AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of January 14, 2015 (attached)

3. Policy Report (attached)
   a) Policy 009 - Elections (attached)

4. Executive & Management Report (attached)
   a) Preliminary draft Q4 Financial Statements (attached)
   b) FT and PT Staff Compensation Bands and Rates

5. Governance
   a) Conduct of the Annual Business of the Corporation (attached)

6. Reports on External Committees
   a) Senate (Jan. 14, Feb. 11)
   b) Student Representative Assembly (Jan. 25, Feb. 8)
   c) Committee to Recommend a President (attached)

7. Closed Session:
   a) Adoption of the Closed Session Minutes of January 14, 2015 (attached)

8. Other Business

9. Adjournment
McMaster Association of Part-Time Students  
Board of Directors Meeting – Minutes  
Wednesday, January 14, 2015 at 6:30 p.m.  
Room 234, MUSC, McMaster University

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

REGRETS  Marijana Govorcin, Erick Merlos

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 meeting was called to order.

ATTACHMENTS TO THE OFFICIAL COPY OF THE OPEN SESSION MINUTES
- Agenda
- Draft Open Session Minutes, 10 December 2014
- Policy Report, 8 January 2015
- Executive & Management Report, 8 January 2015
  - Operational Plan Update
- Course Access Report, January 2015
- Annual report on endowment funds supporting MAPS bursaries, 7 January 2015
- MAPS and university community committees, 7 January 2015
- Call for nominations for elections of undergraduate representatives to the Board of Governors, Senate, and University Planning Committee, January 2015

1. ADOPTION OF THE AGENDA

Amendments:
- Under Closed Session, add: Legal Update, Office/Lounge Incident, Campus Partners, and Risk Assessment

The agenda was adopted, as amended, by general consent.

2. ADOPTION OF MINUTES

The open session minutes of December 10, 2014, were approved by general consent.

3. POLICY REPORT

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

4. EXECUTIVE & MANAGEMENT REPORT

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

- A copy of the Course Access Report was available for perusal and is appended to the master copy of the minutes.
- The MSU has finalized the logistics for January opt-in for health/dental insurance. The online portal will be available on January 19, the cost is $274 (for 9 months coverage retroactive to January 1, 2015), and the deadline to opt-in is January 30, 2015. For MAPS members who wish to opt-in before the online portal is available, there is a manual process.
- Johansen will be meeting with the newsletter coordinator next week to discuss content of the February edition. A “MAPS Update” will be sent in the next few days to ensure time-sensitive information (e.g. January deadline for insurance opt-in and the nomination period for student seats in University governance) is received by the membership.
- MAPS’ internet presence now includes LinkedIn and members who are registered on LinkedIn may “follow” MAPS by clicking on “Follow” at: https://www.linkedin.com/company/9182224?trk=vsrcp_companies_cluster_name&trkInfo=VSRPsearchld%3A63482831421342579388%2CVSRPtargetId%3A9182224%2CVSRPcmpt%3Acompanies_cluster

**Audited Financial Statements for Fiscal 2014**

- The auditor commenced on-site work for the 2014 audited financial statements last week. Draft statements to November 30 have been provided and MAPS awaits further information from the University in order to complete statements to December 31, 2013.
- This year’s audit process is expected to be much easier with full-time management staff in place, assistance from Justin Gunter in expediting reporting from the University, and having moved to Scotiabank (which is more timely/customer-friendly).
- The auditor will be back on site on February 23.
- The auditor is aware of the timeline and is committed to meeting it.

**Operating Plan Update**

Johansen presented the update (copy appended to the master copy of the minutes). The inaugural Operating Plan was approved by the Board in July 2014 and, given the timing of the operating policy approval, will be an 18-month plan. An annual plan development and report back cycle as envisioned in the policy will come into effect with the 2016 Operating Plan.

The Board was pleased with the progress made at the six-month mark, noting that emphasis on advocacy elements will increase in the winter 2015 academic term.

**Report on endowments supporting MAPS bursaries**

Moore presented the report (copy appended to the master copy of the minutes). Given the high rate of return earned by the University’s long-term investment pool, Johansen will contact Justin Gunter (Manager, University Affiliates and Associations) to see if MAPS could invest in the pool and report back to the Board.

6. **GOVERNANCE**

**MAPS and university community committees**

MAPS has representation on, or normally nominates a part-time student to serve on, a number of committees at McMaster. Assignments for 2014-15 were confirmed as follows:

| Student Government-Administration | Caroline Hill-Smith & Kyle |
Consultation Committee (Admin-Con) | Johansen  
---|---  
Board of Governors (observer) | Erick Merlos  
Senate (observer) | Erick Merlos  
Student Representative Assembly (observer) | Jackie Arlen  
Senate Committee on Student Affairs | Melanie Dani  
MUSC Board of Management | David Moore  
University Student Fees Committee | Johansen will contact the AVP-IRA (Dr. Jacy Lee) to ascertain the outcome of the fall 2014 call for applications.  
Committee to Review the Student Code of Conduct | Kyle Johansen (only one meeting remaining before the proposed changes go into approvals)  
Rudy Heinzl Award of Excellence Selection Committee | David Moore  
Valedictorian Selection Committees - Business, Engineering, Health Sciences, Humanities / Arts & Science, Nursing, Science, Social Sciences | Board members to contact Johansen by January 30 if interested. Call for volunteers (as well as promoting the nomination process for valedictorians) will be issued by MAPS to part-time students who are flagged as potential grads in spring 2015.

