Board of Directors Meeting
Wednesday, November 11, 2014 – 7:00pm
Room 234, MUSC

AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of September 16, 2014 (attached)

3. Guest Speaker – MSU President Teddy Saull (attached)

4. Policy Report (attached)
   a) Final approval of revisions to Board Policies #1 and #2 (attached)

5. Executive & Management Report (attached)
   a) Third Quarter Financial Report (to be circulated)
   b) 2015 Budget and Operational Plan (to be circulated)

6. Governance
   a) Interim Appointment to the Board of Directors (attached)
   b) Election of Second Vice-President
   c) MAPS and university community committees (attached)
   d) Schedule for Annual Business of the Corporation (attached)

7. Reports on External Committees
   a) Board of Governors (Sept. 26, Oct. 23)
   b) Senate (Oct. 15)
   c) Student Representative Assembly (Sept. 28, Oct. 19, Nov. 2)
   d) MUSC Board of Management (Oct. 8)
8. Closed Session:

   a) Adoption of the Closed Session Minutes of September 16, 2014 (attached)

9. Other Business

10. Adjournment
Moved and seconded that the Board approve the revised Executive Limitation and Delegation of Authority Policies, as previously circulated.

Moved and seconded that the Board approve the proposed implementation of the Monitoring Committee, as presented.

Moved and seconded that the Board of Directors appoint Kirsten Belovari as a Director for a term ending with the election of directors in the Association’s regular elections in 2015.

Moved and seconded that the President, Vice President Finance and Executive Director be authorized to invest up to $150,000 into Scotiabank Guaranteed Investment Certificates under the following conditions:

1. Advice will be sought from our Scotiabank Banking Managers to determine appropriate investment vehicles.

2. Any investment vehicle chosen will yield a better return on investment than keeping the cash on deposit.

3. The investment will not be ‘locked in’ for longer than one or two years.

4. The Executive Director will provide quarterly performance reporting on all investments.

Moved and seconded that the Board authorize up to $9,000 for the purchase and installation of new tempered glass doors for the office suite, and any additional costs for leasehold improvements necessary after the installation of the new doors.

Moved and seconded that the Board approve the purchase of display signage for the pillar located outside our offices and for the purchase of up to two pull-up banners for use at MAPS events, with the total cost not to exceed $3,000.

Moved and seconded that the Vice President Finance and Executive Director be authorized to renew and issue payment for the Association’s Commercial and General Liability and Officers and Directors Insurance policies on the same coverage terms as 2014, subject to the Delegation of Authority Policy.

Moved by seconded that the Board approve the purchase of a replacement laptop computer and docking station for the executive director, not to exceed $3,200, based on the quotation received from Lenovo Canada.

Moved and seconded that the Board approve, in principle, the 2015 draft budget; with final approval to be granted at the Board’s next regularly scheduled meeting.
McMaster Association of Part-Time Students
Board of Directors Meeting – Minutes
Tuesday, September 16, 2014 at 7:00 p.m.
Room 234, MUSC, McMaster University

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

ABSENT Marijana Govorcin

STAFF Kyle Johansen (executive director), Malanie Dani (info assistant)

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 OPEN SESSION MINUTES
• Agenda
• Draft Open Session Minutes, 15 July 2014
• Policy Report, 7 September 2014
  o Proposed revisions to Board Policy 1 – Executive Limitation
  o Proposed revisions to Board Policy 2 – Delegation of Authority
  o Proposed Board Policy 10 – Dispute Resolution
  o Proposed Board Policy 11 – Human Resources
  o Proposed Board Policy 12 – Privacy and Anti-Spam
  o Proposed Board Policy 13 – Expense Declaration
  o Director and Officer Personal Reimbursement Disclosure for 2013 and 2014 (Q1-2)
• Executive & Management Report, 7 September 2014
  o Resignation of Jeff Huber, 15 September 2014
  o Q2 Financial Report
  o MOSAIC/PeopleSoft Implementation Meeting Notes, 13 August 2014
  o Joint MAPS-MSU News Release – Part-time students can now opt-in to the MSU Health & Dental Insurance plans, 2 September 2014
• MAPS and university community committees, 7 September 2014
• MSU President’s Report to the SRA, 16 September 2014
• Membership Demographic Analysis (Interim), September 2014
• Fall Term Meeting-Event Schedule

1. ADOPTION OF THE AGENDA

Additions:
• Under Executive and Management Report
  o (b) Capital Budget
  o (c) Board of Directors Statement on Cooperation
• Under Other Business – Membership Demographic Analysis

Motion: Moved by Cerantola, seconded by Moore to adopt the agenda as amended. Carried.
2. ADOPTION OF MINUTES

Motion: Moved by Hill-Smith, seconded by Lo to adopt the open session minutes of the meeting of July 15, 2014, as circulated.
Carried.

3. POLICY REPORT

Johansen presented the Policy Report (copy appended to the master copy of the minutes).

Board Policies – For Approval in Principle

The designation of Board Policies #1 and #2 as “materially important” requires that the membership be informed of proposed revisions and given 30 days to comment. The proposed amendments were presented for approval in principle and will be considered for final approval at the board meeting on November 11, 2014.

The changes provide appropriate accountability checks to support the decision to get corporate credit cards to facilitate business-related purchases. There is a $1,000 limit on each of the three existing cards (issued to the President, Executive Director, and Bookkeeper), and a further $2,000 available on the total credit limit.

A typo was noted in Board Policy 1, Section A(2): “which no not deviate” should read “which do not deviate”.

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

Board Policies – For Approval

Johansen advised that he consulted MAPS’ auditor and was provided with a copy of the broader public sector expenditure disclosure policy for reference.

Carried.

The Director & Officer Personal Reimbursement Disclosure for Q2 2013 to Q2 2014, in the form proposed for posting on the Association’s web site, was circulated and is appended to the master copy of the minutes.

Board members were reminded to submit Q3 expense claims (incurred July 1 – September 30) by the end of the month in order to facilitate timely reporting.

