Board of Directors Meeting
Tuesday, September 16, 2014 – 7:00pm
Room 234, MUSC

AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of July 15, 2014 (attached)

3. Policy Report (attached)
   a) Board Policies (revisions) – for approval in principle (attached)
      - #1 - Executive Limitation
      - #2 - Delegation of Authority
   b) Board Policies (new) – for approval (attached)
      - #10 - Dispute Resolution
      - #11 - Human Resources
      - #12 - Privacy and Anti-Spam
      - #13 - Expense Disclosure

4. Executive & Management Report (attached)
   a) Q2 Financial Report (attached)

5. Governance
   a) Vacancy on the MAPS Board of Directors
   b) MAPS and university community committees (attached)
   c) Appointment of Returning Officers for 2014-2015

... 2
6. Reports on External Committees
   
   a) Senate  
   b) Student Representative Assembly  
   c) MUSC Board of Management

7. Closed Session:
   
   a) Adoption of the Closed Session Minutes of July 15, 2014 (attached)  
   b) Human Resources  
   c) MUSC Operations Agreement Review (attached)

8. Other Business

9. Fall Term Meeting & Event Schedule (attached)

10. Adjournment
McMaster Association of Part-Time Students  
Board of Directors Meeting – Minutes  
Tuesday, July 15, 2014 at 6:00 p.m.  
Room 224, MUSC, McMaster University

PRESENT  Jackie Arlen (chair), Emily Cerantola, Caroline Hill-Smith, Cassandra Lo, Erick Merlos, David Moore (corporate secretary)

REGRETS  Marijana Govorcin, Jeff Huber

STAFF  Kyle Johansen (executive director)

CONSTITUTION OF THE MEETING  
The corporate secretary had issued notice in accordance with By-law 2, Section 2 (g & h). A quorum being present, the chair called the meeting to order.

ATTACHMENTS TO THE OFFICIAL COPY OF THE MINUTES  
• Agenda  
• Draft Open Session Minutes, 3 June 2014  
• Policy Report, 8 July 2014  
• Executive & Management Report, 8 July 2014  
• Cover memo and revised 2014 Budget, 7 July 2014  
• Executive Director Job Description  
• Information Assistant Job Description  
• Insurance Review Proposal, 7 July 2014  
• Open Letter from MSU President – Community Matters, 7 June 2014  
• Cover memo and draft Operational Plan 2014-2015

1. ADOPTION OF THE AGENDA  
The agenda was adopted as presented by general consent.

2. ADOPTION OF MINUTES  
The open session minutes of the meeting of June 3, 2014, were adopted (as circulated) by general consent.

3. POLICY REPORT  
A copy of the Policy Report is appended to the master copy of the minutes.

Johansen noted that he has been reviewing the Association of Universities and Colleges of Canada (AUCC) data on enrolment history and forecasting. He added this will inform development of a white paper on inter-student government collaboration by highlighting who part-time students are and why they have distinct representation and service needs.

4. EXECUTIVE & MANAGEMENT REPORT  
Johansen presented the Executive and Management Report. A copy of the report, together with materials supporting various decision points, is appended to the master copy of the minutes.
Johansen advised that 500 USB flash drives (8GB) have been ordered as promotional item for MAPS. The drives are credit card shaped with a full colour (website banner) logo on the front and contact information and a QR code on the back. 115 of the cards are committed to MAPS’ sponsorship of the Faculty of Social Sciences’ Career Countdown Conference on November 8, 2014. The cost for the USB keys falls within the budget.

2014 Budget

Johansen presented the revised budget, noting that adjustments have been made to reflect more detailed information about 2014 fee revenue provided by the University over the last week.

On-line meetings – arrangements have been made to employ ADOBE Connect pay per use conference services as a more economical alternative to Cisco WebEx for member engagement.

Education Services – planning is underway to host two educational sessions in September and October: one on funding options for students and the other on skills for on-line access (library, Avenue 2 Learn). A third (topic not yet selected) is slated for November and if the program is successful, more will be held in winter 2015. Sessions will be recorded and posted on the Association’s website.

Travel/Expense Reimbursement – The year-to-date is about $2,600 and the budget line is $3,000. Much of this reflects board member travel to meetings which is reimbursed at the University rate (54 cents per km) which is also the federal government rate. It was noted that claims are likely to be smaller in the fall term when members may already be coming to campus on days when they also have MAPS-related meetings.

Handbook – revised text has gone to Underground for layout in an on-line version and a limited edition print run (initially 250 copies). Key dates will be placed directly into the calendar. Last year’s edition was organized by thematic chapter, but this year’s will place MAPS information at the front, then information on CCE and Undergraduate programs, followed by all other services in alphabetical order, with an index at the back that includes phone numbers and web site addresses.

A number of amendments were made:

- **University Administrative Fees** increased from $1,320 to $2,670 to reflect the 1% collection charge by Financial Services on all fee revenue.
- **Travel/Expense Reimbursement** – increased from $2,600 to $4,000 to reflect anticipated actuals.
- **Service Coordinators** increased from $6,250 to $10,000 to provide for a mentorship coordinator and a possible bundling of social media coordination and development on an on-line community for part-time students.
- Corresponding adjustments to **Contingency** and 2014 **Operating Surplus**

Motion: Moved by Moore, seconded by Arlen that that the Board approve revised 2014 Budget, as amended. **Carried.**
**Compensation Schedule**

A proposed compensation schedule (salary ranges) for each of the staff categories was presented for consideration. A balance has been sought, that balances a desire to provide a reasonable wage while being mindful of the Association’s budgetary constraints.

Arlen noted that Karen Wilkinson accepted a position with the University due primarily to a higher salary level and employee benefits like pension, health & dental.

Johansen noted that a review of the executive director’s role and responsibilities and submission of the updated role along with a proposed salary range to the University’s Human Resources Department was one of the requirements set out by the Provost in October 2012. In December 2013, Johansen had informed the Dean of Students that in addition to this requirement, MAPS would also conduct its own external evaluation of an appropriate salary range for the position. MAPS submitted the position for reappraisal earlier this year and provided supplemental information in mid-April in response to an inquiry from the Dean of Students. There has been no response from the University since that time.

The proposed range for the executive director position is roughly equivalent to Band J of “The Management Group” (TMG) salary scale.

Johansen has sent a copy of the proposed executive director job description and the compensation schedule to the Dean of Students, noting that with this MAPS considers the Provost’s requirement met.

**Motion:** Moved by Arlen, seconded by Lo that the Board approve the July 2014 Compensation Schedule.  
Carried.

**Move to Scotiabank**

**Motion:** Moved by Moore, seconded by Hill-Smith that the Executive Director prepare a cheque from the PACE Credit Union account for deposit to the MAPS Scotiabank account for the purpose of transferring the funds to our new financial institution; not to exceed $65,000 and providing for any outstanding cheques drawn against the PACE Credit Union account.  
Carried.

**Job Descriptions**

As an employer, it is important that MAPS have up-to-date job descriptions for each of its staff positions (full-time and part-time). The proposed executive director job description was also provided to the Dean of Students to inform the University HR department’s assessment of the position’s salary band.

The Information Assistant job description was circulated for the information of the board.

**Motion:** Moved by Arlen, seconded by Cerantola that the Board approve the Executive Director job description, as circulated.  
Carried.
**Summer Advocacy Program**

**Motion**: Moved by Arlen, seconded by Cerantola that Executive Director work with Summer Advocacy Program proponents to conduct a review the summer session retrospectively in a manner that maximizes the usefulness of the review and provides value to the members.

Carried.

**Insurance Review Proposal**

The MSU has agreed in principle to allow MAPS members to opt into the MSU’s health and dental insurance plans. The MSU is consulting its insurance provider to obtain individual and dependent premium rates for MAPS members and will provide those to the executive director in the coming weeks. Opt-ins would have to be administered by MAPS and the MSU (the premiums could not be collected by the University for this year as we are too late in the planning cycle; and there are concerns that the University’s new financial software may not be flexible enough to accommodate an opt-in program in any case). The existing rates for 2014-2015 (MSU members and other students groups currently buying into the MSU plans) are as follows:

<table>
<thead>
<tr>
<th>Plan Type</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Plan – MSU Members</td>
<td>$58.08</td>
<td>$174.23</td>
</tr>
<tr>
<td>Dental Plan – MSU Members</td>
<td>$116.15</td>
<td></td>
</tr>
<tr>
<td>Non-MSU Opt-in for Affiliates</td>
<td></td>
<td>$196.95</td>
</tr>
</tbody>
</table>

To insurance carriers, there isn’t a difference between various categories of McMaster students (undergraduate, graduate, full-time, part-time). There may be opportunities to leverage a combination of lower premiums and improved benefits by enlarging the number of ‘insured lives’ under a single policy (i.e. combining MSU and GSA, and providing for MAPS and other affiliate members to opt-in).

