Board of Directors Meeting
Tuesday, April 29, 2014 – 5:30pm
Room 234, MUSC

AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of March 25, 2014 (attached)

3. OUSA Membership (attached)

4. Report of the President (attached)
   a) Appointment to the MUSC Board of Management (e-mail vote)
   b) RFP for Legal Services
   c) Web site updates
   d) MAPS Office Hours for May to August
   e) Meetings: Senate (April 9), Board of Governors (April 17)

5. Report of the Secretary (attached)
   a) AGM / Nominations Committee / Referendum
   b) MUSC Board of Management (April 9)
   c) Student Government-Administration Consultation Committee (April 23)
   d) MAPS Bursaries 2010-11, 2011-12, 2012-13
   e) Administrative Updates

6. Financial Accountability Policy for Student Organizations that receive Fee Remittances from the University (attached)

7. Budget (attached)

8. Strategy Paper (attached)
9. **Closed Session:**
   a) Approval of the Closed Session Minutes of March 25, 2014 *(attached)*
   b) Legal Update

10. **Other Business**

11. **Board Meeting Schedule for 2014-2015**

12. **Adjournment**
McMaster Association of Part-Time Students
Board of Directors Meeting – Minutes
Tuesday, March 25, 2014 at 6:00 p.m.
Room 234, MUSC, McMaster University

PRESENT Jackie Arlen (chair), Caroline Hill-Smith, David Moore (corporate secretary)

REGRETS Emily Cerantola, Jeff Huber, Cassandra Lo

OTHERS Jeannie An

STAFF Glenn Harkness (acting general manager)

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

ATTACHMENTS TO THE OFFICIAL COPY OF THE MINUTES
- Agenda
- Draft Open Session Minutes – February 11, 2014
- Email votes
  - Appointment to the Board
  - Designation of Signing Officer
  - Returning Officers
- Draft Audited Financial Statements for the year ended December 31, 2013
- Draft 2014 Budget
- Email correspondence with AVP-Students & Learning re CCE Survey – March 2014
- Letter from MAPS president to AVP-Students & Learning re MAPS fees collected from CCE students during 2013-2014 – March 12, 2014
- MAPS-University gift agreement re The MAPS 30th Anniversary Part-Time Certificate Student Bursaries Award – 2008
- Email correspondence (and attached letter) with AVP-Students & Learning re collection of MAPS fees from CCE students in 2013-2014 fall-winter academic session – March 2014

1. ADOPTION OF THE AGENDA

Motion: Moved by Moore, seconded by Hill-Smith to approve the agenda as presented. Carried.

2. ADOPTION OF MINUTES

Motion: Moved by Arlen, seconded by Hill-Smith to the open session minutes of the meeting of February 11, 2014, as presented. Carried.

3. REPORT OF THE PRESIDENT

The March 11 Board meeting was cancelled when it was thought Arlen would be out of the country. Time-sensitive motions were put to an email vote (copies appended to the master copy of the minutes). The motions and the result were formally entered into the record:
**Appointment to the Board**

**Motion:** Moved by Arlen, seconded by Huber that David Moore be appointed to fill a vacancy on the board of directors for a term to end at the conclusion of the 2014 annual general meeting of MAPS.

Carried 5-0-0.

**Designation of additional signing officer**

**Motion:** Moved by Arlen, seconded by An to designate Jeff Huber as a signing authority on the MAPS account at the credit union.

Carried 4-0-0.

**Appointment of Returning Officers**

**Motion:** Moved by Arlen, seconded by Moore to approve the appointment of Jackie Osterman as chief returning officer and Kim Pastrak as deputy returning officer for 2014.

Carried 7-0-0.

**2013 Audited Financial Statements**

Drafts of the audit were received on March 18 and 21, and refined by the auditor based on comments from Arlen and Moore. A copy of the revised final draft (March 24) is appended to the master copy of the minutes. A number of points were noted:

- A number of the auditors notes required refinement to more fairly reflect the status of the Association at the end of the last fiscal year. Some adjustments to the numbers were made to correct errors posting of expenses among various lines.
- A management letter has not yet been received from the auditor.
- Wages and benefits include info assistants, while the acting executive director’s compensation is included in Consulting Fees.
- Professional fees include audit and legal. The much larger amount paid in 2012 reflects the legal fees the former Board incurred in relation to the University’s internal audit review and then HR advice later in the year.
- Staff travel in both 2012 and 2013 includes the cost of the Toyota Sienna leased for the former executive director. MAPS got out of the balance of the four-year lease in mid-2013.
- Awards and Awards Dinner is higher in 2013 because no dinner was held in 2012.
- University administrative fees will be substantially lower after 2013 now that McMaster is no longer processing MAPS’ payroll. Ceridian does for about $60 per month what the University was charging $435 per month to do.
- Public Relations includes a $3,000 for four full-page advertisements in *The Silhouette* in September 2013. This degree of space will not be needed in subsequent years, but given the lack of transparency by the former Board in recent years, it was felt the audited financial statements, an explanatory letter, and SGM notice should be printed in full.
- Poll and Referenda refers to the license fee paid to SimplyVoting.com
- OUSA is lower because MAPS attended fewer meetings in 2013. There is about $600 in costs which have been paid in early 2014 and a decision about MAPS’ future involvement in OUSA is scheduled to be considered at the April 29 Board meeting.
- Telephone was much higher in 2012 was due in part to replacement, more than once, of the former executive director’s smart phone.
Handbook costs incurred in relation to the 2013-2014 edition will be accounted for in the 2014 financial statements.

