Board of Directors Meeting
Wednesday, January 14, 2015 – 6:30 p.m.
Room 234, MUSC

AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of December 10, 2014 (attached)

3. Policy Report (attached)

4. Executive & Management Report (attached)
   a) Operating Plan Update (attached)
   b) Report on endowment funds supporting MAPS bursaries (attached)

5. Governance
   a) MAPS and university community committees (attached)

6. Reports on External Committees
   a) Senate (Jan. 14)
   b) Student Representative Assembly (Jan. 11)

7. Closed Session:
   a) Adoption of the Closed Session Minutes of Dec. 10, 2014 (attached)
   b) Auditor for 2015
   c) Compulsory Ancillary Fees (attached)

8. Other Business

9. Adjournment
McMaster Association of Part-Time Students  
Board of Directors Meeting – Minutes  
Wednesday, December 10, 2014 at 5:30 p.m.  
Room 234, MUSC, McMaster University

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

REGRETS  Marijana Govorcin, Erick Merlos

GUESTS  Melanie Dugard (Grant Thornton LLP) – agenda item 3 only

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 OPEN SESSION MINUTES  
• Agenda  
• Draft Open Session Minutes, 11 November 2014  
• Report to those charged with governance – initial communication on audit planning, 20 November 2014  
• Executive & Management Report, 4 November 2014  
  o Proposed revisions to Board Policy 008 – Finances, December 2014  
  o Third Quarter Financial Report (revised)  
  o 2014 Budget Reallocation – Email Vote, 24-26 November 2014  
  o 2015 Budget  
• 2013-2014 Report of the President’s Advisory Committee on Building an Inclusive Community (reported to Senate, 10 December 2014)  
• Undergraduate enrolment as at 1 Nov 2014 (reported to Senate, 10 December 2014)  
• Fall Recess proposal to Undergraduate Council, 9 December 2014  
• MSU referendum on extended health care benefits (details of proposed coverage enhancements), December 2014

1. ADOPTION OF THE AGENDA  
With the addition of the Student Code of Conduct Review Committee under Other Business, the agenda by adopted by consent.

2. ADOPTION OF MINUTES  
The open session minutes of the meeting of November 11, 2014, were adopted (as circulated) by consent.
3. PRESENTATION BY THE CORPORATION’S AUDITOR

Melanie Dugard, from Grant Thornton LLP, made a brief presentation on the material circulated in the meeting package (copy appended to the master set of minutes).

MAPS’ by-laws provide for an external monitoring committee to review the Association’s work within the new governance framework implemented in 2013. This committee will be struck in January, review a compliance report prepared by management, and report to the membership as a component of the MAPS’ annual report. The auditor and monitoring committee will each be given contact information for the other.

The executive director has contacted Justin Gunter at Financial Services (Manager, University Associations & Affiliates) and inquired about timely receipt of financial information from the University to support MAPS’ year-end close of books and the external audit.

4. EXECUTIVE & MANAGEMENT REPORT

Johansen presented the Executive and Management Report (copy appended to the master copy of the minutes).

A number of comments were made in relation to last week’s Awards Dinner:

- Attendance was lower than usual because of the proximity to exams. To address this, the MUSC has been asked to book CIBC Hall for the MAPS Awards Dinner on the third Thursday of November in each 2015, 2016, and 2017.
- The reception and dinner will each start earlier next year, with the reception shortened to 45 minutes, so as to have the evening end earlier.
- The hot hors d’oeuvres ran out very quickly; people coming from work are hungry.
- There were mixed reviews about the meal. A different [and probably more costly] option will be selected for next year.
- The keynote speaker was pre-briefed about the audience and desired focus for the address, but her remarks could have been better aligned with the themes set out for the evening. The Board was undecided whether it would be done again next year.
- Attendees have been sent a short event evaluation via survey monkey.

Other comments included:

- MAPS now has a presence on Linked-In. Johansen will augment this over the holidays.
- Applications for mentors and mentees continue to be received.
- Gifty Warval has been hired as the third regularly scheduled Info Assistant. He will be working about 6 hours per week.
- Demographic information about students in CCE programs has recently been received but has not yet been reviewed.
- The most recent cheque was about $156K while the amount recorded in the Q3 statements was about $148K. MAPS staff will work with the auditor to determine how best to record fee revenue receipts so that they are both clear and reconcile with University records.
- Johansen suggested placing a monthly advertisement in The Silhouette as an additional communications vehicle with members. Members noted that the paper is not distributed to CCE at the downtown centre. Johansen will bring more detailed options to a future meeting.