4. EXECUTIVE & MANAGEMENT REPORT

Johansen presented the Executive and Management Report.
Resignation from the Board

The Board noted the resignation of Jeff Huber as First Vice-President and as a member of the Board of Directors, effective September 15, 2014.

Q2 Financial Report

A copy of the report is appended to the master copy of the minutes. In accordance with policy, the report will be posted on the Association’s web site.

Johansen advised that he will be consulting Scotiabank about options to get a higher yield if some funds are moved into longer term investment vehicles. A proposal will come to the Board early in the winter term.

Capital Budget

A proposed capital budget was circulated. It included proposed allocations for each 2014 and 2015. A more detailed proposal for next year would be provided to the Board with the 2015 operating budget.

The Board approved the proposed 2014 expenditures subject to the following amendments:

• Approval of $390 for student work station chairs moved from 2015 to 2014. The amount of this expenditure will be classified as an expense, not a capitalized asset purchase for depreciation purposes.
• Approval of $500 for main door decals to be deferred pending a board decision on replacing the existing doors with all-glass doors. Johansen to report back on costs.
• Johansen to investigate and report back on the cost of placing a large (e.g. 56”) interactive touch-screen where the MAPS bulletin board is in the hallway adjacent to the office.

Health and Dental Insurance

MAPS members are now able to opt into the MSU’s health and dental insurance plans (a copy of the joint MAPS-MSU news release is appended to the master copy of the minutes). The fall term deadline for opt-in is September 30. The winter term deadline, and a pro-rated cost for the remaining 8-months of the fiscal year, is to be determined. The MSU has provided a supply of benefit booklets and links to the relevant web pages have been installed on the desktop of the three computers in the MAPS lounge.

Robert Half Suit Drive

There was a strong response to the business attire collection for charity sponsored by MAPS.

Skills Development Session

The first skills development session (on Avenue2Learn) was lightly attended, but those in attendance received more personalized support. Johansen will be meeting in advance of the October 15 session with the co-presenters from Financial Aid and Scholarships (Karen Jowett and Mary Coccia).

MAPS-MSU Membership Transfers

There have been 8 transfer requests so far this term.
Meeting with MSU and Financial Services (August 13)

Johansen and Moore met with the MSU and Financial Services, at the request of Financial Services, to discuss the implications of MOSAIC implementation on the collection of ancillary fees and the associated communications with full-time and part-time undergraduate students.

To accommodate the technical limitations of PeopleSoft/MOSAIC, it has been proposed that the payment of MAPS or MSU fees noted on student accounts be changed to “Student Association Fees” that would be charged at a rate of $7 per academic unit (the current MAPS Membership Fee) to a maximum of $122.61 (the current MSU flat rate for its Operating Fee) per academic session. The University would then sort out which association got the fees based on the final number of units the student was registered in. Drop and Add would then be easier to administer without having to make thousands of manual fee adjustments to student accounts.

Where a student transfers student association membership under the terms of MAPS-MSU Membership Transferability, those transfers would still be done manually. Johansen noted that it will be important to ensure that these transfers are reflected in final membership lists received from the Office of the Registrar (e.g. for email lists, voting eligibility, etc.).

It was also agreed that Financial Services would run a scenario using 2013-2014 enrolment data to ensure that there were no unintended consequences.

Both MAPS and the MSU will be asked to approve the final approach once the details have been tested and confirmed. The change would go live in September 2015.

Meeting with AVP-Faculty (September 12)

Johansen advised that he had met with the AVP-Faculty, Dr. Susan Searls Giroux, to provide updates on MAPS activities, including: Operational Plan; course accessibility; timetable issues; varying start dates of tutorials which are not provided in student timetables; and MAPS’ hosting of lunch meetings of undergrad academic advisors, CCE program managers, chaplaincy, and Ombuds.

The meeting was another opportunity to reassert MAPS as a trusted source of information and advice. Dr. Searls Giroux invited Johansen to share MAPS’ findings/concerns at a meeting of the Associate Deans’ Group.

Johansen noted that since the elimination by the University of the office of part-time degree studies, MAPS has become the default nexus for information on campus, and that MAPS is now the ‘go to’ office for part-time students.

When asked about student representation on the CCE Director Search Committee, Dr. Searls Giroux said the committee had already been struck, already had a panel of nine, and felt that adding a student to the panel at this date would be problematic. She did acknowledge that at least a CCE student on the committee would have been reasonable.

The Board discussed the broader issue of student representation on search committees for positions at various levels at the University (e.g. chancellor, president, vice-presidents, AVPs, deans, directors of major departments). It was agreed that Johansen would consult with the MSU and GSA at the Admin-Con prep meeting in October about asking the University for a written policy commitment to require appropriate student representation (undergrad, grad, part-time) on a broad range of search committees so that the student perspective is sure to be included in deliberations.
Board Statement on Cooperation and Representation

Motion: Moved by Cerantola, seconded by Hill-Smith to approve the following “Statement on Cooperation & Part-time Student Representation”:

In August 2014, MAPS and the MSU started a conversation about working more closely together. This has resulted in very positive results – including securing an opt-in for part-time students in the MSU’s health and dental plan. MAPS believes that ongoing collaboration on issues of mutual concern just makes good sense and serves the interests of all students.

MAPS believes that there is – and will continue to be – a distinct role for part-time representation at McMaster; particularly since, as a group, this population is neither well understood nor well served by other organizational structures. This is the reason MAPS came to be.

The Board of Directors is fully committed to providing – and improving how it provides – this representation. We believe the best way to achieve this is by standing as a separate and independent organization among our student government partners, and working with the University.

Carried.

5. GOVERNANCE

Vacancies on the MAPS Board of Directors

There are currently two vacancies on the Board of Directors (one for a term ending in 2015, one for a term ending in 2016). The Board’s options include:

- Leave the seats vacant until the general election in early 2015
- Call for nominations and fill the appointment from the nominees for either the full unexpired terms or for limited terms to the 2015 general election.

By consensus, it was agreed that the executive director will issue a call for nominations for interim appointment of two directors for a term ending with the 2015 elections. The two seats will then be part of the spring general election (one for a 1-year term, one for a 2-year term).