**Motion**: Moved by Cerantola, seconded by Lo that:

1. That the President and Executive Director be authorized to enter into negotiations with the MSU to establish a part-time student ‘opt in’ for health and dental benefits for implementation as soon as possible.

2. That the Executive Director work with the management of the MSU and GSA to conduct an independent review of the health and dental plans at McMaster University with the objective of creating a streamlined, optimized, less expensive / improved coverage program.

3. That the President and Executive Director report back on progress and provide further recommendations based on the results of negotiations and the results of the independent review.

4. Contingent on the independent review showing a net benefit to proceeding, that the President and Executive Director be authorized to enter into discussions with the MSU and GSA to create a single health and dental plan for McMaster students; subject to Board approval.

Carried.
Johansen proposed that an insurance consultant with specialized skills in insurance plan optimization be engaged to review the existing MSU and GSA plans with a view to developing a unified plan that would be administered by each student government for its own members. This is an area where MAPS may take leadership in developing a value-added proposal where the membership of all participating student organizations would stand to benefit.

**Motion:** Moved by Cerantola, seconded by Lo that the Board authorize up to $5,000 be allocated from Contingency to Consulting to fund an independent review of the MSU and GSA Health and Dental Plans in pursuit of a single, optimized plan for all McMaster students. **Carried.**

**MSU President’s Letter**

The Board noted that the MSU president released an open letter to the MSU membership in early June entitled “Community Matters” (copy appended to the master copy of the minutes).

**5. OPERATING PLAN FOR 2014-2015**

Johansen noted that the Operating Plan represents a compilation of the themes, specific tasks, and broad priorities articulated by members of the Board at the last meeting. Areas highlighted in yellow were decision points. Following discussion, it was agreed that the overarching theme is creating benefits for our members and that for communications purposes, the following would be adopted:

**Short tag-line:** “Helping you navigate your success”

**Longer Purpose Statement:**

“MAPS helps you successfully navigate your part-time student experience.”

The Board reviewed the balance of the plan and gave direction for minor editorial refinement.

**Motion:** Moved by Lo, seconded by Merlos to approve the 2014 Operating Plan as amended. **Carried.**

**6. CLOSED SESSION**

The Board moved into closed session by general consent.

RETURN TO OPEN SESSION

**7. OTHER BUSINESS**

**Graduations**

Arlen and Lo were congratulated on their graduation. Both received their degrees at convocation on June 13.
**Courseware and textbooks**

Merlos commented that for some courses, students can find much of the courseware material on-line for free. Hill-Smith noted that in some faculties/departments, courseware is more assignment based and/or has a higher degree of content that is proprietary to the instructor. In any case, there are significant copyright issues.

Some instructors have told students to get their materials from Amazon where they are offered at a considerably cheaper price than through the Campus Store.

Johansen will speak with the Campus Store regarding the possibility of having digital versions of Courseware available for online purchase/download.

**Recognizing part-time students at graduation**

Merlos suggested that MAPS develop some way of recognizing all part-time students at the time of their graduation (i.e. in addition to the Gold Medal and other existing awards). He suggested some sort of keepsake to mark their substantial achievement. Johansen took this under advisement and will report back to the Board.

Arlen noted that many of the gowns provided at convocation are without hooks to close at the front or would otherwise benefit from refurbishment/replacement. Following some discussion, it was agreed to have Johansen:

- Investigate how the existing $40 Graduation Fee (payable by all graduating students who attend convocation) is apportioned. The original intended purpose of the fee was, in part, to pay for replacement/upkeep of hoods and gowns.
- Investigate the cost of replacing gowns
- Draw the issue to the attention of the MSU and GSA, with a view to a potential joint representation to the University on the matter

**Employer reimbursement of course registration costs**

Some employers reimburse the cost of “tuition” but not compulsory supplementary fees that are also part of the cost of course registration. While the University is required by the provincial government to maintain “tuition fees” and other required fees separately for transparency purposes, it was suggested that the University introduce a new category of “total course fee” that might be more readily recognized by employer-sponsors.

Johansen noted that MAPS could survey its members about the portion of part-time students may be eligible for employer reimbursement of fees and then follow-up with the University.

**8. DATE AND TIME OF NEXT MEETING**

No meetings of the full Board are anticipated before September, when a monthly meeting schedule will resume. The Board agreed that should any business need to be transacted prior to September, it would conduct that business through pass-around motions supported by the SimplyVoting.com platform. Moore will circulate a request in mid-August for members’ availability for the fall term.
9. ADJOURNMENT

Motion: Moved by Moore, seconded by Cerantola to adjourn.
Carried.

9:15 p.m.

These minutes were duly approved by the Board at its meeting on ___________, 2014.

_______________________________  _______________________________
Jacqueline Arlen, President    David Moore, Secretary
Amendments to existing policies – Notification to Members required

Board Policy 003 – Material Importance Designation requires the Association to provide the Membership with a four week window of opportunity to comment on proposed changes to designated Board Policies. The revised policies are attached to this report for your consideration.

With the introduction of corporate credit cards, both the Executive Limitation and Delegation of Authority Policies require minor amendment in order to clarify appropriate use and clarify fiscal accountability on the use of this credit facility by corporate card holders; with overall accountability placed with the Executive Director.

Some minor housekeeping changes were made as well to improve the readability of both policies.

Moved by __________, seconded by __________ to approve, in principle, the revised Executive Limitation and Delegation of Authority Policies and direct the Executive Director to give the appropriate notice to the membership, pursuant to the Association’s by-laws and policies.

010 -Dispute Resolution Policy

A draft Dispute Resolution Policy is attached to this report for consideration by the Board.

We requested but did not receive input from the Ombuds Office on this policy. The comments of the University Secretary have been noted. In her comments, she suggested that having a dispute resolution tribunal would benefit from the Association having formal procedural rules that governed how these bodies would adjudicate matters before them. In consideration of the very few number of disputes that the Association has had over its history, and that all recorded disputes have been resolved at the Board level, investing time and attention in creating quasi-judicial procedures seems excessive at this time.

The risk of not providing rules of procedure is that a decision of a tribunal might be called into question by the university community (or the courts) if a party felt they were unfairly treated.

The policy provides for the Tribunals to set their own rules of procedure, and the policy now indicates that the Tribunal employ reasonable judgment in the adoption of rules; looking to the University’s processes for guidance.
011 - Human Resources Policy

The proposed Human Resources policy, which was last approved by the Board in 1994, has been reviewed by our staff and no questions or concerns were raised about the updated policy and provisions. A final draft of this policy is attached to this report for consideration by the Board.

Please note that this policy will have an appendix with the forms used for HR administration. These are under development and will be circulated in the coming weeks.

012 - Privacy and Anti-Spam Policy

The Privacy and Anti-Spam policy has been attached to this report for consideration by the Board. It reflects the current federal anti-spam provisions as well as the FIPPA requirements of the University when sharing personal information with its affiliates.

013 - Expense Disclosure Policy

To enhance the Association’s accountability, it is recommended that the Association follow the policies of the federal and provincial governments and proactively disclose expense reimbursements of elected representatives on our website. This ensures that the membership is fully informed on what expenses are being reimbursed on a quarterly basis.

A draft of the proposed policy has been attached to this report for consideration by the Board. It should be noted that travel and hospitality expenses of McMaster’s president and vice-presidents are disclosed quarterly on the University’s web site.


Election, Nomination, Candidate Pool Policies

The University Secretary provided detailed input on these policies which are still under review. The creation of these policies was at the University’s request, as they felt that the provisions in by-law were insufficient. To ensure that we have reasonably responded to the University’s concerns, this policy will be brought forward for consideration at a future meeting.
**ALIGNMENT WITH NOT-FOR-PROFIT CORPORATION BEST PRACTICES**

This policy aligns with governance best practices for a not-for-profit corporation operating within a policy governance model.

### A. GENERAL EXECUTIVE LIMITATION

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, not in accordance with MAPS’ by-laws or policies, imprudent, or in violation of commonly accepted business and professional ethics. The Executive Director shall not allow the day-to-day operations to impede the vision or prohibit the achievement of the Association’s ends.