The University has yet to respond to inquiries about the status of several committees (Johansen following up):
- Campus Store Advisory Board  
- President’s Advisory Committee on Athletics & Recreation  
- President’s Advisory Committee on Transportation & Parking  
- University Library Advisory Council

**MAPS Committees**

The Board confirmed committee compositions as follows:

| Executive Committee (composition set in by-law) | President  
---|---  
| Vice-Presidents  
| Ex-officio: Executive Director, Corporate Secretary  
---|---  
| Awards Committee | 3 Board Members – Emily Cerantola, Marijana Govorcin, Cassandra Lo  
| Ex-officio: President, Executive Director, Corporate Secretary  
---|---  
| Finance Committee (chair set in by-law) | The Board will continue to function as the Finance Committee for the balance of the 2014-15 term.  

The by-law section governing the Monitoring Committee provides for three years of review. Given the approval of by-laws and operating policies in October and November 2013, respectively, there was no point convening the committee in January 2014 when there had not been a reasonable period to evaluate the Association’s operations under the new governance framework. As a result, this inaugural report by the Monitoring Committee will address progress made in 2013 and 2014.

2015 Board of Directors Elections

Arlen, Belovari, Cerantola, and Merlos complete their current terms in 2015. Govorcin, Hill-Smith, Lo, and Moore will complete the first year of their current two-year terms. Cerantola plans to retire, while the other directors have indicated an intention to seek a second term. The call for nominations will be for 4 directors for two-year terms, and 1 director for a one-year term (the balance of Jeff Huber’s two-year term). A call for nominations will be sent to all members.

7. REPORTS ON EXTERNAL COMMITTEES

Election of undergraduate reps in University governance (Jan-Feb)

The nomination period (January 15-February 5) opens tomorrow for election of undergraduate representatives (both full-time and part-time students are eligible) to the following positions:

- Board of Governors, for a two-year term beginning July 1, 2015
- Senate, for a two-year term beginning July 1, 2015
  - Faculty of Business
  - Faculty of Health Sciences
  - Faculty of Humanities
  - Faculty of Social Sciences
- University Planning Committee, for a one-year term beginning July 1, 2015

Candidates for the Board of Governors must be Canadian citizens. Part-time student candidates for Senate must be registered in at least 6 units. Further information is available on the University Secretariat web site (http://www.mcmaster.ca/univsec/elections/index.cfm).
Senate (Jan. 14)

There were two items of interest to MAPS at today’s meeting of Senate. The proposal for a Fall Break (the week of Thanksgiving) was approved and CCE advised that it will wind down and discontinue its Web Design & Development program.

Student Representative Assembly (Jan. 11)

The agenda of the most recent SRA meeting was devoted to internal MSU matters.

8. CLOSED SESSION

The Board moved into closed session by general consent.

RETURN TO OPEN SESSION

9. OTHER BUSINESS

Scheduled Board Meetings

• Wednesday, February 11, 2015 at 6:30 p.m.
• Wednesday, March 11, 2015 at 6:30 p.m.

10. ADJOURNMENT

There being no further business, the meeting adjourned by general consent.

8:50 p.m.

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

_______________________________  _______________________________
Jacqueline Arlen, President    David Moore, Secretary
Operational Policy 009A & B – Elections and Nominations Committee Policies

As discussed at the January Board meeting, a final draft of the Election and Nominations Committee policies is attached for your review and approval.

This version of the policies largely address the concerns raised by the University Secretary. In some cases, language modifications were made, in others, sections were removed.

Executive and Management Report (February 6, 2015)

Representation

- **MSU**: MAPS was able to arrange for a Winter 2015 opt-in for members at a rate of $274 for January - August. The period ran from January 19th to 30th.

- **Admin-con**: The Admin-con meeting was on Tuesday February 3, 2015. A verbal report will be provided.

- **Student Code of Conduct**: A final draft of the Code was recommended by the committee to the Dean of Students. There were no substantive changes to the policy. A concern noted by MAPS was the restriction on the use of ‘representatives’ at disciplinary hearings. The intent of this provision is to restrict students from having legal representation for disciplinary hearings – which could impair the capacity of a disciplinary hearing tribunal to function as designed. The risk is that the tribunal holds a power imbalance vis-à-vis the student, who may not feel they can properly represent him/herself. This may be a policy question that MAPS wants to investigate.

- **Notice of Referendum**: First notice of the annual general referendum, including a call for nominations for vacancies on the Board of Directors and a call for potential referenda items was issued via email on February 4th. Approximately 116 First notices were sent to members via Canada Post as the Registrar had no active email address for them. A timeline for conduct the annual business of the Association is provided Agenda item 5.

Recognition

- **Ideas Jar**: We had a record number of Idea Jar suggestions in January. Karin Fish is the winner of this month’s draw. I have also provided another member with a $25 Gift Card (he was the only person to submit an idea in December, and he elected to be included in the January draw instead of getting $100 for being the only suggestion in December).
Communications

- **Social Media:** In addition to our company page, MAPS launched a McMaster Part-time Undergraduate Experience Group page. The growth of the group page has been considerable (152 followers in one month compared to 110 likes on Facebook in two years). Interestingly, 51% of our LinkedIn followers indicate they live in Toronto.