Revisions to Board Policy 008 – Fiscal and Operating Plans

Having completed a full year working with this policy, Johansen recommended revisions to reflect current reporting turn-around times which are often dependent on timing of information
provided by the University. The intent is that financial statements would be provided to the
Board within four to six weeks of the end of each of the fiscal quarters.

A number of amendments were made the draft:
• In the graphic on page 19, Section C:
  o Q3 Management Report should be “Oct-Nov”
  o In the Nov-Dec bubble, “Operting” should be “Operating”
  o In the January-December bubble, “begins” should be “cycle”
  o Q1 Management Report should be “April-May”
• In the text on page 20, Section F, change “6 to 8 weeks” to “4 to 6 weeks”

Motion: Moved by Moore, seconded by Arlen that the Board approve, in principle, the
Fiscal and Operating Plan policy (as amended), and direct the executive director
to give the appropriate notice to the membership, pursuant to the association’s
by-laws and policies.
Carried.

Third Quarter Financial Report

The 1% collection fee was not taken off this transfer, but it’s possible this will now be done
annually as a MOSAIC-related process change. Johansen to follow-up.

2014 Budget Reallocation

A time-sensitive motion was put to an email vote in the week of November 24 (copy appended
to the master copy of the minutes). The motion was formally entered into the record:

Motion: Moved by Arlen, seconded by Moore that the Board approve an increase in the
Awards Dinner budget line of up to $4,300, to be offset by underspending
elsewhere in the budget, to fund a sole-sourced keynote speaker for the 2014
MAPS Awards Dinner.
Carried.

Increase in capital allocation for office doors

Motion: Moved by Moore, seconded by Cerantola that the Board increase the maximum
allocation for the purchase and installation of new entrance doors from $9,000 to
$9,300.
Carried.

2015 Operating Budget

Johansen noted that the budget allocation does not include a provision for the employer’s
contribution to a new Ontario Pension Plan. The first stage of enabling legislation has recently
been introduced by the provincial government and it is not yet clear if/when an Ontario pension
scheme would be implemented.

Motion: Moved by Arlen, seconded by Moore that the 2015 budget be approved as
circulated.
Carried.
5. REPORTS ON EXTERNAL COMMITTEES

Senate (Nov. 12, Dec. 10); Undergraduate Council (Dec. 9)

On November 12, Senate formally approved the graduand list for degrees that were conferred at Fall Convocation on Friday, November 21. There was also a discussion about McMaster’s application to the Canada First Research Excellence Fund.

On December 10, Senate received the 2013-2014 report of the President’s Advisory Committee on Building an Inclusive Community (PACBIC), and student enrolment as of November 1 (the count date on which government funding is based). A copy of both documents is appended to the master copy of the minutes.

Regarding the enrolment headcount data, it was noted that:
- Part-time enrolment is up 2.3%, with almost all of that in Business and Engineering.
- Enrolment is down in the Arts faculties: Humanities (-5.47%) and Social Sciences (-3.77%)
- Full-time first year enrolment was 6.65% over target
- The Provost shared concern about not achieving graduate degree enrolment targets. The introduction of new doctoral programs by non-research intensive universities is cutting into the pool of graduate students that might otherwise come to McMaster.

At the December 9 meeting of Undergraduate Council, a recommendation was approved to replace the current three-day fall break (implemented on a trial basis for the last two years) with a one week fall break in the week that includes Thanksgiving. This recommendation, and the associated sessional dates, will go to Senate for approval in January.

Student Representative Assembly (Nov. 16 & 30)

On November 16, questions were asked about MUSC room booking policies, the cost of booking rooms, and how the MUSC is funded generally (inquiries which were also brought up at today’s meeting of the MUSC Board of Management).