In providing for compensation and benefits of other staff, the Executive Director may **not**:

1. Change his compensation and/or benefits; or
2. Establish current compensation and benefits which **not** deviate materially from guidelines established by McMaster University.

### B. ETHICS, FAIRNESS, STANDARDS

The Executive Director shall be ethical, fair and socially responsible in his dealings on behalf of the Association.

The Executive Director will operate in accordance within the *Employment Standards Act* and, where policy or procedure within this organization fall silent, follow McMaster University’s Human Resources Policy. Within this context, the Executive director shall establish:

1. **Service standards** for all staff and ensure the standards are known to the Membership and others who have dealings with the association.
2. **Informal and formal dispute resolution processes** in the event of a complaint, which are clear, understandable and have no artificial barriers to escalation to the board.
3. A **communications strategy** to promote both.

### C. COMMUNICATION AND COUNSEL TO THE BOARD

The Executive Director will employ management best practices to ensure the Board is fully informed and advised; which may include, but not limited to:

1. **Monitoring metrics** in a manner that is understandable to the Board
2. **Report on relevant trends, media coverage, anticipated legal actions**, or other material **changes** that may require the board to act.
3. **Advise the Board if it is not in compliance** with statutes, by-laws or policies; particularly if Board’s behaviour is detrimental to the working relationship between the Board and the Executive Director.
4. **Interact with the Board collectively**, while assisting individual board members with requests and supporting the members of the executive committee on association matters.

5. **Report any actual or anticipated matters of non-compliance** in a timely matter.

## D. Financial Requirements

The Executive Director will do nothing that jeopardizes MAPS’ financial situation, compromise approved priorities or limit the Board’s ability to ensure financial accountability and stability. Accordingly, the Executive Director shall:

1. **Develop an annual budget** for approval and then **operate within that budget**
2. **Ensure that the Association does not spend more money than is expected** to be received
3. **Only spend net assets or liquidate investment in keeping with Board policy**
4. **Ensure that credit facilities (corporate credit cards) are only used for authorized purposes**
5. **Ensure remittance of deductions / payments** to all statutory authorities.

## E. Budget and Forecasting

The Executive Director is responsible for preparing the Association’s budget and ensuring that the funding is allocated to support Board strategic objectives or ends, is in keeping with board policies and by-laws, and demonstrates reasonable foresight in when projecting expenses and revenues. The annual budget shall

1. **State planning assumptions clearly**
2. **Be based on past performance, expected material changes, and employ reasonable projections**
3. **IsBe conservative in approach**, underestimating revenue and overestimating costs
4. **IsBe focused on investments to achieve the Board’s strategic objectives or ends.**
5. **Supports membership needs and priorities.**

## F. Asset Protection

The Executive Director shall:

1. **Maintain a log of the Association’s assets in keeping with the requirements of the Corporation’s Auditors.**
2. **Ensure that adequate general, commercial, and officer and director liability insurance policies are maintained and the Association risk liability profile is periodically reassessed.**
2.3. **Maintaining leasehold improvements, furnishings and equipment** to the standards allowed by the approved capital expenditure budget.

3.4. **Ensure adequate financial and security controls** are in place to safeguard cash, records and other assets of the Association.

4.5. Make **periodic investment of the Association’s funds** that align with the Board’s financial risk tolerance policy.

**G. REPORTING OF NON-COMPLIANT TRANSACTIONS**

Any transaction that does not comply with this or other applicable policies must be reported, preferably in writing, to the Executive Director (or directly to the Board if the Executive Director is the person at issue). Failure to disclose non-compliant transactions is grounds for summary dismissal.

The Executive Director and/or the Board reserve the right to reverse any non-compliant transaction where the nature of the transactions falls outside the spirit and intent of the Association’s policies, the policies of McMaster University, or best practices for non-profit organizations. If reversal is not possible, the person who conducted the transaction is personally liable for the transaction, and MAPS reserves the right to take all necessary steps to recover the corresponding amounts from the individual.

**H. DESIGNATION OF THIS POLICY**

This policy is designated as materially important. To change it, the Board must provide the membership with notice of intent to change the policy. For more information, see Policy 003.

**APPROVED BY THE BOARD.**

________________________, 2014

Jacqueline Arlen, President

________________________

David Moore, Secretary
ALIGNMENT WITH NOT-FOR-PROFIT BEST PRACTICES

This policy aligns with governance best practices for a not-for-profit corporation operating within a policy governance model.

A. BOARD AND EXECUTIVE DIRECTOR OBLIGATIONS

The Board of Directors ensure that appropriate internal financial and operational controls are in place which protect the Association from any risk of financial mismanagement.

The Executive Director is responsible for proposing, implementing, validating, and following those procedures, and to report proactively to the Board when a variance occurs.

B. OFFICERS AND STAFF GENERAL OBLIGATIONS

All MAPS officers and staff have a responsibility under this policy to:

1. Understand delegations of authority, their limits, and act within them.
2. Employ the policy consistently in order to establish appropriate norms within MAPS.
3. Be empowered to ask questions (with no risk or fear of reprisals).
4. Advise the Executive Director if a violation of this policy occurs.
5. Advise the President if the violation pertains to an act of the Executive Director.
6. Advise another member of the Board, if it is not practicable or imprudent to speak to the President (e.g. the President is aware or complicit, and the practice does not change) or if the President fails to inform the Board.

C. REQUIREMENT TO ENSURE FUNDS AVAILABLE

No one may agree to or approve an expense, or any other instrument that has the same effect, without confirming funds are available with either the Vice-President (Finance) or the Executive Director.

The V-P (Finance) or the Executive Director may confirm funds are available if:

(a) the expense was included in the annual budget and the current budget is within 5% of the projected budget for the same period (committed funding);

(b) there are surplus funds in the operating budget to fund the cost as a result of increased revenue or reduced costs (offset funding) which have not already been reallocated; or (c) the Board approves the expense.

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D. PURCHASE AUTHORIZATIONS FOR ITEMS WITHIN BUDGET

Purchase authorizations for items within budget shall be in accordance with Policy 004 – Expense Reimbursement and Procurement. Where a second signing officer is needed, it shall normally be the Treasurer/Vice President Finance after appropriate review.

E. EXECUTION OF EMPLOYMENT AGREEMENTS

For employment agreements for positions within budget and the total compensation is no more than $65,000, the employment agreement may be executed by two signing officers, which shall normally be the Executive Director and Treasurer/Vice President Finance.

For all other employment agreements (e.g. total annual compensation is greater than $65,000; position not within budget), the Board must approve first approve that the position be created, and then approve the employment agreement. After approval, the agreement may be executed by two signing officers, which shall normally be the Executive Director and Treasurer/Vice President Finance.

F. EXECUTION OF CONTRACTS

Any contract for services or products must follow Policy 004 – Expense Reimbursement and Procurement.

Contracts with an annual value of no more than $40,000 and are within budget, may be executed by two signing officers, which shall normally be the Executive Director and Treasurer/Vice President Finance.

For all other contracts (e.g. those with an annual value greater than $40,000; are not within budget; or are sole-sourced):

1. The Board shall first explicitly approve soliciting the contract and amending the annual budget.
2. Once approved, the contract may be executed by two signing officers, which shall normally be the Executive Director and Treasurer/Vice President Finance.

G. CHEQUES AND FINANCIAL INSTRUMENTS

Association cheques or other financial instruments issued for budgeted expenses, requested or recommended by the Executive Director, may be executed with normal signing provisions, when:

1. No more than $20,000
2. Between $20,000 and $40,000 first approved in writing by three officers.
3. Greater than $40,000 or not recommended by the Executive Director, if approved by the Board.

Normal signing provisions means endorsement of the cheque or financial instrument by two signing officers, which shall normally be the Vice-President (Finance) and one
A signing officer may not sign a cheque or financial instrument on behalf of the Association where that officer is also the payee.

**H. CORPORATE CREDIT CARDS**

Officers and employees (corporate cardholders) may be issued a corporate credit card to enable the purchase of budgeted expenses, approved items, and non-board related travel expenses. The Board will set a global limit on the credit facility and a limit for each credit card.

Corporate card holders may only use a corporate credit card as provided for in this policy, specifically sections B, C, and D.

Lost or stolen corporate credit card are to be reported to the financial institution which issued the card and the Executive Director.

Corporate credit cards may not be used for personal expenses.