The call for nominations will be issued through:
- a direct email to the membership
- an advertisement in The Silhouette
- posting on the MAPS bulletin boards and on posters
- postings on the MAPS web site, MAPS Facebook page, and McMaster Daily News site

MAPS and university community committees

MAPS has representation on, or normally nominates a part-time student to serve on, a number of committees in the McMaster community. The Board reviewed the list and confirmed assignments for 2014-2015 as follows:

| Student Government-Administration | Caroline Hill-Smith & Kyle |

Draft
<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultation Committee (Admin-Con)</td>
<td>Johansen</td>
</tr>
<tr>
<td>Board of Governors (observer)</td>
<td>Erick Merlos</td>
</tr>
<tr>
<td>Senate (observer)</td>
<td>TBC</td>
</tr>
<tr>
<td>Student Representative Assembly (observer)</td>
<td>Jackie Arlen</td>
</tr>
<tr>
<td>Senate Committee on Student Affairs</td>
<td>Melanie Dani</td>
</tr>
<tr>
<td>MUSC Board of Management</td>
<td>David Moore</td>
</tr>
<tr>
<td>University Student Fees Committee</td>
<td>Kyle to confirm status</td>
</tr>
<tr>
<td>Rudy Heinzl Award of ExcellenceSelection Committee</td>
<td>Deferred to January 2015</td>
</tr>
<tr>
<td>Valedictorian Selection Committees</td>
<td>Deferred to January 2015</td>
</tr>
<tr>
<td>- Business</td>
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<td>- Engineering</td>
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<td>- Health Sciences</td>
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<td>- Humanities / Arts &amp; Science</td>
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<td>- Nursing</td>
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<td>- Science</td>
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<tr>
<td>- Social Sciences</td>
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<tr>
<td>Campus Store Advisory Board</td>
<td>Kyle to confirm status</td>
</tr>
<tr>
<td>President’s Advisory Committee on Transportation &amp; Parking</td>
<td>Kyle to confirm status</td>
</tr>
<tr>
<td>University Library Advisory Council</td>
<td>Kyle to confirm status</td>
</tr>
</tbody>
</table>

**MAPS Committees**

The Board agreed in principle with committee compositions as follows as a basis for recruiting/appointment members:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair/Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee (composition set in by-law)</td>
<td>President, Vice-Presidents, Ex-officio: Exec. Dir. &amp; Corp. Sec.</td>
</tr>
<tr>
<td>Awards Committee</td>
<td>3 Board Members: Ex-officio: President, Executive Director, Corporate Secretary</td>
</tr>
<tr>
<td>Finance Committee (chair set in by-law)</td>
<td>VP-Finance (chair) 1-2 Board members 1-2 MAPS (non-Board) members Ex-officio: President, Executive Director, Corporate Secretary</td>
</tr>
<tr>
<td>Monitoring Committee</td>
<td>4 McMaster community members Ex-officio: President, Executive Director, Corporate Secretary</td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>Chief Returning Officer 1-2 Board Members 1-2 persons not on the Board Ex-officio: President, Executive Director, Corporate Secretary</td>
</tr>
</tbody>
</table>
Dispute Resolution Tribunal – Candidate Pool
A pool of five or more members of the McMaster community from which a panel of three could be drawn to hear a dispute.

Appointment of Returning Officers for 2014-2015

The appointment of returning officers was deferred to next meeting when the relevant Board policies will also be discussed.

6. REPORTS ON EXTERNAL COMMITTEES

Senate (September 10)

Senate meets monthly from September through June. The notable item on this month’s agenda was the report of the Committee to Recommend a President.

Student Representative Assembly (June 8, July 20, September 14)

The SRA meets twice in the summer and then approximately every other week while classes are in session during the fall and winter terms. The summer meetings were devoted to internal MSU business. The September 14 meeting included a report by MSU President Teddy Saull (copy attached to the master copy of the minutes) that includes a number of elements of interest to MAPS.

MUSC Board of Management (August 13)

The major outcomes of the last MUSC Board of Management meeting were:
- Corporate officers were elected for 2014-2015: Dave Moore (President), Sean Van Koughnett (Vice-President), Lori Diamond (Secretary, since 2007). This is the first time that the MAPS appointee has been an officer of the student centre corporation.
- The audited financial statements were approved for the fiscal year ended April 30, 2014.
- The Board received a multi-year summary of financial contributions to the MUSC by each MAPS, the MSU, and the University.
- Dave Moore is leading an update of corporate records for the MUSC.

7. CLOSED SESSION

The Board moved into closed session by general consent.

RETURN TO OPEN SESSION

8. OTHER BUSINESS

Membership Demographic Analysis

A preliminary demographic analysis of undergraduate degree students who are members of MAPS was circulated (copy attached to the master copy of the minutes). Similar data is being prepared for MAPS by CCE.

Johansen noted that he would be sharing the analysis with undergraduate advisors and CCE program managers during MAPS-hosted lunch meetings this term. Part-time students are, in
broad terms, younger than they were a generation ago. While over 60% are 24 years old or more, the data also shows that over 60% are under 29 years of age.

**Student Government-Administration Consultation Committee (Admin-Con)**

Hill-Smith and Johansen will be representing MAPS at Admin-Con for 2014-2015. At Monday’s meeting, MAPS will share information about ongoing work including:

- MAPS’ Operational Plan
- Course availability/demand and other research initiatives
- Cooperation with Financial Services to address logistical issues associated with PeopleSoft/MOSAIC implementation

MAPS will be meeting with the MSU and GSA members of Admin-Con in October to prepare for the November 4 meeting.

**9. FALL TERM MEETING & EVENT SCHEDULE**

A copy of the fall term meeting and event schedule is appended to the master copy of the minutes.

**10. ADJOURNMENT**

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

8:45 p.m.