On November 30, the SRA called a referendum on MSU health care insurance to be held concurrent to the 2015 Presidential Elections in January 2015. The referendum will have three options (details circulated at the meeting and appended to the master copy of the minutes):

1. no increase;
2. an $18.50 increase to cover contraceptives; and
3. a $32.00 increase to cover vision care and paramedical services

MUSC Board of Management (Dec. 10)

Moore advised that topics at this afternoon’s MUSC Board of Management meeting included:
- Priorities were identified for potential first floor renovation to make greater use of space.
- Management presented a mid-year budget review and a review of investments (of the reserve fund for long-term capital renewal of the building)
- Status of the proposed amendments to the Operating Agreement. The Director of Finance for the University continues to be very anxious about having the agreement signed by the building partners (MAPS, MSU, University, MUSC), and for MAPS to make a permanent annual contribution to MUSC costs. Johansen will follow-up on recent conversations with the MSU, MUSC, and the University.
Board of Governors (Dec. 11)

At its meeting tomorrow, the Board of Governors will be asked to approve the CCE Tuition Fees for 2015-2016. The fees will rise at rates ranging from 0 to 6 percent depending on the program. In its proposal, CCE stated it is seeking position its tuition “at the higher end of the market.”

The proposed fees were recommended in succession by the University Student Fees Committee, the Budget Committee, and the Board of Governors Finance Committee. CCE students are not represented on any of these bodies and there was no consultation with MAPS by CCE in the development of the fee schedule.

6. CLOSED SESSION

The Board moved into closed session by general consent.

RETURN TO OPEN SESSION

7. OTHER BUSINESS

Student Code of Conduct Committee

It was agreed to have Johansen attend tomorrow’s meeting of the committee reviewing the Student Code of Conduct and this seat will be added to the list of committee appointments to be considered at the January board meeting.

Board meeting schedule

The next three scheduled meetings of the Board were changed from Tuesdays at 5:30, to Wednesdays at 6:30:
- Wednesday, January 14, 2015 at 6:30 p.m.
- Wednesday, February 11, 2015 at 6:30 p.m.
- Wednesday, March 11, 2015 at 6:30 p.m.

8. ADJOURNMENT

Motion: Moved by Moore, seconded by Hill-Smith to adjourn.
Carried.

7:05 p.m.

These minutes were duly approved by the Board at its meeting on ___________, 2015.

_______________________________  _______________________________
Jacqueline Arlen, President    David Moore, Secretary

Operational Policy 008 – Fiscal and Operating Plans

Notification of the plan changes has been posted on our website and bulletin boards. An email to members will be sent mid-January once we have an updated membership list. As a result, a final approval on the policy changes will come before the Board of Directors at its March meeting.

Operational Policy 009 – Elections

As noted previously, the University Secretary has provided input on the draft policies. The overall comments centred around the completeness of the process and the risk of abuse without full processes being included. Given the importance of this policy, the following is proposed:

• The key points are raised with the Board at this (January) meeting; with direction regarding the Board’s intent provided to the executive director
• A revised policy that reflects the Board’s intent be presented at the February meeting, and if the Board is satisfied with the policy, the Board may adopt it.

Executive and Management Report (January 8, 2015)

In addition to this report, please find attached an Update on the Association’s progress regarding the Operating Plan.

Representation

• MSU: As of the date of this report, the MSU has been unable to provide MAPS with a revised quotation for the health and dental plan opt-in for January. Consequently, no promotion of the opt-in has been undertaken. As the process has been delayed, notification will now be done on or about the 15th of January once we have an updated membership listing for the Winter Term.

Recognition

• Awards Dinner: Photos from the Awards Dinner have been received and a selection have been posted on our social media sites. We have received a few thank you notes from attendees.
• Bursary: Victoria Rozman expressed her appreciation to the Board for receiving a bursary for the Winter Term with a card and small box of chocolates (which are in the ED’s office).

Communications

• Social Media: Our LinkedIn page launched in December and we are in the process of populating it with business-related materials. Gifty and I are working on a way to make the LinkedIn platform function as both a means to post MAPS-related blogs and as a virtual community interface. Based on where we have most of our interaction with members, we are de-emphasizing Twitter and increasing our focus on building up our LinkedIn presence.
• **Newsletter:** *The Link* was distributed in late November to all members and posted on our website. A MAPS Update will be sent out in mid-January to provide members with additional information regarding events. The next edition of *The Link* has not been set, but will likely be in February.