**I .I. BOARD’S DISCRETION RE: APPROVAL/EXECUTION PRESERVED**

Nothing in this or other policies takes away from the Board’s discretion to explicitly approve a transaction and direct the manner in which and the person by whom a particular document or type of document shall be executed.

**I .J. ROLES OF PRESIDENT & CORPORATE SECRETARY**

In addition to the duties detailed in the by-laws, the President and Corporate Secretary are responsible for and authorized to sign approved final minutes of the Board and General Meetings on behalf of the Association.

The Corporate Secretary is also responsible for and authorized to submit updates/filings for the government corporate register and other agencies as required.

For clarity, this does not include employee source deductions, WSIB materials, or analogous materials.

**J. DESIGNATION OF THIS POLICY**

This policy is designated as materially important. To change it, the Board must provide the membership with notice of intent to change the policy. For more information, see Policy 003.
APPROVED BY THE BOARD.

_____________, 2014

Jacqueline Arlen, President

__________________________

David Moore, Secretary
A. PURPOSE AND INTENT

The Association believes issues of concern should be reviewed to ensure the right decision was made. The primary responsibility for correcting issues falls to the person/position that made the decision. If the issue cannot be resolved at this level, the issue may be escalated to the next responsible person or position.

B. WHAT MAY BE DISPUTED

A person may dispute a decision of the staff, executive director or of the Board if the decision is:

1. Believed to be inconsistent with Association by-law or policy
2. Believed to be unfair, unreasonable, or biased against a person or group of persons
3. Unreasonably limits or restricts the actions or rights of a person or group of persons
4. Not a Human Resource issues; which are exempt from this policy. Staff issues are managed through the Association’s Human Resources Policy.

C. DISPUTE RESOLUTION OUTCOMES

If an issue is brought forward, the person or decision-making body may:

1. Change a decision if by-law or policy has been misinterpreted.
2. Withdraw a decision, if the cause of the decision no longer exists.
3. Uphold the decision.
4. Dismiss the decision as being frivolous or vexatious.

D. ESCALATION OF DISPUTE RESOLUTION

There are four levels of escalation for dispute resolution. The process begins at the level of the primary decision-maker. A schematic of the entire process is provided and described here:

1. Level 1 Disputes: A staff person has made a decision that is in dispute.
2. Level 2 Disputes: The Executive Director has made the decision, or the Executive Director is reviewing an unresolved Level 1 dispute.
3. Level 3 Disputes: The Board of Directors has made the decision, or the Board is reviewing a Level 2 dispute.
4. Level 4 Disputes: Where no other level has resolved the matter, a dispute is heard by a Dispute Resolution Tribunal (DRT), as described in the Association’s By-laws.
   a. The DRT will adopt appropriate and reasonable rules of procedure consonant with the matter before them, and shall use as their guide the quasi-judicial procedural rules set out by McMaster University.
b. The DRT will consider the issue and make a determination based on the Dispute Resolution Outcomes.

c. The DRT may also identify errors or inconsistencies in the Association's by-law's or policies and direct the Board to correct the issue.

5. The decision of the Tribunal is final and binding on the Association and all parties to the dispute; subject to judicial review.

E. EXPENSES INCURRED AT THE DISPUTANT’S COST

Any person making a dispute is fully responsible for any or all costs incurred by them to pursue the dispute.

APPROVED BY THE BOARD.

____________, 2014

Jacqueline Arlen, President

David Moore, Secretary
DISPUTE RESOLUTION SCHEMATIC

Issue

Who owns issue?

Executive Director

Level 2

Resolved?

Level 3

Board of Directors

Resolved?

Level 4

Dispute Resolution Tribunal

Reconsider

Resolved?

Issue Resolved
A. Purpose and Intent

Second only to our members, our staff are the Association’s most important asset. This policy provides the procedures for the hiring, management, evaluation, performance improvement and departure of staff.

Where this policy falls silent, the hiring, management, evaluation, performance improvement and termination policies for staff of McMaster University, or in the alternative, The Employment Standards Act (Ontario), shall prevail.

B. Delegation of Authority and Application

The Board of Directors hires and employs the Executive Director to manage the day to day affairs of the Association. The Board sets policy and provides direction to the Executive Director, who implements policy. This includes the hiring, management, evaluation, and removal of staff within the limitations set out by the Board and its operational policies. The Executive Director shall report on these activities to the Board.

The Board of Directors may only intervene in human resource matters as provided for in this policy. Additionally, the Board may only act in its collective capacity, pursuant to the Executive Limitation Policy.

This policy applies to all full- and part-time employees of the Association.

Where this policy is applied to the Executive Director in his/her capacity as an employee, the Association President will assume all duties in his/her capacity as the Executive Director’s supervisor.

C. Maintenance and Retention of Records

Pursuant to law, the Association will have and maintain employment records on all current employees, and will maintain records for all prior employees for a period of no less than seven years, but generally shall keep all records permanently.

Each employment record shall include those items prescribed by law, including but not limited to employee name, address, contact information and emergency contact information, social insurance number, banking information for payroll direct deposit, any documentation submitted in support of their employment application (resume, cover letter, references) and forms for the calculation of provincial and federal taxes, completed annually. Among these records will be a signed statement from the employee that the information provided by the employee is true and accurate and
that providing false or misleading information is grounds for dismissal.

The employee is responsible for ensuring the currency of this information.

In addition, the employment record will include a copy of all prior and the present position description currently in use for the employee. All copies of performance evaluations, remediation plans, and the documented results of such remediation plans. The file will also include a log of any warnings given to the employee (verbal or written), noting the reason for the warning. The employment record will also indicate if the employee is on employment probation and the date that probation is to be reviewed or ended.

The Association is responsible for ensuring the privacy of these records and limiting access to these records to individuals who have a direct need for the purposes of human resources administration. The Association will ensure that all human resources records are retained in secure storage.

D. Recruitment of Staff

The Executive Director is responsible for the hiring of staff based on the staffing complement approved by the Board of Directors in the Annual Budget.

Available positions will be posted on the Association’s website, social media sites, and posted on the Association’s bulletin boards and conspicuously in the Association’s offices. The Association may also post available positions through campus and local media, and employ electronic job boards.

Where possible, the Association will hire part-time students at McMaster University. That being said, the overarching priority will seek to hire the applicant who can best perform the job.

The Association is not responsible for any expenses or costs incurred by prospective employees to attend an interview, unless the candidate is advised in advance.

Elected Directors of the Association may not be employed by the Association; except as Officers of the Association as provided under By-law.
Unless otherwise noted in the offer of employment, all staff shall begin employment with the Association on a probationary basis; which shall be not less than 90 days, beginning with the employee’s first day of employment. The Executive Director must review the employee prior to the end of the Probationary Period to determine if the employee’s employment will be continued or terminated. If the review does not take place within 120 days of employment, the employee is deemed to have cleared the Probationary Period and employment will be continued under the terms of the employment agreement and this policy.

If the probationary period is extended, it shall follow the requirements of Section F of this policy.

E. EMPLOYMENT AGREEMENTS

Upon selecting a candidate for a position, the Executive Director shall prepare and provide an employment agreement which specifies the scope of the job, hours, wages, and other pertinent details of the employment.

Compensation shall be set within the salary range detailed in the position description, at the discretion of the Executive Director, with due regard of the competence and experience of the prospective employee. Once the Employment Agreement has been signed, it may only be amended as provided in this policy or through the termination provisions provided for in that agreement.

F. POSITION DESCRIPTIONS

Prior to posting an available position, the Executive Director shall ensure that a position description is prepared and available to all applicants. The position description shall serve as the primary description of the duties to be performed by the employee. Position descriptions will follow a standard format to ensure comparability and consistency with respect to annual performance evaluations.

In the event that the duties or requirements of an employee change by more than 20% than those listed in their current position description, a new description will be prepared by the Executive Director and that position will be re-assessed with respect to the level of compensation.

To the extent possible, position descriptions within the Association will be ranked comparatively, for the purpose of equity of compensation.

G. EMPLOYEE EVALUATIONS

The Executive Director will ensure that a standard performance evaluation template is in place in order to conduct performance evaluations of all staff. The Executive Director will ensure that the performance evaluation forms are reasonable, fair and representative of the type and scope of work done in the office, and reflect current industry best practice. The Executive Director may conduct research and collaborate
with other student organizations and/or McMaster University to achieve this.