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

____________________________________  _________________________________
Jacqueline Arlen, President                David Moore, Secretary
Teddy Saull
MSU President
Email: president@msu.mcmaster.ca
Phone: 905-525-9140, ext. 23885


Profile from MSU web site

Teddy was born in Toronto and raised in Ajax. He graduated with an Honours Bachelor of Science in Psychology, Neuroscience and Behaviour in 2014. Teddy is constantly excited by the immediacy with which psychology can explain the human experience and hopes to one day teach at the university level.

Teddy spent his undergraduate career invested in student development, primarily through his various roles with Residence Life and the Department of Psychology, Neuroscience and Behaviour. As President of the MSU, Teddy hopes to stay grounded to his roots in community building and to always strive to find ways to bring students together.

Save for his proficiency on a push scooter, Teddy is easily the least athletic of his three brothers and has a colourful collection of participation ribbons from elementary school to prove it. Teddy’s enjoys teen fiction novels, sappy movies, good quotes and scratch cards. Teddy is easily impressed by cool gadgets, vehicles and talents.

The Role of MSU President

Elected annually by the MSU membership for a term beginning on May 1, the role is a full-time position (2014-2015: $35,000 + full-time staff benefits and an apartment in Edwards Hall).

The president serves as:

• chief executive officer and chief spokesperson for the McMaster Students Union
• voting member of the Student Representative Assembly (SRA), the Executive Board (the SRA’s executive committee), and an ex-officio member of all other MSU committees.
• chair of the Executive Board, Board of Directors and the Presidents' Council.
• an MSU representative to the University (including as a member of Admin-Con), Hamilton community as well as local, provincial, and national governments and organizations.
Amendments to existing policies – Notification to Members Completed

After the September Board meeting, a notification to members of proposed changes to the Executive Limitation and Delegation of Authority Policies were made by email, website posting, posting on social media, an ad in The Silhouette and notices were printed and posted on the external bulletin board and on the inside of our office door.

No comments were received by members regarding the proposed changes. As such a motion to approve the motions is in order.

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. The review of these draft policies is not yet completed. They will be provided to the Board prior to our next election cycle.

Monitoring Committee

MAPS’ By-law 3, Section 1 (c), provides for the establishment of a Monitoring Committee:

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.

The Corporate Secretary has communicated informally with some members of the university community to determine the membership of the Monitoring Committee. Because the Monitoring Committee is intended to provide temporary oversight that MAPS is following its own rules and procedures, the Board should have a limited role in how it operates. The following timeline for implementation of the committee is proposed.
November: The Board of Directors review and approve the implementation schedule and list of proposed members.

A list of proposed candidates will be submitted to the Dean of Students.

The proposed candidates be contacted to ask if they are willing to serve.

A draft terms of reference be prepared for the monitoring committee to review and approve.

A copy of the terms of reference be provided to the external auditors for comment.

December: Once proposed candidates have agreed to participate, circulate the draft terms of reference and poll for a first meeting date for January 2015.

January: The Monitoring Committee meets to review and approve its term of reference, set its meeting schedule for the year, and provide direction to the Executive Director on what information it would like to review in order to meet its mandate.

March: The Monitoring Committee releases its first report.

Proposed voting membership of the Monitoring Committee is:

Mr. Paul Bates
Assistant Professor of Leadership (Divinity College),
former Dean of the DeGroote School of Business and
former member of MAPS’ External Review Panel.

Ms. Gina Robinson
Assistant Dean, Student Affairs and former member of MAPS’ External Review Panel.

Mr. Jeff Wyngaarden
Current McMaster Graduate Student and former MSU
Vice President.

Ms. Kim Pastrak
Former Membership Liaison Officer with MAPS.

MAPS Member
To be appointed.

Non-voting membership of the Monitoring Committee shall be: President (or designate),
Executive Director, and Corporate Secretary.
**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 **do 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 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**

4-5. **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.
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
other officer.

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.

**H.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.

**H.J. ROLES OF PRESIDENT & CORPORATE SECRETARY MINUTES AND FILINGS**

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
Executive and Management Report (November 4, 2014)

Representation

- **University Committees**: After a meeting with the Executive Director, Jacy Lee agreed to re-open the nominations for the part-time student member on the University Student Fees Committee. Nominations closed on October 25th and there should be an announcement regarding the appointment in mid-November.
  - We are still waiting for responses from university officials regarding part-time representation on other university committees. It would appear that several of the committees are on hiatus.

- **Board Nominations**: As noted at the last Board meeting Jeff Huber resigned from the Board, leaving two vacancies. As directed, notification regarding interim appointments to the Board was made. One application from Kristin Belovari was received after the close of the nomination period, and is provided in the agenda package.

- **Academic Advisors**: Academic Advisors from faculties and CCE, along with representatives from the Student Success Centre and the Dean of Students Office attended an informal lunch at MAPS on October 10th. The purpose of the lunch was to build relationships with these individuals, present them with some information on our members and look for opportunities to collaborate more closely. The result of that lunch included:
  - Student Services would like to work to expand services provided to part-time students (but also wishes to renegotiate the fees for services)
  - A number of Academic Advisors were open to working with us to improve our communications with students to be better system navigators.
  - Student Success Centre staff mentioned that school pressures were a concern for many students. There is a belief among some-full time students that moving to part-time studies is a failure. It was agreed that efforts should be made to destigmatize part-time studies and promote it as a viable option to relieve the pressure and help students succeed.

- **MSU**: Relations with the MSU continue to be positive and productive.
  - We provided advice to the MSU on how to advance their objective of getting a polling station on campus for the municipal election
  - We cross-promoted their MACVotes webpage on our own
  - We are working with the general manager regarding issues on the MUSC Operating Agreement
  - We are working to secure a second opt-in date for the Health and Dental Plan for January
  - The MSU’s GM has asked MAPS if we will act as an ‘off hours’ resource to MSU members who need assistance when the MSU Office is not open
• **Reappointment of President:** Dr. Patrick Deane was reappointed as President of McMaster University for a second five year term.