• **Course Access Report:** A final version of the Course Access Report has been circulated for your information. 200 copies of the report will be printed in a high-gloss professional format for distribution to key campus partners and the senior administration. A companion PowerPoint presentation will be developed to enable presentation of the key facts, as required.

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**Member support**

• **Mentorship program:** The mentorship program now has 5 mentor pairs and will be having its orientation session on January 19th, concurrent with one of two Open Houses scheduled for January (the other is the following Tuesday).

• **Open Houses:** The Association will be holding two (dry) Open Houses on January 19th and 27th from 5-7pm. An invitation to members will be extended for them to stop by the office, meet our team, and see the Lounge. Catering, if any, will be limited a cheese and cracker tray or two.

• **Educational Sessions:** We are in the process of soliciting subjects from members for sessions for the Winter Term. Current options include a second session on OSAP and bursaries (for the summer and fall terms); organizational skills session (including the leveraging of tools like MS Office); and possibly a session on using social media (which is a bit self-serving as we would focus on interacting with us on Facebook and LinkedIn).

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**Research**

• **Course Accessibility Survey:** The report is now complete and we will begin using the survey to advocate on behalf of part-time students with respect to course scheduling campus-wide.

• **Demographic Information:** Demographic information has been received by CCE and is currently being reviewed and will be integrated updated information regarding faculty percentages once we receive the new membership listing.

• **Ancillary Fees:** The Board received a report, under separate cover, regarding the university’s proposal to increase ancillary fees for part-time undergraduates, graduate, MBA and medical students. MAPS has offered to work with collaboratively with these student governments in order to improve our respective reviews; share information; and possibly make a coordinated response. To date, GSA has responded positively to this suggestion. It may also be prudent for us to survey our members regarding services offered by student affairs as a preliminary step to in-depth consideration of any fee changes.

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**Operations**

• **Financial Audit:** Further to the presentation by Melanie Dugard in December; Grant Thornton staff will be on site mid-January to begin audit work. In advance of this, Felice has agreed to make herself available for additional hours in January and February to support this work. We have also been in communication with legal counsel to ensure that confirmation letters are promptly responded to when issued.
• **Asset Investment:** As directed, the Association has invested $200,000 in GICs through Scotiabank. $100,000 has been invested in a one-year, fixed-term GIC bearing interest of 1.39% and the remainder has been invested in a one-year cashable GIC bearing interest of 1.25%. This leaves the Association with approximately $95,000 in our chequing account.

• **Insurance Renewal:** Our insurance policies have been renewed at a premium of $6,100; which is lower than anticipated.

• **Fraudulent Credit Card Use:** The fraudulent charges reported to the Board at the December meeting have been fully reversed by Scotiabank Visa. The ED’s credit card was replace in the third week of December. All accounts are being monitored weekly for use and no unauthorized transactions have been noted.

• **Support to Sister Student Associations:** Further to the Board’s direction, the executive director has been providing assistance to designated associations. A verbal report on these activities will be provided.
Operating Plan – Update

Operational Policy 008 – Fiscal and Operating Plans requires regular Operational Plan Updates. This is the first major report of how the Association has advanced the plans outlined in the Operational Plan approved by the Board in July 2014.

The Board has received monthly reports on the Association’s activities. The reports have been structured to show activities in relation to Operating Plan areas. This report is structured in a format similar to the Operating Plan in order to enable ease of comparison.

What we expect to come of our work

<table>
<thead>
<tr>
<th>Expectation</th>
<th>Results in 2014</th>
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</thead>
</table>
| Getting informed about part-time studies gets easier | • MAPS has continued to maintain its website, Facebook and has launched a LinkedIn page.  
• MAPS staff regularly provide prospective students with information regarding part-time studies in person and over the phone; referring them to appropriate resources.  
• MAPS staff are conversant with basic information regarding part-time studies and can provide reliable information to anyone who inquires. |
| MAPS is known for high quality services and excellent customer service | • The MAPS team is consistently credited with high quality and personalized service to members and non-members alike. |
| The part-time McMaster experience is easier to navigate | • MAPS staff provide one-on-one assistance to members.  
• MAPS has launched a mentorship program to assist members with their university experience.  
• MAPS’ research into course availability will support advocacy efforts to improve the availability of courses. |
| MAPS is an acknowledged campus partner | • Data prepared by MAPS has been used by Student Affairs in their work.  
• MAPS is being consulted on matters relating to part-time student issues.  
• MAPS continues to improve its working relationships sister student governments and other campus services. |
| MAPS is a trusted resource for members, staff and faculty | • MAPS is identified as a trusted resource for Student Affairs, Academic Advisors, sister student governments, and other university departments |
How we are moving forward in 2014