On or around the anniversary date of each employee’s hiring (or at another annual
time selected by the Executive Director), the Executive Director will conduct a
performance evaluation of each employee, comparing their demonstrated ability
against the position description.

The focus of the performance evaluation is to celebrate success, recognize
competence, and identify opportunities for improvement and growth.

A performance evaluation that cites any deficiencies in an employee’s review must
include a remediation plan that outlines what improvement is required by the
Employer, a mutually agreed to plan to achieve this improvement, and a timeframe for
re-evaluation.

The Association may provide, from time to time, staff development and training
opportunities. Unless an employee is specifically exempted, all such training and
development shall be considered a requirement of employment. Training and
development required by the Association shall be provided at no cost to the employee.

An employee who does not reasonably comply with a remediation plan, or fails to
achieve the required improvement within the specified timeframe may have the lapse
noted in their permanent record. Depending on the severity of the matter, this may be
grounds for dismissal from employment for cause.

H. MERIT AND COST OF LIVING INCREASES

The Board of Directors will, when approving the Annual Budget, set percentage rates
for increases to employee wages. The Board may set any rate as low as zero (0%) but
no higher than the rates as follows:

1. Cost of Living: Based on the Consumer Price Index Annual Review prepared by
Statistics Canada for Ontario for prior calendar year. Note: The Board may
consider a percentage greater than the annual percentage if no increase was
provided in one or more of the three preceding calendar years.

2. Merit: Merit increases will be a percentage of the employee’s annual salary
(based on the total earnings shown on each employee’s last T4 slip). The
recommendation will be prepared by the Executive Director and based on a
review of data from Statistics Canada, internet job websites (like Charity
Village and Monster.ca), and other authoritative sources (like McMaster
University, Robert Half and Associates Annual Compensation Report, and
other not-for-profit organizations). Notwithstanding the above, the Board will
not approve a percentage increase based on merit that is greater than 7% in
any given year. Allocation of merit increases shall be based on the employee
meeting the following thresholds:

   a. Does not meet expectations: no merit increase
   b. Meets expectations: up to 30% of maximum merit increase
   c. Exceeds expectations: up to 70% of maximum merit increase
d. High performance: up to 100% of maximum merit increase

3. **Other increases in wages, or taxable benefits:** No employee shall receive any additional earnings, wages, bonuses, gratuities, or access to equipment or services that would be deemed as a taxable benefit without the prior approval of the Board of Directors.

4. **Granting of increases:** Any approved inflationary or merit increases will be effective January 1 of the present fiscal year if granted within the first six months of that year, or effective January 1 of the next fiscal year, if granted within the last six months of the current fiscal year.

I. **Dispute Resolution**

Where an employee feels that a decision, action, or the effect of a decision or action has resulted in unfair, unreasonable, or unintended consequences, the employee may raise the concern with the Executive Director.

The Executive Director will ensure he/she fully understands the employees concerns and the extent of the consequences which have resulted. The Executive Director will also consider the reasons that the action in dispute was taken, to determine if any alternative course of action can be taken that achieves similar ends but does not impact the employee (or does not impact the employee to the same extent).

If an alternative option is available, the Executive Director will explain all options to the employee (or employees, if more than is affected) and seek their input on whether one (or any) of the alternative actions should be taken to redress concerns. Should the employee(s) accept the alternative, the matter will be deemed resolved.

In the event that no other alternative is available to the Association, and it is not possible or impractical to reverse the original action, the Executive Director may offer options to redress the issue raised. If the employee(s) accept an option to partially or fully redress the issue raised, the matter will be deemed as resolved.

If alternative options are not possible, or if the Executive Director does not believe that the issue raised by the employee warrants redress or remediation, the Executive Director shall advise all affected employees. If no further action is taken by the employee(s) within 30 days of being advised, the matter will be deemed as resolved.

If the employee is not satisfied with the decision of the Executive Director, the employee will advise the Executive Director, who will then arrange a meeting between the employee(s), the Executive Director, and the President (acting in the capacity of the Executive Director’s supervisor).

Based on the outcome of that meeting, the President may affirm the decision of the Executive Director, direct the Executive Director to reconsider his/her decision, or refer the matter to the Board of Directors.

If the President affirms the Executive Director’s decision, the decision is final and binding with no further appeal, except where provided by law.

If the President directs the Executive Director to reconsider his/her decision, the Executive Director shall reconsider and provide the President with a written
explanation of the reconsidered decision, citing all appropriate facts at issue. A copy of this explanation will be provided to the affected employee(s).

Within 30 days of receipt of the written explanation, the Employee may accept the reconsidered decision. If the Employee does not accept the reconsidered decision, the President may deem the written explanation acceptable and binding with no further appeal, except where provided by law.

If the President does not accept the written explanation, it will be referred to the Board of Directors for determination.

If the matter is referred to the Board of Directors, the affected employee(s) may submit a written response to the Executive Director’s reconsidered decision. The Board of Directors will review the information provided to them and make a decision. The decision of the Board will be deemed Association policy. The Board’s decision is final with no further appeal, except where provided by law.

J. Code of Conduct

To ensure that the best interests of the Association are met, and that the reputation of the Association is maintained among its Members, the University administration and the University community generally, all employees of the Association will comply with the code of conduct in the performance of their duties, and/or while present in the Association’s offices, and/or if attending an event on behalf of the Association.

The Association is a public service. We exist to provide trusted services and advocacy to our members. In order to have and keep the trust of our members, the University administration and the community at large, each employee needs to conduct themselves with integrity. In order to demonstrate integrity, each employee must conduct their duties with:

a. Transparency

We are accountable for what we do and we ensure this by being open and honest in our dealings with our co-workers, supervisors, Board members, Members, and anyone who contacts our office.

Where there is a conflict between our personal interests and the Association’s, we disclose it immediately and seek guidance from our supervisor.

We understand that circumstances change and we have a continuing obligation to ensure any conflict is disclosed.

b. Impartiality

We do our jobs:

- with the best interests of the Association in mind
- without bias or favour
Plain Language Summary

- making that might benefit themselves, family or friends.

Our full attention is committed to our jobs during hours of work

- We ensure that Association property is safe at all times.
- We keep confidential materials safe and disclose it only as permitted.
- We are honest, polite, and courteous to everyone we deal with.
- We dress appropriately.
- We foster a collegial and supportive work environment.
- We do not allow personal activities to interfere with our work
- We do not use the Association’s property or facilities for personal use without prior approval
- We do not harass or intimidate others.
- We do not manipulate, falsify or alter documents for fraudulent purposes.
- We do not show or share sexually explicit, discriminatory, abusive, defamatory, or obscene materials in the office or on the Association’s computers.
- We do not conduct ourselves in the office or at an Association event in any way that might be seen in a sexually explicit, discriminatory, abusive, defamatory, or obscene light.
- We do not make negative comments about the Association, co-workers, volunteers

We make:

- decisions without consideration of our personal interests, or those of family or friends.
- purchases following Association policy.

We do not

- accept gifts, hospitality, or entertainment from people who do business with the Association, or want to do business with the Association, except as provided by Association policy
- participate in decisions that benefit ourselves, our friends or family

C. Respect

We:

- devote ourselves fully to our jobs during our working hours
- ensure that all property of the Association entrusted to us is properly secured and protected at all times
- handle sensitive and confidential information with care and disclose it only as provided for in Association Policy
- are honest polite, and courteous when dealing with our co-workers, managers, Board members, and the general public
- recognize that we are the public face of the Association, and dress appropriately
- foster an atmosphere of collegiality and support our co-workers

We do not:

- allow our personal activities (like reading a magazine or surfing the internet) to interfere with our work
- use the facilities of the Association for personal purposes without approval of our supervisor in advance
- harass or intimate others
- manipulate, falsify, alter or amend documents information or records for fraudulent purposes
- access, distribute or display inappropriate material (including sexually explicit, discriminatory, abusive, defamatory, or obscene materials) using Association property or in the Association’s facilities; nor conduct ourselves in any way that might be seen in this light
- publicly disparage the Association, our supervisors, co-workers or the Board of Directors
d. **Accountability**

*In support of our personal accountability we:*

- know this code and comply with it, review it as part of our annual performance review
- seek assistance interpreting the Code, as necessary
- disclose breaches of the Code immediately, whether they are committed by ourselves, a co-worker or supervisor
- fully cooperate with investigations into alleged wrongdoing
- understand that breaches of the Code may result in disciplinary action, up to and including termination of employment

e. **Whistleblower Protection**

No employee will be disciplined for making a report in good faith about a violation of this Code of Conduct, or nor of any violation of Association by-law or policy.