- **Newsletter:** The Link was published in early February in record time thanks to the use of a new web-based email design and distribution program (mailchimp); which enables the Association to maintain its mailing lists securely online and design eye-catching emails which can also be accessed online. This all-in-one solution addresses our need to effectively communicate through email, the website and social media. The cost of the service falls within the budget for the newsletter.

Member support

- **Mentorship program:** We continue to see positive results from the mentorship program (both based on the Coordinator’s interaction with mentoring volunteers and our observation of mentoring that occurs in the office/lounge). We will be conducting a follow-up meeting with mentoring volunteers in March to determine how we can improve the program for the Fall.

- **Open Houses:** Of the two open houses, the second one scheduled needed to be cancelled due to university’s weather-related closure. The other open house was not well attended. Discussion with the Coordinators on how to improve attendance resulted in some concrete ideas which will be implemented for the next event.

- **We are MAPS:** We are investigating working with students from the multi-media program to create short (3-5 minute) video clips with our members speaking about their experience as a part-time student and how MAPS has helped. Social media data suggests that most members who review information from us tend to focus their attention on pictures. We are going to capitalize on this interest.

Research

- **MAPS 2014 Course Accessibility Report:** The CAR was presented to Admin-Con at its last meeting. Feedback regarding the report was positive and helpful suggestions were made by the Dean of Students and AVP Faculty with respect to dissemination of the report. The first set of reports were released this week to those university officials who participated. A second round to Deans and selected department heads will be done over the next two weeks.

- **Demographic Information:** Demographic information regarding the CCE is attached for the Board’s information. This data will be included in the Annual Report.

- **Ancillary Fees:** The ED met with the Dean of Students in early January to continue the discussion regarding compulsory ancillary fees. The Dean’s position has changed substantively since our first conversation and his thinking is now more in line with the Board’s. A verbal report will be provided in closed session.
Operations

- **Financial Audit:** The Auditors completed their first visit in mid-January and are set to return for their second and final visit on 23 February 2015. The Auditors now have all financial information to the end of the fiscal year. The university has provided its reports and the bank has been prompt in its confirmation of account balances as at December 31st. Based on current activity, the audited financial statements should be done on schedule.

- **Draft Q4 / Year End:** While the Board will be receiving the audited financials next month, I have attached a draft version of the year-end statements for your information. There will be some additional accrual to be made to the statements including:
  - $5,000 CCE Graduation
  - $15,000 final installment on our bursary contribution
  - An amount to amortize the cost of insurance over the year
  - Adjustments to accurately reflect depreciation expenses
  - Adjustments to reflect a potential overpayment on telephone expenses
  - There are other final totals that are slightly above budget cost, but were brought to the Board’s attention over the course of the year. The printing of the Course Access Report and the purchase of the new ED computer are reflected in Q4, but no adjustments to the budget has been made.
  - Additionally, the $100,000 contributions to the bursary ($60K) and MUSC ($40K) are now recorded in the Operating Statement.

The Board will have a full accounting of expenses and variances with the presentation of the audited statements at the March meeting. Please note that prior period adjustments have been made as we completed the year end, so the numbers from the first 3 quarters may have changed slightly.

- **Investments:** Our GIC investments are performing as expected.

- **Doors:** The new entrance suite doors were installed on February 5th and 6th. Additional work (rekeying the door locks to the university master key system and re-installing the door opener) still need to be done. Facility Services are aware of these issues and have made them a priority. We have also been in contact with Student Accessibility Services to determine what sorts of decals should be on the doors to ensure that they are visible to students with low vision. Underground will be working with us to complete the design of the pillar sign and to ensure that the door decals compliment the new signage. All work should be completed by mid-March.

- **Office hours:** In response to requests from members, I am going to extend office hours on Friday to 4:30pm. For this term, I will not reduce operating hours during the week, but may consider closing the office at 6:30 pm on one or two days next fall to better reflect utilization. A minor adjustment in the salaries line may be necessary if the change is implemented on a permanent basis.

- **Cost of Living Increase:** Pursuant to the Human Resources Policy (Section H.1), the Board reviews and determines if a cost of living adjustment to salaries is warranted. For 2014, the Consumer Price Index for Ontario for 2014 was 2.4%. Should the Board feel this increase is warranted, it would be retroactively effective to January 1st 2015.
• **Monitoring Committee**: The Monitoring Committee met for its inaugural meeting on January 23rd. The Committee requested information pertaining to how the Association is meeting its goals and objectives. This material, in addition to reference materials, was provided to the Committee the following week. The next meeting of the Committee is on February 12, and no more than 3 meetings are planned prior to producing a report which can be included in the 2014 Annual Report.

**MOTIONS**

**Moved and Seconded** that the Board approve Board Policy 009A – Elections and 009B Nominations Committee.

**Moved and Seconded** that the Board approve an inflationary increase for Association staff of 2.4%, effective January 1, 2015.
A. RULES OF PROCEDURE

The Association will, at all times, conduct elections for all positions in full observance of the Association’s By-laws and policies. Where any By-law or Policy falls silent, the Association will follow *Robert’s Rules of Order Newly Revised (11th edition)*.

B. NOMINATION PROCESSES

The nomination process shall ensure fair and transparent opportunity for members to participate in the governance of the Association and enable adherence to the notification timelines provided for in the Association’s By-laws.

Nomination periods for elections to the Board of Directors shall not be less than three weeks.