Representation

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Results</th>
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</thead>
<tbody>
<tr>
<td>Our appointees maintain at least an 80% attendance rate at meetings</td>
<td>• Admin-Con – 100%</td>
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<tr>
<td></td>
<td>• Board of Directors – 80%</td>
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<td></td>
<td>• MUSC Board of Management – 100%</td>
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<td></td>
<td>• Student Code of Conduct – 0% (one meeting)</td>
</tr>
<tr>
<td>MAPS identifies and showcases one issue each academic term that is</td>
<td>• MAPS provided information on MAPS bursaries and OSAP for part-time students in the Fall Session.</td>
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<tr>
<td>important to part-time students by providing education on the issues</td>
<td>• MAPS collaborated with MSU and other university departments to improve the MAPS/MSU transfer process through form and process redesign.</td>
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<tr>
<td>to members through its communications program and by raising the issue</td>
<td>• MAPS conducted its Course Access Survey, which brought the question of course availability to the attention of our members.</td>
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<tr>
<td>and discussion options to address the issue with the relevant</td>
<td>• MAPS worked with the University to re-post the vacancy for a part-time student on the University Student Fees Committee, and communicated the vacancy to the membership.</td>
</tr>
<tr>
<td>university group</td>
<td></td>
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<tr>
<td>Work with the university to present tuition and compulsory supplemental</td>
<td>• This issue was raised with the administration in the Fall Session but was deferred to the Winter Session for a more detailed discussion.</td>
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<tr>
<td>fees as an ‘all in’ charge. Determine how many members are adversely</td>
<td></td>
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<td>affected by the fee segregation</td>
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2014 Focus

<table>
<thead>
<tr>
<th>2014 Focus</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course quality and availability</td>
<td>A report on course availability, based on the fall survey, will be available in January 2015</td>
</tr>
<tr>
<td>Quality of part-time student experience</td>
<td>Members accessed bursaries and OSAP for the Winter Term as a result of our educational sessions</td>
</tr>
<tr>
<td>Improving access for Campus Store pick-up</td>
<td>Campus Store Pick-up Location launch was delayed in the Fall Session. Use of the service has picked up for in January.</td>
</tr>
<tr>
<td>Creating benefits for our members</td>
<td>We are working on seeking transit discounts for members. Computer upgrades in the lounge provide better computer services to our members.</td>
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<td></td>
<td>Members have access to consultation services with OfficeTeam and AccounTemps for job postings.</td>
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<tr>
<td>Working with the university to better describe compulsory fees on student</td>
<td>This work is ongoing</td>
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<tr>
<td>statements</td>
<td></td>
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McMaster Association of Part-time Students
January 2015
### Recognition

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Results</th>
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<tbody>
<tr>
<td>Members are made aware of MAPS bursaries and how to apply for them</td>
<td>• MAPS provided an information session in October to explain how to access both bursary and OSAP by our members.</td>
</tr>
<tr>
<td>We continue our commitment to CCE Graduation</td>
<td>• MAPS honoured its financial commitment to the CCE Graduation and ensured that our representatives presented our awards commensurate with the solemnity of the occasion.</td>
</tr>
<tr>
<td>We ensure our non-academic awards are well-publicized so that at least two nominees are submitted for each award are represent a broad cross-section of the membership</td>
<td>• MAPS promoted its non-academic awards through direct email and by seeking the assistance of the CCE administration, SAS, and academic advisors. The result was a number of Instructor Award applications and several Centennial Award applications (from CCE students).</td>
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<table>
<thead>
<tr>
<th>2014 Focus</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase awareness of MAPS’ contribution to part-time student recognition</td>
<td>Our contribution to CCE Graduation was noted by CCE and the acting director attending our Awards Dinner. The Board has increased the award amounts for 2015 to further increase interest in our awards program.</td>
</tr>
<tr>
<td>Ensure public recognition of sponsorship of CCE graduation</td>
<td>Our sponsorship of the CCE graduation was clear at the event.</td>
</tr>
<tr>
<td>Increase / ensure effective communication of opportunities for members regarding bursaries / awards</td>
<td>Educational sessions, direct emails, and notices on our website were made.</td>
</tr>
<tr>
<td>Investigate further improvements to the awards dinner</td>
<td>This year a paid keynote speaker was trialed as a way to make the event more memorable for attendees. The next three year’s dates have been booked to ensure that the event does not occur to close to the exam period.</td>
</tr>
<tr>
<td>Find additional ways to recognize members’ achievement at graduation</td>
<td>This is ongoing.</td>
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</table>
Member Support