A breach should be reported to the Executive Director; or if that is not possible or appropriate, to the Association President. If neither the Executive Director or President are appropriate, then the breach should be reported to the people holding the following positions, in the order in which they are listed:

- First Vice President
- Second Vice President
- Vice President Finance
- Corporate Secretary
- A Board Director

As a final resort, if it is not possible to report the breach to one of the people holding the above positions, or if the reported breach is not investigated, then the breach should be reported to the university's Associate Vice President (Students and Learning) and Dean of Students.

**K. Samples**

Samples of documents and forms required under this policy are attached as Appendix A. The appendix is not subject to policy amendment procedures.
APPROVED BY THE BOARD.

_____________, 2014

Jacqueline Arlen, President

David Moore, Secretary
A. PURPOSE AND INTENT

The Association is committed to following federal anti-spam regulation, provincial privacy law, and supporting university policy regarding the use of electronic communications with our members.

B. MEMBERS’ PERSONAL INFORMATION RECEIVED FROM MCMASTER UNIVERSITY

The Association receives the majority of its membership information from McMaster University, which is collected under the authority of The McMaster University Act, 1976.

While the Association is not subject to the same privacy provisions as the University, the Association uses members’ personal information obtained from the University for the purpose of membership, administration, elections, annual general meetings, referenda, services provided to members, and related purposes (Association Business).

The Association does not disclose, share, or disseminate personal information to any person, organization or entity except where necessary to administer Association Business. When third parties are provided with access to personal information to assist the Association transact Association Business, each third party is required to follow the Association’s privacy and anti-spam policy.

Upon request, the Association will confirm membership in the Association.

C. SUBMISSION OF PERSONAL INFORMATION THROUGH SOCIAL MEDIA SITES

Members are invited to provide the Association with information regarding their preferences (e.g., likes on Facebook), add their contact information to our social media site(s) (e.g. ‘friend’ us), or provide other information through such portals.

The submission of this information is voluntary only. While the Association will not attempt to use this information for any purpose other than Association Business, social media sites may be accessed by third parties; as such, the Association provides no guarantee of privacy on our social media sites, unless explicitly stated on the social media site.
The Association will accept personal information from Members to assist them in their dealings with the University.
We also collect information to support advocacy, but do not share personal information with your prior consent.
Consent may be provided to our staff verbally.
Withdrawal of consent may be in writing or provided verbally, but we are only responsible for a breach of confidentiality where the withdrawal of consent is made in writing.

In order to be considered for an award that is sponsored by the Association, all nominees are deemed to have given consent to share personal information to be made publically available.

Information provided to the Association for the purpose of election or appointment will be made available, pursuant to the relevant policy.

Information collected from members in surveys or referenda will only be used in the aggregate to support Association business.

Any person who uses the Association’s office as a pick up location for purchases made at the Campus Store agrees that the Association and the University/Campus Store may share purchase/pickup information.

D. SUBMISSION OF PERSONAL INFORMATION IN PERSON, BY MAIL OR ELECTRONIC MAIL

Members may wish to provide the Association with additional personal information to enable our staff to assist the member with a specific problem, or to use their information – aggregated with other members’ – to support advocacy activities.

The Association will only share this personal information with the University or other third parties with the permission of the Member.

Where information is provided by a member to address a specific problem, staff will verbally confirm if they may share the information provided by the Member with the university, a university affiliate, or other party to provide assistance. No written confirmation will be required of consent.

A member may withdraw consent to share personal information obtained under this section. Notification may be provided verbally, but the Association will only be held liable for a breach of privacy where the notification was provided in writing.

E. AWARDS AND RECOGNITION

The Association obtains information regarding members and individuals in support of nominations for awards. Information collected for this purpose may be used by the Association to prepare media announcements, introductions, or other presentation or promotional materials as required by the Association to produce the award, announce the winners, and promote the Association, at the Association deems appropriate.

F. NOMINATIONS FOR ELECTED OR APPOINTED POSITIONS

Information provided in support of a nomination for an elected or appointed position will be shared as outlined in the Association’s Election, Referenda, and Candidate Pool policies.

G. SURVEYS, REFERENDA AND ONLINE VOTING

Information collected from Members through surveys, referenda, general meetings or through online voting will only be shared in the aggregate (e.g., the total responses of all members).

H. PICK UP AND PURCHASE AGREEMENTS WITH THE ASSOCIATION

Where any person has asked the Association to act as a ‘pick up’ location for products purchased at the Campus Store, that person is deemed to have agreed that the Association and McMaster University may share personal information relating to the purchase and payment of such products; including such information as may be necessary to secure payment for any purchases made.

Association staff are required to confirm the identity of any person picking up items purchased from the Campus Store.
I. RECORDING OF EVENTS

Any person who attends an Association event is deemed to have consented to being audio recorded, video recorded, or photographed and agrees that such recordings and photographs may be used by the Association for promotion in print and online publications.

J. HUMAN RESOURCES RECORDS

Information collected by the Association for the intent of providing compensation to the person for services provided is covered under the Association’s Human Resources Policy.

K. USE OF EMAIL COMMUNICATIONS

The Association uses electronic mail to communicate two types of information to members:

1. **Privilege Communications:** Privilege Communications provide notice of an existing or pending right and are therefore exempt from Canada’s anti-spam regulations. Members may not be removed from the Privilege Communication email list. Examples of privilege communications include:
   a. Notices of meetings
   b. Calls for agenda items
   c. Calls for nominations for appointment or election
   d. Notifications of opportunities to participate as a Member of the Association
   e. Notification of changes to by-law or policy
   f. Notifications relating to online meetings, online referenda and online voting
   g. Requests for input through surveys or other means to obtain input of the membership on matters of importance to the Association.

2. **General Communications:** General Communications are any other sort of message sent to the membership. These may include:
   a. General information about the Association
   b. Promotion of social, networking, or similar events
   c. Promotion of third party events, including those of the university or university affiliates
   d. Any unsolicited communication with commercial intent.

3. **Deemed consent:** Unless advised by a Member in writing or by email, the Association deems that it has permission to send general communications to members.
4. **Membership list renewed periodically:** The membership list is based on current enrollment and is updated regularly upon request of the Association to McMaster University. Requests for removal from the General Communications email list will be valid from September through April of each year. Persons who are no longer members may be automatically removed from our email lists. Members must request removal from the general communications email list annually.

APPROVED BY THE BOARD.

________________________, 2014

Jacqueline Arlen, President

________________________________________

David Moore, Secretary
A. PURPOSE AND INTENT

For the purpose of accountability and transparency, the Association will report on personal expenses which are reimbursed to Directors and Officers of the Association.

B. DEFINITION OF EXPENSES

For the purposes of this policy, reportable expenses shall include:

1. Travel reimbursements for attending meetings
2. Reimbursed meal or business meeting expenses
3. Other reimbursed expenses, excluding the purchase of office supplies or materiel for the Association, pursuant to Association policy.

Where there is any discrepancy as to whether an expense is reportable, the Executive Director shall consult the Broader Public Sector Expenses Directive (Ontario) and/or the Association’s auditors and report on the findings to the Board of Directors.

C. ALLOCATION OF EXPENSES

Where more than one Director/Officer is responsible for a submitted expense claim (for example, a business lunch where more than one officer is present), the costs for all Directors/Officers shall be equally apportioned among the Directors/Officers who incurred the expense.

D. REPORTING OF EXPENSES

The Executive Director shall provide the Board with a summary of reimbursed expenses of the Association’s Directors and Officers on a quarterly basis. Once received by the Board, the report will be posted on the Association’s website.

The report will indicate the name of the officer, the types of expenses reimbursed, and the amounts reimbursed each fiscal quarter.

APPROVED BY THE BOARD.