If the number of qualified nominees is less than or equal to the number of available vacancies, the nominees shall be elected by acclamation.

Nominations for any remaining vacancies on the Board of Directors shall be re-opened for a period of up to fourteen (14) days, at the discretion of the Nominating Committee.

Notice of the re-opening of the nomination period shall be posted on the Association’s bulletin boards, social media sites and website.

A candidate may withdraw at any time after nomination and prior to the opening of polls by delivering written notice of their decision to withdraw to the Association’s offices. If the withdrawal of any nominee results in there being less than or equal number of candidates to the number of vacancies, the nominees shall be elected by acclamation.

C. NOMINATIONS COMMITTEE

The Nominations Committee shall be appointed by the Board annually and be entrusted with the overall nominations and elections process. As such, no member of the Nominations Committee may stand for election for the period they are on the Committee. A member of the nominating committee may resign from the committee should he/she wish to stand for appointment or election.

The Standing Terms of Reference are set as Policy 009B.
D. **ELECTION OF BOARD OF DIRECTORS**

The annual general election of members to the Board of Directors will take place between January 1 and April 30; concluding no later than April 30 each year. Elections will follow approved By-law and Policies of the Association. Where By-law or Policy fall silent, the procedures described for election of directors in *Robert’s Rules of Order Newly Revised (11th edition)* shall prevail.

Normally, the election of members to the Board of Directors shall be through electronic balloting as part of a general referendum process.

Where the election of members to the Board of Directors occurs at a meeting of the membership, each member of the Association will be provided with a paper ballot on which they may vote for Candidates.

Candidates receiving the highest number of votes shall be elected to the Board of Directors.

In all cases, the employed election procedures will ensure the greatest possible participation by the membership with respect to seeking nominations and conducting the election of Directors.

The process for election of Board Directors may be completed by referendum or at meeting of the membership, as provided for in By-law 1, Sections 11, 12, 14(a), (d), (e); following the presiding rules provided for in By-law 1, including Sections 17-21.

Pursuant to By-law 2 Section 8, the Board may appoint or elect members to serve on the Board for the balance of a vacated term.

E. **ELECTION OF OFFICERS**

The election of officers of the Association will follow approved By-law and Policies of the Association. Where By-law or Policy fall silent, the procedures described for election of officers in *Robert’s Rules of Order Newly Revised (11th edition)* shall prevail.

The following procedure will be employed to elect Officers of the Association.

No later than June 30, and normally within 60 days of the annual election of directors, a meeting of the Board of Directors will be held to elect the officers of the Association.

1. Officers of the Association may be elected from among the Directors for a term of about one year; with the following exceptions:
   - The Corporate Secretary may be appointed by the Board for a period of more than one year, at the discretion of the Board. The Corporate Secretary is subject all other provisions governing the removal of Officers, as provided by By-law.
   - The Executive Director shall be appointed as an officer of the Association for
The Executive Director is appointed to the Board by virtue of his employment.

The election of officers shall be chaired by a member who is not seeking election.

The Board will use the described process for electing officers.

The duration of his/her appointment as Executive Director.

During the election of officers, the meeting will be chaired by one of the following, at the discretion of the Board:

1. A Director not standing for election as an Officer
2. The Corporate Secretary, if his/her appointment is not on the agenda at that meeting
3. The Executive Director.

The chair will conduct elections for each office individually; using the following process:

1. The chair will call for nominations for the office being elected.
2. Any Director may nominate any other director, including him/herself
3. No seconder is required for nomination.
4. The nominee will either accept or decline nomination.
5. The chair will ask again for nominations. Should none be forthcoming, the chair may close nominations.
6. Each nominee will be provide with up to five minutes to speak to the Board regarding their candidacy. All nominees will be given an equal opportunity to address the Board.
7. Once all nominees have addressed the Board, Directors may ask questions of each nominee.
8. Each nominee may be allowed to answer a question from a Director, whether the question was posed to him/her or not.
9. Once the Board has finished asking questions, the Chair will provide each Director with a slip of paper upon which they will write down the name of the nominee they wish to elect.
10. Two of the Chair, Corporate Secretary or Executive Director shall count the votes for each nominee.
11. The Director receiving 51% of all votes cast (including abstentions, which shall count in the negative for elections of officers) shall be declared elected to the office being elected. If no Director receives 51% of the votes, the Director with the lowest number of votes will be removed from the election, and Directors will cast votes for the Directors remaining. This process will continue until a Director receives 51% of the votes cast.
12. Should two or more Directors receive an equal number of votes, and the vote cannot advance to the next stage, he Chair will advise the Board of the result and ask for a second vote to break the tie among those Directors who received an equal number of votes. This process shall continue until the tie is broken and the vote can proceed with or a winner can be declared.
13. Once the election for all Officers is completed, the Chair shall destroy the ballots. The vote count for offices will not be recorded unless
requested by a majority of Directors.

14. Officers of the Association will normally be elected in the following order:
   1. President
   2. First Vice President
   3. Second Vice President
   4. Vice President Finance

F. 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.

__________________________
Jacqueline Arlen, President

__________________________
David Moore, Secretary
009B – NOMINATIONS COMMITTEE

A. PURPOSE
The Nominations Committee is charged with the overall responsibility soliciting nominations for positions elected by the membership or appointed or recommended by the Board with a view to ensuring viable succession planning and supporting the volunteer activities of the Association.