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAPS staff will create a dynamic FAQ book as a staff resource to ensure members receive the best answer for their questions</td>
<td>• This is a continuing project of the staff; but as we have had an almost 100% turnover in staff over the past 12 months with no significant drop in member satisfaction, it is clear that our capacity and knowledge has been largely maintained.</td>
</tr>
<tr>
<td>MAPS staff will provide one-on-one assistance to members, with members assessment of our services being consistently high to very high</td>
<td>• This continues as a service standard for the Association.</td>
</tr>
<tr>
<td>The Lounge will be open 95% of advertised hours between Sept-April and 85% during the summer</td>
<td>• The standard has been met. The office has been closed for short periods during the Fall Term as staff working alone has gone for breaks without relief. Policy has been changed to minimize these absences. The office was closed once for 1.5 hours due to illness before relief staff arrived.</td>
</tr>
<tr>
<td>Campus Store pick up will be available for members. Utilization stats will be maintained and reported.</td>
<td>• Use of this service was limited in the Fall Term, due primarily to the launch of the service by the Campus Store in the last week of September. January 2015 use has been significantly higher, with 24 orders directed to our offices as of January 8th.</td>
</tr>
<tr>
<td>A mentorship program will be designed and launched between July and October.</td>
<td>• The mentorship program was delayed in its launch; but an initial group of 5 mentor/mentee pairs have been made and will have their initial orientation meeting in January 2015</td>
</tr>
<tr>
<td>Educational Sessions will be held twice in the fall and again in the winter term</td>
<td>• A session on using Avenue2Learn was held in September and a session on Bursaries and OSAP was held in October. Additionally, an educational lunch was held for Academic Advisors in October to provide them with information on what MAPS was doing. Student Affairs and Student Success Centre staff also attended.</td>
</tr>
<tr>
<td>A proposal for an online community will be reviewed by the Board</td>
<td>• A crowdsourcing link was launched in September to solicit input on whether a community was of interest to members. Given the poor response rate; a formal online community proposal will not be made to the Board. Staff will investigate using social media options to facilitate better information sharing.</td>
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2014 Focus

<table>
<thead>
<tr>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff FAQ Book Complete and continuing to be improved</td>
</tr>
<tr>
<td>Campus Pick Up Location Implemented in September 2014</td>
</tr>
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<td>Online provision of courseware materials Advised by Campus Store that copyright issues are preventing this service; but it is being pursued by the university</td>
</tr>
<tr>
<td>Mentorship program Launched November 2014</td>
</tr>
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<td>Online community investigation No interest from the membership for a formal portal; other options being investigated</td>
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## Communications

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<tr>
<th>Metrics</th>
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<tbody>
<tr>
<td>Notices issued and posted as required by our by-laws and policies on time and in correct form 95% of the time, and any errors or omissions are minor or immaterial</td>
<td>• MAPS has maintained a 100% performance rate on our public and internal notice requirements. A combination of periodic email direct to members, web site, and advertisement in The Silhouette has been used to serve notices.</td>
</tr>
<tr>
<td>Ensure that timely and regular invitations are made to the membership to volunteer with the Association or submit their name to the candidate pool</td>
<td>• An online application was launched in the summer and posted on our website. Email updates and newsletters have encouraged participation. To date, three members have indicated a willingness to volunteer (excluding mentorship participants).</td>
</tr>
<tr>
<td>Ensure that there is at least one nomination for each open position and ideally have contested elections.</td>
<td>• One vacancy remains on the Board of Directors; all positions to the Board have been acclaimed.</td>
</tr>
</tbody>
</table>
| Website and social media sites will be updated as often as required to reflect news or events including notices and special communications. | • Website and social media sites are updated as necessary to convey up-to-date information on the Association.  
• The posting of in-year quarterly financial reports and expense claim reports for members of the Board of Directors represents leading edge of transparency and accountability in student governance. |
| MAPS Staff will consistently receive high to very high marks on the online membership services survey available on our website | • Achieved |
| The Association will produce a MAPS Handbook, re-launch *The Link*, and pilot a series of podcasts; producing new materials describing services as they become available | • The Handbook was completed in September and 150 hardcopies were created to hand out; along with an online version on the website. *The Link* re-launched in the summer, and was expanded with the appointment of a newsletter editor in the Fall. A podcast coordinator was not hired in the Fall Term; a social media coordinator was hired in its place to focus more attention on Facebook and LinkedIn.  
• Materials describing services are prepared and provided to members and key campus stakeholders regularly. |