• **Admin-Con** met on September 22
  
  o McMaster is partnering with Hamilton to make a submission for an expansion of undergraduate capacity to the province. Ontario is creating 60,000 new seats primarily for the GTA. The province believes that increased participation rates among 18-21 year olds will drive enrolment figures higher in the coming years, despite estimates that overall size of that population cohort will drop over the next 20 years.

  o The proposal may be tied to the Living Learning Centre (not as a new project but to enable the LLC to benefit from provincial funding). The LLC is being designed to as a multi-use facility, including classrooms, residence, hospitality and food services and potentially other services (like child care).

  o The university is working on how to improve services for students with mental health issues and generally seeking input on how to reduce service fragmentation, improve assessments and generally reduce the complexity of service provision. Student Wellness Centre has seen an increase in volume and complexity of mental health cases, many of which are impinging directly on academic success. There was discussion about tying in the work of the Student Wellness Centre with Academic Advisors because the two issues are not mutually exclusive. MSU is collaborating with the university in this regard. MAPS has been asked to provide input.

  o The university continues to see experiential learning and entrepreneurship as priorities for undergraduate education. It has plans to redesign 30 first year courses to provide experiential learning as a core component.

  o The university presented a Learning Exchange on October 17 intended to gain insight into the future of higher education. The MSU president was identified as a speaker at the event.

  o MOSAIC implementation continues. MAPS updated Admin-Con on the proposed solution to address the collection and reconciliation of undergraduate student association fees. GSA raised a concern regarding delayed payments for teaching and tutorial assistants. The university confirmed it had an interim solution in place to address any immediate issues faced by TAs.

  o The university advised that it will not be using 88 Forsyth Avenue as an off campus housing resource centre. The university will repurpose the property for a use that falls within zoning by-laws and is supported by the Westdale community.

  o A new Director of Hospitality Services is being recruited by the university.

  o The MSU advised that it was looking at ways to improve student voter turnout in the municipal election and build a case to have a poll located on campus.

  o The MSU has also identified service accessibility on campus as an ongoing concern – both in terms of service availability for students with mental health issues as well as practical issues relating to use/access of stairwell chair lifts.

  o A peace assembly is being planned to provide students with an opportunity to discuss pathways to peace, provide education, and opportunities for storytelling.
The MSU wanted to reiterate its interest in continuing the dialogue on creating a women’s centre; noting that there should be a safe space for women on campus and that a needs analysis should be undertaken to determine the scope of this need.

- **Campus Store Pick Up:** MAPS launched as a Campus Store pick up location in October. The services has been used by a few students. Information is on the website with a plan to promote the service again for the Winter Term.

**Recognition**

- **Awards Committee:** The Awards Committee met on October 22nd to review applicants for the Centennial and MAPS Instructor Awards. As there were several CCE candidates and no undergraduates, the Committee elected to award both Centennial Awards to CCE students (there is ample precedent for doing so). The 2014 winners are Salman Khan and Derek Pollock. Jim Turner is the MAPS Instruction Award winner and all have been advised and have expressed their thanks to MAPS for the honours bestowed on them.

  - Unsuccessful applicants were also advised of their status. This prompted a response from an applicant who did not meet the criteria, but felt he was unfairly dealt with (which was not the case). Additional language will be added to the application forms emphasizing that the applicant is responsible for meeting all eligibility requirements and that the committee will assess candidates on the information furnished to them.

- **Relations with CCE:** Cooperative work with the CCE continues with the coordination of the Graduation and Awards Ceremony. In recognition of the 21st century, we are discontinuing the use of wooden plaques as presentation keepsakes in favour of a new lexan trophy which will feature the winner’s name as well as our full colour logo.

  - **Change in Leadership at CCE:** Lisa Boniface has informed us that she is leaving McMaster to take up a role with the Insurance Institute of Canada. Lisa has been the acting CCE director for the past year. I have, on your behalf, expressed our thanks to her for her work and dedication to CCE students.

- **Long Service Gift:** In recognition of Kim’s many years of service, the Association, some board members and staff have contributed to a gift which was presented to Kim on October 29th. Given Kim’s well-known love of the BBC science fiction series Dr. Who, we presented her with a Sonic Screwdriver that works as a remote control. Kim has expressed her thanks for this gift.

**Communications**

- **Information Sessions:** On October 27th, MAPS hosted an informal Q and A with Karen Jowett and Mary Coccia of Student Financial Aid and Scholarships for MAPS members. Five members attended (four of whom were new to MAPS and had not visited the lounge previously). All were undergraduate students. The session ran from 5:30 to 7pm and Karen and Mary provided a great deal of helpful information regarding OSAP, bursaries and scholarships; which will be summarized for our staff.

- **Social Media:** Gifty has started working on our Twitter account and is taking over responsibility for Facebook. We have prepared a list of key events and activities happening
over the next few months in order to map out a communications plan that will reach all segments of our membership.

- **Newsletter**: Anne completed a first draft of a full edition of the newsletter in late October that includes information on the office staff, new services, and other activities that the association has been working on. We hope to have it released in mid-November.

- **MAPS Handbook**: The Handbook was completed and is available online. 125 copies of the Handbook were published in hardcopy as well, and these are available for members in the Lounge and provided upon request.

- **Review of Association Branding**: Given the recent data on who our members are, and our focus on making the Association more relevant to all segments of our membership, consideration should be given to fundamentally changing how MAPS identifies itself to its members and the community-at-large. Some examples:
  - The 3 chevrons of work-family-school may not hold the same degree of importance to our undergraduate members (and possibly not our CCE members ... )
  - There was a question from our newsletter coordinator about having a competition to change the name of the newsletter from *The Link* to something that might better resonate with members.
  - These are early days and we are still in ‘data collection’ mode, but it would seem prudent to consider some rebranding of the Association to bring who we are into alignment with those we represent.

- **Pillar signs**: We are working with Ombuds and OPRIG to develop directional signs that can be attached to the pillars outside of our respective offices. The top half/third of the sign would be dedicated to the office closest to the pillar, with the remaining half to two-thirds dedicated to directional signage for offices, clubs and classrooms.

**Member support**

- **Staff FAQ**: A detailed manual of information has been prepared by Kim prior to her departure. This has been reviewed and service ‘standards’ added; providing direction to staff on how to deal with the most common questions or issues that come to the office.