B. DUTIES
The Nominations Committee:

1. Ensures that the membership is aware of vacancies on the Board of Directors and other committees by the means described in the Association’s by-laws and policies, and well as other means the committee deems appropriate and reasonable. Such means may not contravene Association by-law or policy nor may they violate the policies or procedures of McMaster University.

2. Reviews submitted nominations to ensure:
   I. Completion of the nomination form and confirm candidate eligibility (membership in the Association), are met.
   II. Act as nominators where a nominee has submitted a nomination form without two nominators, and the nomination is otherwise in order.

3. Holds information sessions for prospective nominees to outline the roles of the vacant positions and provide additional information to prospective nominees.

4. Subsequent to the election of members to vacant positions, contacts the unsuccessful candidates and provides information on non-elected volunteer roles available within the association which may be of interest.

5. Reports to the Board of Directors on its activities prior to and after an election

C. MEMBERSHIP
The Nominations Committee shall normally be comprised of 4 to 6 people; and shall include:

1. An officer of the Association, who shall not be the Executive Director or the Corporate Secretary.
2. One of the Executive Director or the Corporate Secretary
3. A Director of the Association, who is not an officer
4. Up to three Association members who are neither a Director nor an Officer.
The committee may also invite members of the university community to participate on the committee, where the committee feels that the value of such membership would further advance the goals of the Association.

The Nominations Committee shall be appointed by the Board annually and be entrusted with the overall nominations and elections process. As such, no member of the Nominations Committee can stand for election for the period they are on the Committee. Should a member of the committee wish to stand for appointment or election, they may resign their seat on the committee.

The Nominations Committee shall be chaired by the Chief Returning Officer (CRO), who shall be appointed annually by the Board of Directors.

D. MEETINGS
The Committee will follow the same rules of procedure as the Board of Directors, as provided for in the By-laws and Operating Policies of the Association.

Meetings of the committee shall be at the call of the chair; and shall be convened to ensure the achievement of the committee’s objectives.

E. DUTIES OF THE CHAIR/CRO
The Chair will work with the Executive Director or Corporate Secretary to develop a work plan for the Committee based on anticipated activity. The work plan will be approved by the committee and forwarded to the Board of Directors for confirmation.

The chair shall be responsible for chairing all meetings of the committee. The chair shall also be responsible for ensuring that meeting agendas and minutes are prepared and approved by the committee (in conjunction with the Executive Director or Corporate Secretary).

If the Chair is not a Director of the Association, he/she may be requested to attend meeting(s) of the Board to report on the Committee’s activities.

F. 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.

________________, 2015

Jacqueline Arlen, President

________________

David Moore, Secretary
The above radial map shows enrolment at the CCE in each academic term from Fall 2009 to Spring 2014. The different colours of the radial map show the composition of students by age cohort.

Enrolment in CCE courses is much less consistent than part-time undergraduate over time; although there appears to be a trend towards more consistent enrolment in the Winter Terms from 2012 through 2014.

The following graph shows the overall enrolment over time. Of note is the steady increase in CCE enrolment in 2013 and 2014. The largest age cohorts enrolling in CCE courses (on average since 2009) are 25-29, 30-34, and 35-39 (see below).
Draft data on CCE enrolment and demographics

CCE Enrolment 2009-2014

% Enrolment by Age Cohort (average)
### McMaster Association of Part-time Students

#### 2014 Financial Results

**Statement of Operations (Unaudited) Draft - Revised**

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<th>Q1 (Jan-Mar)</th>
<th>Q2 (Apr-Jun)</th>
<th>Q3 (Jul-Sep)</th>
<th>Q4 (Oct-Dec)</th>
<th>Cumulative (Reported Periods)</th>
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| **Expenses** |              |              |              |              |                              |                        |
| Wages and Benefits | 8,777         | 28,426       | 32,959       | 40,526       | 110,688                      | 143,500                |
| Consulting Fees | 7,250         | -            | -            | -            | 7,250                        | 7,500                  |
| Audit and Legal | 12,420        | 2,250        | 2,250        | 2,250        | 19,170                       | 12,500 Note 2          |
| Depreciation | 3,132         | 3,132        | 3,132        | 3,132        | 12,527                       | 11,940                 |
| Insurance | -            | -            | 131          | 753          | 1,234                        | 9,000 Note 3           |
| Board Travel (Meetings) | 1,702       | 1,410        | 48           | 753          | 3,912                        | 4,000                  |
| Board Development | -            | -            | -            | -            | -                            | 1,000                  |
| Student Awards & Dinner | 120         | -            | -            | 9,561        | 9,681                        | 12,000                 |
| Office and General | 2,711         | 1,671        | 1,472        | 5,004        | 10,859                       | 6,324                  |
| University Admin Fee | 2,000        | 3,174        | 75           | -            | 5,249                        | 2,650                  |
| Pub Rel'ns/Sponsorship/Education | 475          | 726          | 3,834        | 1,345        | 6,380                        | 10,000 Note 4          |
| CCE Graduation | -            | -            | -            | -            | 5,000                        |                        |
| Poll and Referenda | 1,137         |              |              |              | 1,137                        | 5,886                  |
| OUSA | 592          | -            | -            | -            | 592                          | 600                    |
| Telephone | 463          | 617          | 464          | 1,081        | 2,624                        | 2,000                  |
| Computer Software | -            | -            | -            | -            | 500                          |                        |
| Meetings | 160          | 490          | 620          | -            | 1,269                        | 1,100                  |
| Seminars | -            | -            | -            | -            | -                            |                        |
| Handbook | 1,137        |              | 1,137        |              | 1,137                        | 6,000                  |
| Repairs & Maintenance | 90           | 958          |              |              | 1,048                        | 800                    |
| Research & Advocacy | 5,000        | 11,384       | 16,384       |              | 31,774                       | 15,000                 |
| Contingency | 655          | 655          | -            | -            | 8,580                        |                         |
| Commitments to McMaster | 100,000      |              |              | 100,000      | 

| **Total Expenses** | $39,801       | $143,122     | $52,079      | $76,795       | $311,797                     | $265,880               |