<table>
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<tr>
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<th>Results</th>
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<tbody>
<tr>
<td>Creation of a members’ candidate pool</td>
<td>Candidate’s pool is part of the elections policy; which is still under review.</td>
</tr>
<tr>
<td>Creating value-added publications</td>
<td>Reorganized handbook, revival of <em>The Link</em>; MAPS Update; Course Access Report; PowerPoint presentations on membership demographics.</td>
</tr>
<tr>
<td>Develop a podcast pilot</td>
<td>Deferred indefinitely</td>
</tr>
<tr>
<td>Continue to engage our members to better understand their needs</td>
<td>“Idea Jar” implemented in the Fall Term to solicit ideas about how to provide better services to our members.</td>
</tr>
</tbody>
</table>
Research

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey members on summer course availability</td>
<td>Completed Fall Term</td>
</tr>
<tr>
<td>Engage our members regarding opinions on 3 versus 4 year degree programs through public meetings and follow up surveys</td>
<td>No work has been done on this beyond a position paper to the Board based on the discussion which occurred at Senate</td>
</tr>
<tr>
<td>Create a demographic analysis of who we serve and describe major demographic distinctions</td>
<td>Undergraduate analysis completed in Fall Term. CCE analysis will be done in Winter Term.</td>
</tr>
<tr>
<td>Prepare reports that detail these findings</td>
<td>Pending</td>
</tr>
</tbody>
</table>

2014 Focus

<table>
<thead>
<tr>
<th>2014 Focus</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer Course Availability</td>
<td>Expanded to full year – retro and prospective</td>
</tr>
<tr>
<td>Future of 3 year degree programs</td>
<td>Pending</td>
</tr>
<tr>
<td>Demographic analysis of members</td>
<td>Undergraduate – done / CCE pending</td>
</tr>
<tr>
<td>Part-time student ‘snapshots’</td>
<td>Pending CCE analysis</td>
</tr>
<tr>
<td>Determine how members obtain tuition reimbursement from their employers (advocate for improvements to student financial statements)</td>
<td>Pending</td>
</tr>
</tbody>
</table>

Operations

The operations of the Association have proceeded according to Board Operational Policy, with any variances being presented to the Board of Directors in a timely manner. No material variances in operations were experienced in the first six months of the Operating Plan. The Board has received regular financial updates on the operations of the Association. A listing of projects and their costs, compared to budget, will be provided under separate cover.

Alignment to Strategic Ends

The Association has met its targets for the first six months of the Operating Plan. The strategic ends identified by the Board of Directors have been substantively met and will continue to be advanced by ongoing activities supported through the Operating Plan.
MEMORANDUM

DATE: January 7, 2015
TO: MAPS Board of Directors
FROM: David Moore, Corporate Secretary
RE: Annual report on endowment funds supporting bursaries

The following data has been extracted from 2013-2014 annual statements for endowment funds established by MAPS to generate bursaries for part-time students. As was the case at all Canadian universities, endowment funds at McMaster took a hit during the economic downturn of 2008, but the fund values have been rebounding over the last few years. In 2013-2014, the annualized net rate of return was 14.7%.

