepare T4 slips for all employees and file with Revenue Canada yearly.
- Have knowledge of Tax Laws and their impact on the Society and remit HST/GST on behalf of the society for any sales (Jackets, Formal, Conferences, etc.)
- Work with the Vice President and external accountants to prepare yearly Financial Review, reconcile amounts to be given to various Community Outreach and Orientation Charities
- Assist the Vice President with oversight on banking, management of funds in accordance with the approved budget, monthly cash flow, invoicing, co-signing of cheques, and any changes to the bookkeeping system to facilitate the smooth operation of ASUS

Provide guidance and advice in general and on specific issues as informed or requested by the Executive – not responsible for decision making our outcome.

- Provide guidance with respect to resources and procedures for all aspects of operations, financial management, and risk management, to all ASUS employees and volunteers
- Advisor to Executive on government and corporate matters
- Complete special projects as requested by the Executive
- Assists the Governance Officer in management, maintenance, and oversight of ASUS policies, including permanent staff, volunteer, and Societal policies
- Provide advice and recommendations on course of action/ response to the Executive on politically sensitive matters related to the Society
- Maintain relationship with Queen's Human Resources
- Maintain relationship with Alma Mater Society General Manager

Responsible for management of process and identification of resources while day to day execution is the responsibility of the Executive.

- Support the transition between Executive teams; includes developing and implementing a transition plan, creating supporting materials, and facilitating discussion between Executive teams throughout the transition period.
- Provide leadership in budget development and implementation; directly with the ASUS Vice President

APPENDIX D: ORIENTATION ACCESSIBILITY CHANGES

EXISTING HEAD GAEL SALARY

Position	Wage	Hours per Week	Weeks	Total Compensation
Head Gael	\$16.50/hour	35	12	\$9,240.00
Summary				
				\$9,240.00

EXISTING ORIENTATION HONORARIA STRUCTURE

Position	Fall Installment	Winter Installment	Total Honoraria
Head Gael	\$500	\$500	\$1,000.00
Academics Chair	\$500	\$500	\$1,000.00
C.A.R.E Chair	\$500	\$500	\$1,000.00
Operations Chair	\$500	\$500	\$1,000.00
Socio-Cultural Chair	\$500	\$500	\$1,000.00
Summary			
Total			\$5,000

MINOR ORIENTATION EXPENSES FROM ASUS BUDGET

Expense	Brief Description	Amount To Move to ASUS Orientation Budget
Administration <i>Taxi</i>	Taxi expenses used during Summer and September for Orientation Errands and Personnel	\$250

Administration <i>Printing</i>	Printing expenses incurred by ASUS that is used for Orientation purposes	\$100
Administration <i>Office Supplies</i>	Office supply expenses incurred by ASUS that are used for Orientation personnel	\$150
Executive <i>Volunteer Appreciation</i>	Expenses under the Executive Portfolio for Head Gael, Chairs, and Orientation Coordinator appreciation activities and meals	\$250
Summary		
Total		\$750

SIBLING SOCIETY ORIENTATION EXPENSE SUPPORT

Summary of Sibling Society Distribution		
Total		\$6,500.00
Sibling Society	Percentage Distribution	Total Food Credit
Computing Student's Association (COMPSA)	30%	\$1,950.00
Physical Health Education & Kinesiology Student Association (PHEKSA)	30%	\$1,950.00
Concurrent Education Student's Association (CESA)	40%	\$2,600.00

APPENDIX E: ORIENTATION WEEK COMPENSATION

New Orientation Week Salary Breakdown (Summer Compensation)

Schedule should ensure that Week 5 of pay falls on the first week of Orientation.

Position	Wage	Hours per Week	Weeks	Total Compensation
Academics Chair	\$16/hour	30	6	\$2,880
C.A.R.E Chair	\$16/hour	30	6	\$2,880
Operations Chair	\$16/hour	30	6	\$2,880
Socio-Cultural Chair	\$16/hour	30	6	\$2,880
Summary				
Orientation Chairs (4)				\$11,520

New Orientation Food Credit Structure

Each Orientation Coordinator will receive \$25 to put towards a Food Credit.

Position	Food Credit	Total Number	Total Food Credit
Head Gael	\$100	1	\$100
Orientation Chairs	\$50	4	\$200
Orientation Coordinators	\$25/ OC	36	\$900
Summary			
		41	\$1200