**Excess/(Deficit) of Revenues over Expenses:**

|          | $70,147       | $-79,776     | $97,988      | $-38,012      | $50,347                      | $2,720                 |

**Notes**

1. Includes interest and investment income ($375), misc income (fee reversals, printing and the sale of $200 in assets)
2. Audit fees were not accrued for 2013, as a result, both 2013 and 2014 fees show in 2014
3. The insurance premium for Nov 2014- Nov 2015 will be approximately $6,100
4. $5K for PR and $5K for Education - Board approved purchase of USB cards plus Silhouette Advertising
5. Course Access Report
## Schedule for conducting Annual Business of the Corporation (2015)

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, February 3</td>
<td><strong>First Notice</strong> sent to the membership electronically on February 3, by Canada Post (for those without valid email) by end of week, and in a Silhouette advertisement on February 12. The notice includes the <strong>call for nominations</strong> to the Board of Directors (4 directors for a 2-year term, and 1 director for a 1-year term) and <strong>first notice of referendum</strong> that establishes the preliminary list of items to be considered (appointment of auditor and election of directors) and call for additional items.</td>
</tr>
<tr>
<td>(First notice must be at least 6 weeks before the information meeting)</td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 4</td>
<td><strong>Nominations Close.</strong> (Nomination Period of 4 weeks and 1 day – option for extension to March 13 (if fewer than five nominations)</td>
</tr>
<tr>
<td>Wednesday, March 11</td>
<td><strong>MAPS Board of Directors Meeting.</strong> Review and approval of audited financial statements. Review &amp; finalization of referendum topics.</td>
</tr>
<tr>
<td>Tuesday, March 17</td>
<td><strong>Second Notice of Referendum</strong> sent to the membership. Includes referendum ballot questions, hyperlinks to information: - Audited financial statements - Annual Report and Monitoring Committee Report - Board’s recommendation to re-appoint the auditor - Candidate biographies (if elections are contested) - Availability of hard copy supporting materials in the MAPS Office - Date, time, and logistics of Information Meeting - Date, time, and method of voting - Method of voting tabulation and reporting</td>
</tr>
<tr>
<td>(Second notice must be at least 4 weeks before the end of the voting period)</td>
<td></td>
</tr>
<tr>
<td>Monday, April 13 (evg)</td>
<td><strong>Information Session.</strong> Conducted live on-line and posted on MAPS web site for retrieval later.</td>
</tr>
<tr>
<td>Tuesday to Monday, April 14-20</td>
<td><strong>On-line voting.</strong> On-line voting opens at 7am on Tuesday, April 14 and closes at 11pm on Monday, April 20.</td>
</tr>
<tr>
<td>Tuesday, April 21</td>
<td><strong>Posting of Referendum Results</strong> on the MAPS web site.</td>
</tr>
<tr>
<td>Tuesday, May 12 (tbc)</td>
<td><strong>MAPS Board of Directors Meeting.</strong> Election of officers for 2015-16.</td>
</tr>
</tbody>
</table>

February 4, 2015
IT IS RECOMMENDED BY THE UNDERSIGNED:


David Lazzarato, Chair

Gianni Parise, Vice-Chair

Brad Coburn

Rick Hackett

Fran Lasowski

Patricia McNiven

Jagoda Pike

Teddy Sault

David Williamson

Jean Wilson
McMaster University

REPORT OF THE COMMITTEE TO RECOMMEND A PRESIDENT

10 SEPTEMBER 2014

The Committee to Recommend a President, established in May 2014 in accordance with the terms of the *McMaster University Act, 1976* and the By-laws of the University Senate and Board of Governors, consisted of ten people, five named by the Senate and five by the Board.

Mr. David Lazzarato – Chair of the Board of Governors (Chair)
  Board appointment

Dr. Gianni Parise – Associate Professor and Associate Dean, Research and External Relations, Faculty of Science (Vice-Chair)
  Senate appointment

Mr. Brad Coburn – Convocation Coordinator, Registrar’s Office
  Board appointment

Dr. Rick Hackett – Professor, Faculty of Business and Canada Research Chair in Organizational Behaviour and Human Performance
  Senate appointment

Ms Fran Lasowski – PhD candidate, Faculty of Engineering
  Senate appointment

Dr. Patricia McNiven – Associate Professor, Midwifery Education Program
  Board appointment

Ms Jagoda Pike – Lieutenant Governor in Council appointee, Board of Governors
  Board appointment

Mr. Teddy Saull – President, McMaster Students Union
  Senate appointment

Mr. David Williamson – Board Elected Member, Board of Governors
  Board appointment

Dr. Jean Wilson – Associate Professor and Director, Arts and Science Program
  Senate appointment

Secretaries

Ms Helen Ayre – University Secretary

Mr. Mark Downard – Associate University Secretary
Reporting Deadline

The McMaster University Act, 1976 requires the Committee to Recommend a President to report to the Senate within nine months of the date on which the Senate appoints its members to the Committee. In this regard, the Committee has completed extensive consultations, deliberations, and prepared its report within the timelines prescribed by the Act.