The McMaster Association of Part-Time Students Bursaries
Established in 1988 by a $100,000 gift from MAPS to mark the University’s centennial in 1987. The gift was a component of MAPS’ $250,000 gift to the $90 million Centennial Campaign.
- Bursaries in 2013-2014: 10 (total $5,000) to CCE students.
- Fund balance on 30 April 2014: $139,433.35

The Gordon Raymond Bursary
Established 1996 by MAPS and other friends at the time of Gord Raymond’s retirement as coordinator of part-time degree studies.
- Bursary in 2013-2014: 1 (total $468) to a degree student.
- Fund balance on 30 April 2014: $13,548.27

The McMaster Association of Part-Time Students 20th Anniversary Bursaries
Established in 1999 by a $50,000 gift from MAPS (matched by the Government of Ontario) The gift was a component of MAPS’ $550,000 gift to the $128 million Changing Tomorrow Today Campaign.
- Bursaries in 2013-2014: 4 (total $4,035) to degree students.
- Fund balance on 30 April 2014: $121,823.12

The McMaster Association of Part-Time Students 25th Anniversary Bursaries
Established in 2004 by a $250,000 gift from MAPS (matched by the Government of Ontario)
- Bursaries in 2013-2014: 14 (total $15,108.87) to degree students.
- Fund balance on 30 April 2014: $599,558.60
The Mel & Marilyn Hawkrigg Part-Time Student Bursaries
Established in 2006 by a $250,000 gift from MAPS (matched by the Government of Ontario)
The gift was a component of MAPS’ gift to the $473 million Campaign for McMaster University.
- Bursaries in 2013-2014: 17 (total $16,671) to degree students.
- Fund balance on 30 April 2014: $545,122.75

The MAPS 30th Anniversary Part-Time Certificate Students Bursaries Award
Established 2008 by a $505,000 gift from MAPS (payments spread over 2008 to 2014)
The gift was a component of MAPS’ gift to the $473 million Campaign for McMaster University.
- Bursaries in 2013-2014: 42 (total $21,000) to CCE students.
- Fund balance on 30 April 2014: $397,599.30

Bursary Total
2013-2014: 88 (total $62,282.87)

A copy of the University’s annual report (2013-2014) on McMaster’s endowment is available for perusal and will be appended to the master copy of the Board minutes for January 14, 2015.
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>Erick Merlos</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>(Dave Moore monitors/attends in another capacity)</td>
</tr>
<tr>
<td>Member</td>
<td>Committee Name</td>
<td>Meetings</td>
<td>Notes/Comments</td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
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</tr>
<tr>
<td>Member</td>
<td>Senate Committee on Student Affairs - one PT UG degree student nominated by MAPS</td>
<td>1-2 times per year; often just once in Feb or March</td>
<td>Melanie Dani</td>
</tr>
<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 <em>(elected chair for 2014-2015)</em></td>
</tr>
<tr>
<td>Member</td>
<td>University Student Fees Committee - one PT UG degree student (2014-15 applications due Oct. 24; 2015-16 application process in the winter term)</td>
<td>1-3 times over the fall-winter session</td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>Committee to Review the Student Code of Conduct</td>
<td>Unknown # of meetings Dec-April</td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>Rudy Heinzl Award of Excellence Selection Committee</td>
<td>One meeting in either Feb or early March</td>
<td></td>
</tr>
</tbody>
</table>
| 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’s Committee on Parking & Security | Kyle inquiring about status | |
| Member | President’s Committee on Athletics & Recreation | Kyle inquiring about status | |
| Member | 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) | Kyle inquiring about status | |
## MAPS Committees

<table>
<thead>
<tr>
<th>Committee &amp; Purpose</th>
<th>Composition</th>
</tr>
</thead>
</table>
| **Executive Committee** | President  
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.  
*Ex-officio:*  
Executive Director  
Corporate Secretary |
| **Awards Committee** | 3 Board members (Emily, Marijana, Cassandra)  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |
| **Finance Committee** | VP-Finance (chair)  
*Suggested:*  
1-2 Board members  
1-2 non-Board members  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |
| **Monitoring Committee** | Previously approved:  
Paul Bates  
Gina Robinson  
Jeff Wyngaarden  
Kim Pastrak  
*Ex-officio:*  
President  
Executive Director  
Corporate Secretary |

**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.
### 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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<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:

<table>
<thead>
<tr>
<th>a.</th>
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<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b.</th>
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<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

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<tr>
<th>c.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The tribunal will only be employed when the parties to the dispute have exhausted their options under the Association’s dispute resolution policy.</td>
</tr>
</tbody>
</table>

| 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.