Jacqueline Arlen, President

________________________, 2014

David Moore, Secretary
Executive & Management Report (September 7, 2014)\textsuperscript{1}

Representation

- Melanie Dani was recommended as the part-time student representative on the Senate Committee on Student Affairs
- Erick Merlos has agreed to serve as the president’s delegate at the Board of Governors
- Caroline Smith-Hill has agreed to serve as the president’s delegate at Admin-Con
- A director is required to serve as the president’s delegate at Senate
- A listing of university committees which have part-time representation has been included in the meeting package
- Short, informal meetings will be scheduled with Board members, at their convenience, to ensure that they are getting the most out of their experience with MAPS, and have the opportunity to participate on other committees, or in the development of programs and services, if they choose.
- The Board is currently short one director. If appointed, the director would serve until the next round of annual Board elections (March) and would need to run for a full two-year term if they wanted to remain on the Board beyond that. It is the Board’s discretion to appoint an interim director, call for nominations, or allow the seat to remain vacant until we conduct new board elections in the winter term.
- Centrality Data Services is presently completing phase one of their engagement with us (determining how courses are chosen for each term and how class sizes are set). Phase two planning is underway, with a survey template being developed for MAPS members to complete in the next several weeks. The survey will cover important questions include what courses were needed/wanted last year and were not available; and what courses are required/electives for this year (and are they available). The survey will also ask about free time blocks in members’ schedule (looking for commonalities) and will ask if members would take classes on Saturdays, if they were available. The resulting information should provide the Association with valuable information which we can share with MSU, GSA and the university. We are keeping the MSU and GSA informed on the progress of the survey in the event they would like to share in this work.

\textsuperscript{1} The format of this report has been modified to align with the Operational Plan
• Having the MAPS office designated as a Campus Store Click and Collect location is still on track for implementation in late September. Staff will be given access to a webportal to note when orders have been picked up.

• MAPS and the MSU have set up opt-in coverage for MAPS members with the MSU’s health and dental plan. The opt-in period for the fall term is until 30 September and may be completed in person or online. The single person coverage is $298 for 12 months. Since announcing the program on September 1st, the office has had numerous calls on how to apply for coverage. In one particular case, a person who wanted to transfer back to MSU membership changed her mind when she found out that she could purchase the insurance for $300 instead of paying the full $800+ for MSU membership.

Recognition

• Bursaries were awarded for the fall term during the last week of August. The office has received visits from two students thanking us for the bursary, and one inquiry from a member who did not receive a bursary this year, who was referred to Student Financial Aid and Scholarships.

• A meeting was held in August with the Acting CCE Director to keep the lines of communication open and to ensure we were all on the same page with respect to expectations regarding upcoming events; in particular the CCE Graduation on November 6th and the MAPS Award Dinner on December 4th. The results of the meeting were an agreement for closer collaboration regarding the two events and ensuring that expectations were set out in advance.

• Input was also sought from the Acting Director regarding the Operating Plan. An agreement was reached that CCE would provide demographic information to MAPS similar to that obtained for undergraduate students (see below). We also agreed to share information/feedback from CCE students on our respective organizations. The executive director, corporate secretary and membership liaison officer attending the CCE open house in August to introduce ourselves to CCE staff and program managers.

• Staff are in the process of setting up a ‘suggestion/idea’ box (or similar) to collect Members ideas for improving the office and the part-time student experience (and be entered for a prize draw each month).

• We have received approximately 5 applications for coordinator positions since announcing them on September 1st.

• We have set the date of our first educational seminar (Avenue2Learn) for September 16. The second session will be in October (date TBD) on bursaries and OSAP, and we have invited the university’s financial awards officers to participate.

• At the Open House, some members suggested that an education seminar on how to write academic papers might be of value. This is being investigated as a potential subject for November or early 2015.
• Notifications regarding deadlines for applications for bursaries, and awards were posted on the website, Facebook and included in email communications to members.

Member Support

• We have received very positive feedback regarding our new hire. Several new members have made contact with the office as a result of our email communication and interaction with staff.

• Staff will begin the development of an internal FAQ book to ensure we provide high quality and accurate answers to members’ questions.

• Updated links for information and engagement have been placed on the desktop of each computer workstation

• All carpets in the Lounge were steam cleaned in August during our closure, and the upholstery on the sofas and armchairs were washed.

• The old water cooler was replaced with an updated model that also provides hot water for drinks.

• The mentorship program is in development. 2/3 of the program guide is completed. We are looking for an external party who can provide training and orientation to first time mentors/mentorees. We hope to officially launch the program in October.

• The crowdsourcing engagement tool to get member feedback on the creation of an online-community was launched on September 1st. Uptake from members has been lower than anticipated; however, as the project is not urgent, we have ample time to promote the site and get feedback from the members.

• Once the Click and Collect program is launched, and the Campus Store is operating at normal capacity, we will inquire with them about providing courseware as an online download option.

• Communication has been started with GOTransit and the Hamilton Street Railway to find ways to reduce the costs for transit for Part-time students.

Communications

• The Link MAPS’ historic newsletter, was successfully relaunched as an electronic digest of information. Two issues have been produced so far, with emails sent to members providing hyperlinks to stories in the newsletter. Staff reported a spike in contacts via email, phone and walk-in traffic during welcome week. Most members mentioned the email communication/Link as the reason they contacted us.
• The Handbook is now largely completed. A very short production run of 25 Handbooks was completed to ensure that we had some on hand for the Open House Wine and Cheese event on September 3rd. An additional print run can be done once we draw down on this number. The electronic version of the Handbook will be posted shortly.

• Website and Facebook links are current.

Research

• As noted above, Centrality Data Services continues to fulfill their contract to obtain current data on course availability for part-time students.

• Additionally, internal research is being conducted on demographic trends in enrollment in universities in Canada (and how those changes may impact part-time studies).

• Data regarding age, course load, and geographic distribution of McMaster part-time students (2009-2014) has been received from the university and is presently being reviewed. The objective of this research is to better understand who are members are and what they might need. Preliminary results have shown that the majority of our members are under 30 years of age. That result, coupled with 50/50 split between undergraduates members and CCE members will be important as we consider what services will best meet our members’ needs.

Operations

• Business operations of the Association are proceeding without incident

• Our account at PACE Credit Union has been closed and all funds are now held in our Scotiabank account.

• Statements for the first two fiscal quarters have been provided in the agenda package; there are no significant variances from budget.
## Statement of Operations (Unaudited)

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<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages and Benefits</td>
<td>8,777</td>
<td>27,394</td>
<td>36,170</td>
<td></td>
<td>78,885</td>
</tr>
<tr>
<td>Consulting Fees</td>
<td>5,750</td>
<td>5,750</td>
<td></td>
<td>5,750</td>
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<tr>
<td>Professional Fees</td>
<td>13,920</td>
<td>2,250</td>
<td>16,170</td>
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<tr>
<td>Depreciation</td>
<td>3,132</td>
<td>3,132</td>
<td>6,263</td>
<td></td>
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<tr>
<td>Insurance</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Travel (Meetings)</td>
<td>1,702</td>
<td>1,154</td>
<td></td>
<td>2,856</td>
<td></td>
</tr>
<tr>
<td>Student Awards &amp; Dinner</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office and General</td>
<td>2,537</td>
<td>1,794</td>
<td>4,331</td>
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<td></td>
</tr>
<tr>
<td>University Admin Fee</td>
<td>2,000</td>
<td></td>
<td>2,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public relations</td>
<td>475</td>
<td>726</td>
<td></td>
<td>1,201</td>
<td></td>
</tr>
<tr>
<td>CCE Graduation</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poll and Referenda</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUSA</td>
<td>592</td>
<td></td>
<td></td>
<td>592</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>463</td>
<td>926</td>
<td></td>
<td>1,389</td>
<td></td>
</tr>
<tr>
<td>Computer Software</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td>160</td>
<td>746</td>
<td></td>
<td></td>
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<tr>
<td>Seminars</td>
<td></td>
<td>1,137</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handbook</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>39,628</strong></td>
<td><strong>39,257</strong></td>
<td></td>
<td></td>
<td><strong>78,885</strong></td>
</tr>
<tr>
<td><strong>Excess/(Deficit) of Revenues over Expenses:</strong></td>
<td><strong>$70,183</strong></td>
<td><strong>(35,959)</strong></td>
<td></td>
<td><strong>$34,225</strong></td>
<td></td>
</tr>
</tbody>
</table>

**One Time Expenses**
- Capital Gift to Student Centre: 40,000
- Contribution to MAPS Bursary: 60,000

**Total One Time Expenses**: 100,000
## Statement of Financial Position (Unaudited)

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>As at Mar 31</td>
<td>As at Jun 30</td>
<td>As at Sep 30</td>
<td>As at Dec 31</td>
</tr>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>196,770</td>
<td>62,341</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owed from McMaster University</td>
<td>226,049</td>
<td>152,986</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
<td></td>
<td>2,209</td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>2,709</td>
<td>2,709</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Assets:</strong></td>
<td><strong>$ 425,528</strong></td>
<td><strong>$ 220,246</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>45,866</td>
<td>43,051</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Credit Union Shares</td>
<td>1,260</td>
<td>1,260</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Other and Long-Term Assets:</strong></td>
<td><strong>$ 47,126</strong></td>
<td><strong>$ 44,310</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$ 472,654</strong></td>
<td><strong>$ 264,556</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>3,195</td>
<td>5,439</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>99,000</td>
<td>24,617</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$ 102,195</strong></td>
<td><strong>$ 30,056</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td><strong>$ 370,459</strong></td>
<td><strong>$ 234,500</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$ 472,654</strong></td>
<td><strong>$ 264,556</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MAPS appointees/nominees to campus committees

Representatives are proposed with a view to achieving several important goals:
1. Spread out MAPS’ advocacy role among its volunteers – increasing their exposure to university administration.
2. Improving members’ level of comfort regarding issues and gives the experience working outside the Association.
3. Reduce the strain on the MAPS president and help prepare more people to be effective representatives of the association as necessary.
4. Give Board members an opportunity to actively participate in meetings by providing independent reports instead of being receivers of information. This is consistent with a policy governance board.