Recommendation

After healthy consultation, discussion, and debate, the Committee to Recommend a President concluded unanimously that Dr. Patrick Deane should be appointed for a second five-year term as President and Vice-Chancellor of McMaster University.

Process

At its first meeting on May 21, 2014, the Committee elected Mr. David Lazzarato as Chair and Dr. Gianni Parise as Vice-Chair. The Committee discussed the importance of strict confidentiality and agreed on steps to ensure the integrity of the process. All members signed a Confidentiality Agreement that had been prepared by the University Secretariat in order to clearly articulate the need for, and to safeguard, confidentiality. The Committee decided to maintain a page on the University Secretariat’s website, and to communicate with the wider University community via the Daily News. In order to facilitate feedback from the community, a confidential email address was established on behalf of the Committee.

The Committee to Recommend a President began its work by reviewing the incumbent President’s first term. Members agreed that the Committee’s mandate and responsibility was to decide if the current President, who will have concluded his first term on June 30, 2015, should be re-appointed or if it was in the interest of the University to begin the search for a new President and Vice-Chancellor.

The Committee undertook to review some of the University’s significant strategic documents, including Forward with Integrity, along with the various related Task Force Reports, and the Strategic Mandate Agreement, which was drafted in consultation with the Provost and senior academic administrators and negotiated with the Ontario government. Such a review helped inform members in advance of meetings to follow with campus stakeholder groups. Members agreed that it would be important to solicit views from the community on the University’s strategic direction, academic mission and vision, research excellence, external relations, and student experience, as well as other vital determinants of the President’s success.

A correspondence soliciting involvement from the University community was circulated to faculty, staff, the Senate and Board of Governors, McMaster Students Union, UNIFOR, McMaster Alumni Association, The Management Group, McMaster Retirees Association, McMaster Association of Part-time Students, and the Graduate Students Association. A copy of the correspondence was posted on the Daily News website with contact information for submitting material to the Committee to Recommend a President. It was the Committee’s view
that all members of the University community should be given the opportunity to participate in the process. Committee members understood the importance of inclusiveness and went to great lengths to ensure its work was considerate of McMaster’s diverse stakeholders.

After discussing the best manner in which to accomplish its work, the Committee decided to invite individuals with leadership roles on campus to meet with it, including executive members of staff and student groups, Retirees Association, Alumni Association, and the McMaster University Faculty Association. Although many groups were invited, not everyone accepted the invitation to attend. In addition to various groups, the Chair and Vice-Chair of the Committee held extensive interviews with members of the University’s senior leadership team, as well as the most recent past and current Chancellors. The Committee also received a number of letters from individual members of the University community.

During the course of its work, the Committee met four times prior to issuing an invitation to meet with the incumbent President and Vice-Chancellor. The Committee was determined to complete extensive consultations, including providing members of the community with sufficient time to participate in the process, in order to adequately prepare for its meeting with Dr. Deane. The extensive preparation allowed the Committee to thoroughly discuss issues and questions with the President, as well as providing context for viewing successes and where focus would be required for the next five years.

**President Deane’s First Term**

During the first four years of his Presidency, Dr. Deane and his team have had many noteworthy successes, some of which are still actively underway and are in the best interest of the University to continue. The *Forward with Integrity* process has created a platform for further innovation and change and this momentum must be cultivated to ensure McMaster’s success at the local, national, and international level. Dr. Deane has demonstrated determination in his focus on enhancing the University’s financial sustainability, providing an exceptional student experience, and striving for collegiality across campus, and these efforts were widely recognized throughout the Committee’s work. The overwhelming consensus from members of the community is that Dr. Deane is a personable and highly respected leader on campus, and he is an individual who values integrity, collegiality, and thoughtfulness in the pursuit of McMaster’s goals. In this vein, it was clear to the Committee that the President and Vice-Chancellor has broad support within the University, as well as in the community at large. Several individuals pointed out Dr. Deane’s positive relations with government at all levels as a demonstration of his success in achieving the University’s goals.

The Committee was conscious of Dr. Deane’s significant successes and it made sure to view such achievements within the context of the environment at the time of his initial appointment as President and Vice-Chancellor. Over the course of his first term, Dr. Deane made considerable progress in enhancing collegiality on campus, increasing community engagement, as well as making the student experience a central focus of his Presidency. The President’s ability to connect with members of the McMaster community was a consistent theme throughout the Committee’s interviews with campus groups. Issuing *Forward with*
Integrity was the first of many steps that have prompted positive changes across McMaster and is an initiative that has garnered strong support at both the senior levels and the grassroots level. The Forward with Integrity process established a set of principles for the University and as they took shape have helped steer its direction over the last three years. During his first term, Dr. Deane has been dedicated to maintaining McMaster’s financial health and in this regard he and his team have delivered four consecutive balanced operating budgets despite resource constraints and uncertainty in the financial landscape.