Gift commitments (CCE bursaries and MUSC capital renewal) have been accrued for 2013 payments, but will be subject to review by the Board once outstanding fee revenue issues have been resolved.

Motion: Moved by Moore, seconded by Arlen approve the audited financial statements for the fiscal year ended December 31, 2013. Carried.

2014 Budget

A draft 2014 Budget was presented (copy appended to the master copy of the minutes). Projected fee revenue had been adjusted to reflect (1) the University’s decision to support the MSU’s unilateral abrogation of the membership jurisdiction contract between MAPS and the MSU, and (2) resumption of membership fee collection by the University on May 1, 2014.

Motion: Moved by Moore, seconded by Arlen to approve the 2014 Budget as presented. Carried.

CCE Survey

On March 7, Arlen received an email from the AVP-Students & Learning, Sean Van Koughnett, about a survey to be administered to CCE students by the Office of the AVP-Faculty (Dr. Susan Searls-Giroux). Arlen responded on behalf of the Board (copy of the exchange and the survey are appended to the master copy of the minutes).

By stating that a survey at this time could provide a useful baseline against which any future survey results could be compared, the AVP seems to be signaling that the University will look at changes in “value for money perception” over time rather than going to the Board of Governors this spring (as Lisa Boniface wants) to get approval of discontinuing CCE students’ representation by MAPS.

The AVP sent a supplemental response in which he wrote:

...if CCE students were ever to stop paying MAPS membership fees, the equivalent of these fees would be redirected to appropriate services for students. Another option is that tuition fee increases would not need to increase as much in future years. Most likely the equivalent of fees would be used for a combination of these two things. So it's my understanding that there would be no financial gain to CCE if students if they were ever no longer members of MAPS.

The AVP has thus acknowledged that CCE would, in fact, benefit from additional resources and/or not having to put pressure on the competitiveness of their per course price point, if/when it received more than $100,000 per year currently paid by students and remitted to MAPS.

CCE’s interest in taking over the MAPS revenue stream for its own purposes is being heightened as CCE is already facing budget pressures that will be further exacerbated by the higher long-term accommodation costs associated with the move to Jackson Square next year.
MAPS fees paid by CCE students

On March 12, Arlen wrote to the AVP-Students & Learning about collection of MAPS membership fees from CCE students during the 2013-2014 fall-winter academic session (a copy of the email, letter, and a supporting attachment are appended to the master copy of the minutes).

In June 2013, the University’s Board of Governors confirmed the decision of the senior administration to suspend MAPS fee collection from part-time students effective September 2013. While this was done for part-time undergraduate degree students, fees continued to be collected from CCE students in contravention of the BoG resolution. On March 10, MAPS learned that Financial Services had informed MAPS’ auditor that “per direction of the Board, these fees will be re-directed to CCE.” This not what the Board of Governors approved.

In her letter to Sean Van Koughnett, Arlen proposed that the funds ($73,724 and counting) be allocated to a MAPS-directed purpose that is of direct benefit to CCE students and in keeping with a previous agreement between MAPS and the University. Specifically, she proposed that the funds be directed to honour MAPS 2013 and 2014 commitments, under The MAPS 30th Anniversary Part-Time Certificate Student Bursaries Award gift agreement (copy appended to the master copy of the minutes). In this way the funds will provide direct bursaries and build the endowment for future bursaries to support CCE students.

Van Kougnett has since responded by email that CCE will keep $36,000 to offset CCE operational costs and the balance will be directed to the bursary fund as suggested by MAPS. Further discussion was undertaken in closed session.

Meetings and events attended

Arlen and An attended Student Recognition Night (the MSU’s awards banquet) on March 18.

Arlen reported on two other meetings she has attended since the last MAPS Board meeting:
  o Board of Governors (March 6) – as the BoG was meeting, Premier Wynne was announcing legislation that, if approved, would expand the jurisdiction of the Ombudsman of Ontario to include universities. President Deane did not see this additional oversight as necessary given that universities such as McMaster already have an Ombuds.
  o Senate Committee on Student Affairs (March 21) – proposed changes to the Residence Contract and the Residence Code of Conduct were recommended to Senate.

The March 12 meeting of Senate was cancelled when inclement weather precipitated the closure of the University.

4. REPORT OF THE SECRETARY

At the last general meeting, quorum was 10 members (including proxies, at least members being present in person). As part of the governance reforms in the new by-laws approved in October 2013, quorum was increased to 3% of the membership. This aligns with the quorum requirement for General Assemblies in the McMaster Students Union.