- **Mentorship program**: The mentorship program launched in early November with the posting of the mentorship application document. We will promote the mentorship program in the newsletter and social media between now and January.
  - Orientation and training for mentors is planned for January 2015.

- **Courseware being online**: We received a response from the Campus Store regarding Courseware being online. They advise that they are working with publishers to address copyright issues which prevent online publication of the materials. It was brought to the attention of the Campus Store that other university’s do not seem to have this problem – this is due to other university’s not following accepted procedures for the use of copyrighted materials and are being sued.

- **Transit Fare Issue**: The Association conducted a minor political advocacy campaign to enlist the support of municipal candidates to work towards discounted part-time student transit
fares. As a result of the campaign, the Association now has 9 elected city councilors who have indicated they will support the City of Hamilton working with us in this regard.

- **Volunteers:** We have had two expressions of interest from individuals to volunteer with the Association. Each has been provided with the following opportunities: mentoring, finance committee, monitoring committee, Board of Directors.

- **Members’ Suggestions:** The following are members’ suggestions from our Idea Jar for the month of October.

<table>
<thead>
<tr>
<th>Will be investigated/implemented</th>
<th>Won’t be implemented</th>
</tr>
</thead>
</table>
| • Mobile charging station / accessible electrical outlets  
  o Previously identified but not done.  
• MAPS members event  
  o Also suggested by our coordinators  
• Introducing plants to the office  
  o Would only implement if we there is interest in maintaining the plants or we engage someone to do it  
• Creating MAPS LinkedIn profile  
  o Already in the works  
• Members able to scan documents  
  o Members may scan non-copyrighted materials or if they have permission.  
• Pick-me up station (inspirational messages)  
  o Box with inspirational words or comments that members may ‘dip into’  
• Mentorship focus to include older students being mentees of younger students  
  o Will be emphasized with roll out of program  
• Playing relaxing music in office  
  o Might be better than the chatter of the tv - investigating  
• Therapeutic music listening station  
  o Use of therapeutic sounds and a headset in the lounge. Would require investment of a noise cancelling headset. The programming could be provided through our iPad (which is underutilized)  
| • Bookshelf for members to store personal items  
  o Liability issue precludes a bookshelf, but we might consider locking cabinets for day use.  
• Farewell party for Kim  
  o Kim requested we not do this.  
• Document scanning service  
  o There are issues with our staff scanning documents which may be copyrighted (like Courseware).  
• Donation box  
  o Accepting cash donations is not part of our mandate and exposes the association to risk of loss, and would require us to develop policies on who we would donate to. Also places a ‘burden’ on members to contribute. There are more than enough organizations out there looking for money, I think MAPS should be a safe haven. |

**Members entered into draw for October:** Patricia Currie, Dana Russell, Angie Chan and Andy Griggs. Salman Khan entered several ideas, but has he has left Canada for Germany, it seemed inappropriate to enter him into the draw for a Campus Store Gift Certificate. Anne Van Dyk also submitted an idea but is excluded as she is employed by the Association. **Angie Chan** was drawn from among the entries to win the $100 Campus Store Gift Certificate for October.
All ideas have been scanned and a response provided. These are kept in a binder which members may review.

Research

- **Course Accessibility Survey:** The Student Course Accessibility Survey was concluded on October 15th. We received 461 full responses and 103 partial responses, which is a response rate of approximately 14%. This is a good response rate for the type of survey we completed and is statistically valid. A draft report has been provided to the ED for review. The key findings were that part-time students would be better served by:
  1. Increasing the number of courses provided after 6pm and
  2. Scheduling one three hour class per week, rather than three 1 hour classes.

Other findings included:

- CCE students were generally very happy with course availability within their programs
- Undergraduate students had more concerns regarding getting required courses in time slots that worked for them.

The full report should be available in November and will be presented to the university to start a dialogue on improved course availability.

- **Demographic Information:** CCE advises that the demographic information we have requested is now completed and will be forwarded shortly once reviewed by the CCE director. This information, along with the undergraduate info presented previously will help us paint a very clear picture of who are members are.

- The combination of faculty and demographic information, coupled with course access information, will provide MAPS with comprehensive data on who we represent. Having this level of detail will add considerable weight to any advocacy we do with the university.

Operations

- **Staffing Changes:**
  - Kim Pastrak submitted her resignation as Membership Liaison Officer (MLO). Her last day in this role was October 31st. Given the short timeframe available, Chris Talbot was hired as a second Information Assistant on October 20th. This provided ample time for Kim to provide Chris with sufficient training prior to her departure.
    - The MLO position will not be filled.
    - Kim will continue to work for MAPS on a casual basis between now and the end of the year to help coordinate the Awards Dinner and provide ‘top up’ training, as required.
    - The Association has advertised for a third Information Assistant, so that we can have some flex capacity with a third person on the team. The position would work 6 hours per week (compared to Malanie and Chris working 19 and 18 hours respectively) on Wednesdays and Thursdays plus fill in for any coverage gaps.
Applications will now be accepted year round so that we have a ready supply of applicants for any available positions.

- Anne Van Dyk (Newsletter), Gifty Warval (Social Media) and Div Jalan (Mentorship) have all been hired as coordinators and began their work mid-October.

- **2014 Board Audit Preparation:** Grant Thornton will want an opportunity to meet with the Board of Directors with respect to the 2014 Audit. The Board may wish to have a short meeting in December to facilitate this or defer the meeting to its January meeting.

- **Association Fees:** The Fall Term fees, net of the university’s administrative fee, should be approximately $145,000. Funds should be received by November 7th.

- **Asset Investment:** As the Association will very shortly have more liquid net assets that it requires to operate for a full year, it would be reasonable to consider medium-term investments that would yield better returns.
  - Scotiabank will provide us with their 2014-15 GIC rates for consideration. Current 6 month rates are 1.32% and there is an expectation that both 6 month and 1 year rates will increase in November. GIC’s are now performing better than treasury bills. Our current interest rate on the chequing account is 0.75%.
  - An initial investment of $150,000 is recommended; further investments will be recommended once a cash flow schedule is prepared and confirmed with the Auditors.