Dr. Deane’s role as a leader in Canadian higher education was highlighted by McMaster’s completion of the Strategic Mandate Agreement process, with the University being the first institution in Ontario to sign its agreement with the provincial government. Dr. Deane has also actively undertaken leadership roles in various forums, including Vice-Chair of the Council of Ontario Universities, incoming Chair of the Canadian Bureau for International Education (2015-16), and Director of the Association of Universities and Colleges of Canada. In this capacity, Dr. Deane has become an influential member of the higher education sector and he has helped steer and set the agenda for policymakers at both the provincial and the federal level. It is the Committee’s view that Dr. Deane’s ability and advocacy demonstrate his tireless efforts to fulfill McMaster’s strategic objectives.

Issues for the Coming Term

Over the course of its work, the Committee to Recommend a President highlighted several common themes that emerged and will require attention during the President’s second term. It is within this context that the Committee offers some observations, each of which is based on the consultations undertaken and input received throughout the reappointment review process.

Themes which were consistently mentioned in discussions with the McMaster community included the desire for an increased focus on research intensity and excellence, continued internationalization efforts as defined within Forward with Integrity, establishing a clear path for McMaster’s strategic direction, and ensuring continued engagement across all areas of campus. Members of the University’s academic community made it clear that research is a top priority and should remain a central focus of the President and Vice-Chancellor.

The Committee heard from members of the community that an evolution of priorities is required in order to re-focus on the competitive external environment, at both the national and the international level. As head of a research-intensive institution, the President must make research intensity and excellence top priorities. Improvements in the student experience and community engagement offer an optimal environment to continue enhancing, and investing in, research and internationalization on campus. Individual responses and interviews remarked on the success of Forward with Integrity and expressed the desire for a movement to the next phase of the University’s strategy. In this regard, it is the Committee’s belief that it is the right time for McMaster to further establish a strategic focus to guide its efforts moving forward. A
clear set of priorities supports the promotion of quantifiable goals and helps align strategy with the academic vision and mission.

The Committee recognized the immense demands on the President’s time and heard many comments praising Dr. Deane’s willingness to make himself widely available. The ability to maintain a strong internal presence, while at the same time actively engaging donors, alumni, and government officials, is no small task. Dr. Deane’s ability to successfully promote McMaster’s interests through advocacy groups, meetings with government officials, as well as taking leadership roles in various forums was widely acknowledged. Taking all of this into account, Committee members agreed that maintaining an increased presence on campus would be essential to internal constituents and it would help foster the President’s ability to set the direction of the University in partnership with senior academic leaders at McMaster. The University’s academic mission should inform and guide the President’s actions, while at the same time promoting a level of connectedness with students, faculty, and staff.

Remaining committed to the University’s academic mission and acting in support of this mission necessitates planning, communication, and collaboration with all areas of campus. Senior academic administrators have an important role in the success of the University and should continue to play a fundamental part in the development and implementation of McMaster’s strategic priorities. Identifying and setting priorities in support of the academic mission, including the establishment of measurable objectives, should be undertaken through consultation and robust debate amongst the President and senior academic administrators. The university sector is growing increasingly competitive, both nationally and internationally, and this highlights the importance of establishing a strategic plan and ensuring the consistent communication and understanding of this plan across campus. Over the course of its consultations, the Committee heard a great deal of support for Dr. Deane’s ability to build consensus on campus. In this capacity, the President should continue to maintain a strong focus on collaboration and inclusiveness which will enable him to build on the many successful achievements from his first term.

During its interviews with Dr. Deane, the Committee heard a clear articulation of his priorities for McMaster over the next five years. The discussion with the President instilled members with confidence that Dr. Deane understands the diverse interests of the University and that he has a vision that builds on the achievements of the past four years. Dr. Deane provided members of the Committee with a detailed account of how he plans to address the challenges and opportunities facing McMaster and outlined several noteworthy goals and proposed measures to monitor performance in a number of important areas, such as: research, community engagement and internationalization, the student experience, fundraising, branding and publicity, and building an inclusive community. It will be up to the Board of Governors to confirm the goals for the coming years and establish and monitor performance measures.

Throughout the process, the Committee to Recommend a President was aware of its mandate, as well as its responsibility to the McMaster community. The Committee went to great lengths to maintain the integrity of the process and to make sure that all areas of the
University had the opportunity to participate in its work. Members discussed and debated the information they received and are proud to have reached the unanimous conclusion that Dr. Patrick Deane be recommended for a second term as President and Vice-Chancellor. It was clear throughout the process that Dr. Deane’s charisma, integrity, intelligence, and passion for higher education were acknowledged across campus and that these admirable qualities helped drive support for his agenda, and indeed helped pave the way for his achievements. President Deane is highly regarded within the University, as well as throughout the external community, and his leadership within, and commitment to, higher education is a credit to McMaster. His dedication and tireless advocacy working to enhance and promote all areas of the University is clearly evident, and the Committee is convinced that his reappointment is in the best interest of all members of the McMaster community. The Committee’s report has identified several areas to help guide Dr. Deane moving forward, and the Committee believes that this will assist him in accomplishing both his and McMaster’s goals during his second term.

It is with great pleasure, therefore, that we recommend,

that the Senate of McMaster University nominate Dr. Patrick Deane for appointment by the Board of Governors of the University as President and Vice-Chancellor of McMaster University for a second five-year term, effective July 1, 2015.