<table>
<thead>
<tr>
<th>Role</th>
<th>Board/Committee</th>
<th>Meetings</th>
<th>Nominee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>Student Government-Administration Consultation Committee (Admin-Con)</td>
<td>Sept 22, Nov 4, Feb 3, Apr 27</td>
<td>Caroline Hill-Smith</td>
</tr>
<tr>
<td></td>
<td>- MAPS President or Designate</td>
<td></td>
<td>Kyle Johansen</td>
</tr>
<tr>
<td></td>
<td>- MAPS Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Observer</td>
<td>Board of Governors</td>
<td>Oct 24, Dec 12, March 6, April 17, June 5</td>
<td>Erick Merlos</td>
</tr>
<tr>
<td></td>
<td>- MAPS President or Designate (must be the same person meeting to meeting)</td>
<td>9am to noon, plus luncheon to follow</td>
<td></td>
</tr>
<tr>
<td>Observer</td>
<td>Senate</td>
<td>Sept 10, Oct 15, Nov 12, Dec 10, Jan 14, Feb 11, Mar 11, Apr 8, May 13, June 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- MAPS President or Designate (must be the same person meeting to meeting)</td>
<td>3-6pm, often shorter</td>
<td></td>
</tr>
<tr>
<td>Observer</td>
<td>Student Representative Assembly</td>
<td>4-5 hours, every second Sunday evening from Sept to April</td>
<td>Jackie Arlen</td>
</tr>
<tr>
<td></td>
<td>- MAPS President or Designate</td>
<td></td>
<td><em>(Dave Moore often attends in another capacity)</em></td>
</tr>
<tr>
<td>Member</td>
<td>Committee Name</td>
<td>Frequency</td>
<td>Notes</td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
<td>-----------</td>
<td>-------</td>
</tr>
</tbody>
</table>
| Member | Senate Committee on Student Affairs  
- one PT UG degree student nominated by MAPS | 1-2 times per year; often just once in Feb or March | Malanie Dani |
| Member | MUSC Board of Management | Aug 13, Oct 8,  
Dec 10, Feb 11,  
Apr 8, June 10 | Dave Moore  
*(elected chair for 2014-2015)* |
| Member | University Student Fees Committee  
- one PT UG degree student (application process in the winter session, status TBD) | 1-3 times over the fall-winter session | |
| Member | University Student Fees Committee  
- one PT UG degree student (application process in spring) | 1-3 times over fall-winter; Kyle inquiring about status | |
| Member | Rudy Heinzl Award of Excellence Selection Committee | One meeting in either Feb or early March | |
| Member | Valedictorian Selection Committees  
- Business  
- Engineering  
- Health Sciences  
- Humanities / Arts & Science  
- Nursing  
- Science  
- Social Sciences | 1-2 meetings in Feb or March  
B: ___________  
E: ___________  
Hsc: ___________  
Hum: ___________  
N: ___________  
Sc: ___________  
SS: ___________ | |
| Member | Campus Store Advisory Committee  
(has not met since 2012) | 1-2 times/year; Kyle inquiring about status | |
| Member | President Committee on Parking & Security | Kyle inquiring about status | |
| ? | University Library Advisory Council  
[http://library.mcmaster.ca/content/university-library-advisory-committee-ulac-0](http://library.mcmaster.ca/content/university-library-advisory-committee-ulac-0) | 3-4 times/year  
Kyle inquiring about PTS membership | |
# MAPS Committees

<table>
<thead>
<tr>
<th>Committee &amp; Purpose</th>
<th>Composition</th>
</tr>
</thead>
</table>
| **Executive Committee**  
To act on behalf of the Board on urgent and emergency matters that occur between normal Board meetings. The Executive Committee is bound by all Board policies, including those regarding the delegation of authority, executive limits, and the execution of binding documents. | President  
Vice-Presidents (3)  
*Ex-officio:*  
Executive Director  
Corporate Secretary |
| **Awards Committee**  
To evaluate nominations and select recipients of MAPS awards, and make recommendations relating to future awards administration. | *Suggested:*  
3 Board members  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |
| **Finance Committee**  
To review the budget prior to the board, monitor budget execution, and review the financial statements as prepared by the external auditors. The Committee also oversees an efficient and cost effective audit process, oversees financial systems and internal controls, recommends approval of the annual audited financial statements to the board, and recommends the appointment of the external auditor. Under by-law, the VP-Finance is the Chair. | VP-Finance (chair)  
*Suggested:*  
1-2 Board members  
1-2 non-Board members  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |
| **Monitoring Committee**  
Bylaw 3, Section 1(c):  
The Board shall appoint, in consultation with the university administration, a monitoring committee, comprised of members of the university community who bring knowledge and experience in organizational transparency, ethics, organizational and financial accountability. The term of the committee shall initially be three years (2013 – 2016), and its purpose shall be to periodically evaluate how well the Association is adapting to its new by-laws and board policies. It shall make an annual report to the Membership which shall be released concurrently with the Audited Financial Statements of the Corporation, and be posted in its own Section on the Corporation’s website. | *Suggested:*  
Paul Bates  
Gina Robinson  
Jeff Wyngaarden  
______________ (MAPS member, non-Board)  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |
### Nominating Committee
From draft Elections Policy:
...appointed by the Board annually and be entrusted with the overall nominations and elections process. As such, no member of the Nominating Committee can stand for election for the period they are on the Committee.

<table>
<thead>
<tr>
<th>Suggested:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRO (chair)</td>
</tr>
<tr>
<td>1-2 Board members</td>
</tr>
<tr>
<td>1-2 persons not on the Board</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ex-officio:</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
</tr>
<tr>
<td>Executive Director</td>
</tr>
<tr>
<td>Corporate Secretary</td>
</tr>
</tbody>
</table>

### Dispute Resolution Tribunal Candidate Pool
Bylaw 3, Section 2:

a. Where there is a dispute between the Board and a Member, one or more board members, a committee of the Board and the board, or others who voluntarily agree to internal dispute resolution, the Board shall strike a three member adjudication tribunal, which shall review the facts and make a final ruling on the dispute.

b. Tribunal members will be appointed from a pool of pre-selected candidates who shall reflect a cross-section of the university community, known for their fairness and ethical application of rules and procedures, and have no direct interest in the outcomes of any dispute.

c. The tribunal will only be employed when the parties to the dispute have exhausted their options under the Association’s dispute resolution policy.

| Size and composition to be discussed |

NOTE: Under MAPS By-law #2, the president and executive director are ex-officio members of all Board committees.
PROPOSED

Fall 2014 – Meeting & Event Schedule

Wednesday, September 3, 6:00-8:00pm  Welcome Week Wine & Cheese

Tuesday, September 16, at 7:00pm  Board of Directors

Tuesday, September 30, at 4:00pm  Executive Committee - teleconference

Wednesday, October 8, at 7:00 pm  Board of Directors

Monday, October 20, at 7:00 pm  Awards Committee

Tuesday, October 28, at 4:00pm  Executive Committee - teleconference

Thursday, November 6, at 6:00 pm  CCE Graduation Ceremony

Tuesday, November 11, at 7:00pm  Board of Directors

Tuesday, November 25, at 4:00pm  Executive Committee - teleconference

Thursday, December 4, at 6:00 pm  MAPS Awards Dinner

Wednesday, December 10, at 7:00 pm  Board of Directors