- **MUSC Operating Agreement:** Consultations with MUSC Admin, the MSU and the University has resulted in a potential agreement making it possible for the MAPS Board to approve the revised MUSC Operating Agreement. A memo from Stephen Longo of Walker West Longo will be circulated under separate cover providing a legal opinion on how the Association may best proceed with completion of the agreement.

- **Replacement of Suite Entry Doors:** The Association released an RFP for replacement suite doors in September. No responses to the RFP were received. Subsequently, requests for quotations were sent to four Hamilton and one Toronto vendors (Glass Pro, City Window and Glass, Grainger Glass, Royal Glass and Mirror, and Gerrard Glass); where their website indicated a specialization in ‘storefront’ installations. Two quotes have been received which include the removal and disposal of the existing doors and installing two tempered glass doors. The doors:
  - Would not have a latch system, which means no door handle would need to be pressed in order to use the doors.
  - Either door could be used to enter the office (unlike the present situation where one is permanently locked)
  - The existing handicapped door opener/return can be reinstalled on either door
  - The doors would be locked through a deadbolt system into the floor
  - In addition to the aesthetic improvement we expect, this also solves an emergency management concern. University emergency procedures require all offices to be able to ‘lock down’ their offices in the event of a Code White (violent person), Code Purple (Hostage Taking) or Code Silver (Active Shooter) being called. Our present office door configuration requires a staff person to leave the office to lock the suite
and disable the automatic door opener; which unnecessarily exposes staff and members to danger in these circumstances. With the new doors, we will be able to lock the suite from the inside, but still need to leave the office to disable the electric door opener.

- In the motion to approve the door purchase, additional funding has been added to enable an electrical ‘cut out’ switch to be installed inside the suite, along with some contingency funding in the event that paint or drywall repairs are needed after installation.
- The two estimates were from Glass Pro ($6,948.37) and City Window and Glass ($8,927). The Glass Pro submission is preferred based on price, comprehensiveness of the quotation and interaction with the company to get more information on their quotation.

- **Replacement of ED Computer:** The ED laptop, which was purchased several years ago, continues to have problems with processing. The computer regularly freezes due to a suspected problem with managing internal memory and cannot run many simultaneous programs. The machine cannot run Outlook, requires restarts throughout the day, and seems to not send emails on an episodic basis. The computer has insufficient capacity to run membership emailings, requiring me to either use my personal computer at home or one of the other office computers when they are not in use. Attempts to repair the computer by upgrading the hard drive and re-installing the operating system have not corrected these issues.
  - To replace the laptop with its modern equivalent from Lenovo would cost $2,300 plus an additional $299 for a new docking station. The existing monitor, keyboard and mouse can remain.
  - Options for the old ED laptop include (a) using it to replace the last old desktop (which is operating the tv in the lounge), (b) remove the new hard drive and create a new external storage device and recycle the old laptop.

- **Board Meeting Schedule:** Currently the Board of Directors has a monthly meeting schedule set. The October meeting was cancelled as it was felt there was insufficient new business or updates to hold the meeting. The Board may wish to either (a) continue with the present schedule and cancel meetings if there is no need to meet or (b) move to a meeting every other month.
  - If the board moved to alternate month meetings, there may be an increase in pass-around / electronic votes for matters that cannot wait until the next meeting.

- **Draft 2015 Budget:** A draft 2015 Budget will be circulated to the board under separate cover. Spending authority it required in order for the Association to continue operations in January, 2015. I would ask that the budget be approved in principle (as you will not have had sufficient notice to approve the document). The Board may then confirm the budget at its next meeting; barring any adjustments the Board wishes to make. An update on how well the Association is meeting its targets under the Operating Plan will be provided in January. This will form a large portion of the 2014 Annual Report.

- **Insurance Renewal:** Our general and commercial liability and officer and director’s insurance renewals come due in November. The applications have been completed and sent to our broker.
Candidate for Interim Director
Kristin Belovari – CCE Student

See reverse for Candidate Statement
Nominee Statement of Interest

I am currently employed with the City of Hamilton in the Public Health, Tobacco Control Department as a Health Promotion Specialist/Youth Development Specialist. I have gained valuable skills which would support a role on the Board of Directors for MAPS including experience coordinating and developing regional activities with a focus on youth engagement and advocacy in tobacco control. Being funded by the Ministry of Health and Long Term Care my responsibilities include the facilitation of multiple stakeholders from 7 local public health units, non-governmental organizations and community stakeholders from across Central West Ontario to maximize resources and implement collaborative initiatives which benefit the public. Strong project management, program planning and communication skills help lead the development of annual regional action plans/work plans to mediate the needs of all partners involved in the initiative.

In my position I have maintained vast experience in leading and facilitating multiple stakeholder sub-committees and task groups at both the regional and provincial government level. Acting as chair on multiple sub-committees has enabled me to continue to maintain strong leadership skills while ensuring a positive approach to team work.

My strong writing skills enable me to complete senior governmental progress and year-end reports to ensure the outcomes and deliverables of our multi-stakeholder programs meet Ministry standards and guidelines.

Through the skills outlined above, I believe I have a great deal to offer as a Board of Director and welcome the opportunity to discuss this further with the Board.
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.

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<tr>
<th>Role</th>
<th>Board/Committee</th>
<th>Meetings</th>
<th>Nominee</th>
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<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>
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<td></td>
<td>- MAPS President or Designate</td>
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<td>Kyle Johansen</td>
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<td>- MAPS Executive Director</td>
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<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>
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<tr>
<td>Observer</td>
<td>- MAPS President or Designate (must be the same person meeting to meeting)</td>
<td>9am to noon, plus luncheon to follow</td>
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<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>Erick Merlos</td>
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<tr>
<td>Observer</td>
<td>- MAPS President or Designate (must be the same person meeting to meeting)</td>
<td>3-6pm, often shorter</td>
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<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 <em>(Dave Moore often attends in another capacity)</em></td>
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<tr>
<td>Observer</td>
<td>- MAPS President or Designate</td>
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<tr>
<td>Member</td>
<td>Committee</td>
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<td></td>
<td>Senate Committee on Student Affairs - one PT UG degree student nominated</td>
<td>1-2 times per year; often just once in Feb or March</td>
<td>Malanie Dani</td>
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<td>by MAPS</td>
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<tr>
<td>Member</td>
<td>MUSC Board of Management</td>
<td>Aug 13, Oct 8, Dec 10, Feb 11, Apr 8, June 10</td>
<td>Dave Moore</td>
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<td>(elected chair for 2014-2015)</td>
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<tr>
<td>Member</td>
<td>University Student Fees Committee - one PT UG degree student (2014-15</td>
<td>1-3 times over the fall-winter session</td>
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<td>applications due Oct. 24; 2015-16 application process in the winter term)</td>
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<tr>
<td>Member</td>
<td>Rudy Heinzl Award of Excellence Selection Committee</td>
<td>One meeting in either Feb or early March</td>
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<tr>
<td>Member</td>
<td>Valedictorian Selection Committees - Business</td>
<td>1-2 meetings in Feb or March</td>
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<td>- Engineering</td>
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<td>- Social Sciences</td>
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<tr>
<td>Member</td>
<td>Campus Store Advisory Committee (has not met since 2012)</td>
<td>1-2 times/year; Kyle inquiring about status</td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>President’s Committee on Parking &amp; Security</td>
<td>Kyle inquiring about status</td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>President’s Committee on Athletics &amp; Recreation</td>
<td>Kyle inquiring about status</td>
<td></td>
</tr>
<tr>
<td>?</td>
<td>University Library Advisory Council</td>
<td>3-4 times/year</td>
<td>Kyle inquiring about status</td>
</tr>
<tr>
<td></td>
<td><a href="http://library.mcmaster.ca/content/university-library-advisory-committee-ulac-0">http://library.mcmaster.ca/content/university-library-advisory-committee-ulac-0</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## MAPS Committees

<table>
<thead>
<tr>
<th>Committee &amp; Purpose</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Committee</strong></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>President, Vice-Presidents (3)</td>
</tr>
<tr>
<td></td>
<td><em>Ex-officio:</em> Executive Director</td>
</tr>
<tr>
<td></td>
<td>Corporate Secretary</td>
</tr>
<tr>
<td><strong>Awards Committee</strong></td>
<td><strong>Suggested:</strong></td>
</tr>
<tr>
<td>To evaluate nominations and select recipients of MAPS awards, and make recommendations relating to future awards administration.</td>
<td>3 Board members (Emily, Marijana, Cassandra)</td>
</tr>
<tr>
<td></td>
<td><em>Ex-officio:</em> President</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td>Corporate Secretary</td>
</tr>
<tr>
<td><strong>Finance Committee</strong></td>
<td><strong>Suggested:</strong></td>
</tr>
<tr>
<td>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.</td>
<td>1-2 Board members, 1-2 non-Board members</td>
</tr>
<tr>
<td></td>
<td><em>Ex-officio:</em> President</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td>Corporate Secretary</td>
</tr>
<tr>
<td><strong>Monitoring Committee</strong></td>
<td><strong>Suggested:</strong></td>
</tr>
<tr>
<td>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.</td>
<td>Paul Bates, Gina Robinson, Jeff Wyngaarden (MAPS member, non-Board)</td>
</tr>
<tr>
<td></td>
<td><em>Ex-officio:</em> President</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td>Corporate Secretary</td>
</tr>
</tbody>
</table>
**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>
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</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>
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<tr>
<td>Executive Director</td>
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<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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, February 3</td>
<td>Call for Nominations to the Board of Directors. Nominations open for</td>
</tr>
<tr>
<td></td>
<td>4 directors for a 2-year term, and 1 director for a 1-year term.</td>
</tr>
<tr>
<td>Friday, February 27</td>
<td>Nominations Close.</td>
</tr>
<tr>
<td>Tuesday, March 3</td>
<td>First Notice of Referendum sent to the membership. Includes date of</td>
</tr>
<tr>
<td></td>
<td>info session, dates for voting, preliminary list of items to be</td>
</tr>
<tr>
<td></td>
<td>considered (see below), and call for additional items:</td>
</tr>
<tr>
<td></td>
<td>- Appointment of the corporation’s auditor</td>
</tr>
<tr>
<td></td>
<td>- Election of directors (if contested)</td>
</tr>
<tr>
<td>Tuesday, March 10</td>
<td>MAPS Board of Directors Meeting. Review and approval of audited</td>
</tr>
<tr>
<td></td>
<td>financial statements.</td>
</tr>
<tr>
<td>Tuesday, March 17</td>
<td>Second Notice of Referendum sent to the membership. Includes referendum</td>
</tr>
<tr>
<td></td>
<td>ballot questions, hyperlinks to information:</td>
</tr>
<tr>
<td></td>
<td>- Audited financial statements</td>
</tr>
<tr>
<td></td>
<td>- Board’s recommendation to re-appoint the auditor</td>
</tr>
<tr>
<td></td>
<td>- Candidate biographies (if elections are contested)</td>
</tr>
<tr>
<td></td>
<td>- Date, time, and method of voting</td>
</tr>
<tr>
<td>Tuesday, April 21</td>
<td>Information Session. Conducted live on-line and posted on MAPS</td>
</tr>
<tr>
<td></td>
<td>web site for retrieval later.</td>
</tr>
<tr>
<td>Wednesday to Sunday,</td>
<td>On-line voting. On-line voting opens at 7am on March 25 and closes</td>
</tr>
<tr>
<td>April 22-26</td>
<td>at 11pm on March 29.</td>
</tr>
<tr>
<td>Monday, April 27</td>
<td>Posting of Referendum Results on the MAPS web site.</td>
</tr>
<tr>
<td>Tuesday, May 12</td>
<td>MAPS Board of Directors Meeting. Election of officers for 2015-16.</td>
</tr>
</tbody>
</table>

October 16, 2014