In the absence of quorum at today’s AGM, the appointment of an auditor will be referred to an on-line referendum vote of the membership. Formal notice of a general referendum will be served in the coming days, an information session will be held, and the vote will take place in mid-May. Nominations will be re-opened for the three remaining seats and elections, if required, will be conducted as part of the referendum.
5. REPORT OF THE ACTING GENERAL MANAGER

Harkness circulated a preliminary job posting for a General Manager and invited comment from members of the Board (a copy, as well as the TMG salary band ranges, is appended to the master copy of the minutes).

A full job specification needs to be written and then evaluated by McMaster University’s Human Resources department in relation to the TMG salary band system. While MAPS is not obliged to follow that advice, having the position’s salary band placement evaluated by HR was among the Provost’s requirements.

6. CLOSED SESSION

Motion: Moved by Arlen, seconded by Hill-Smith to move into closed session.
Carried.

RETURN TO OPEN SESSION

7. OTHER BUSINESS

None.

8. SUMMARY OF FOLLOW-UP ACTION

Action: Arlen to:
- See to updating signing authorities at the credit union.
Moore to:
- Have notice issued for a general referendum and call for nominations.
- See to having a copy of the approved audited financial statements to the director of Financial Services.

9. NEXT SCHEDULED MEETINGS

Board of Directors: April 29

10. ADJOURNMENT

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

7:55 p.m.

These minutes were duly approved by the Board at its meeting on April 29, 2014.

_______________________________  _______________________________
Jacqueline Arlen, President    David Moore, Secretary
January 15, 2014

BY REGISTERED MAIL

Mr. Amir Eftekarpour, President
Mr. Rylan Kinnon, Executive Director
Ontario Undergraduate Student Alliance
26 Soho Street, Unit 345
Toronto, ON   M5T 1Z7

Subject: Notice of intention to consider withdrawal from OUSA membership

Dear Amir and Rylan,

I have been directed by the MAPS Board of Directors to send you formal notice of MAPS’ intention to hold a vote on withdrawing MAPS from membership in the Ontario Undergraduate Student Alliance.

The vote will be held at a meeting of the MAPS Board of Directors on Tuesday, April 29, 2014, at 5:30pm in the MAPS Office (Room 234, McMaster University Student Centre). As required by OUSA’s By-Law, I have enclosed a copy of MAPS’ by-laws. The following is the text of the motion to be considered:

Moved by Smith, seconded by Arlen that MAPS terminate its membership in the Ontario Undergraduate Student Alliance (OUSA) at the end of the 2013-2014 OUSA fiscal year (April 30, 2014).

There is an important role to be played by an effective student voice at the provincial level; however, the MAPS Board has resolved to undertake an assessment of whether OUSA and MAPS are a good fit. The Board has noted that none of the other part-time student associations in Ontario are members of OUSA, but a major concern for the Board is the time expected in relation to meetings and the ability of part-time student leaders to make such a commitment.

The MAPS Board will be carefully weighing all the considerations in this matter. Representatives of OUSA are certainly welcome to address the MAPS board in relation to this important decision.

Sincerely,

David Moore
Corporate Secretary

Enclosure

cc: MAPS Board of Directors
OUSA AND MAPS

OUSA was established in 1992 as a provincial advocacy group focusing exclusively on undergraduate degree education. It currently has eight member associations (Brock, Laurier, MAPS, McMaster Students Union, Queen’s, Trust, Waterloo, and Western). Its vision, mission, and membership value, as set out in a presentation to the MAPS Board of Directors in April 2013 is:

**Vision:**
accessible, affordable, accountable & high quality undergraduate education in Ontario

**Mission:**
develop educated solutions to challenges facing undergraduate education in Ontario and to successfully lobby government to make them a reality

**Membership Value:**
Leadership Role in the Province
Access to key decision makers
Resources for engagement
Share best practices

OUSA’s structure includes a general assembly (conference) semi-annually, a steering committee that meets approximately monthly, three volunteer executive officers (President VP-Finance, VP-Administration) who are typically full-time student association executive officers, and an office with full-time staff in Toronto.

Policy priorities have included tuition and related fees, system transformation, tax credits, financial aid, and student mental health.

MAPS’ membership history with OUSA is as follows:

- July 1999 – undertook Associate Membership
- March 2002 – undertook Full Membership
- April 2004 – withdrew from membership
- April 2011 – undertook full membership

MAPS’ decision to withdraw from membership in 2004 was not made lightly or in haste. When MAPS undertook associate membership in OUSA in 1999, and then full membership in 2002, it was with the expectation of contributing to a strong voice that effectively represented the interests of full-time and part-time undergraduate students in Ontario. It was agreed that there is an important role to be played by an effective student lobby group at the provincial level; however, the MAPS Board of Directors ultimately concluded that OUSA and MAPS were not a good fit.

During MAPS’ first association with OUSA, MAPS expressed its concerns regarding high staff turnover and resulting instability that hindered support to the Steering Committee and advocacy work. Systemic weakness in record keeping, business
functions, and timely distribution of materials to members were also recurring concerns. This is not to suggest that MAPS’ experience with OUSA was entirely negative; some of the Steering Committee and General Assembly meetings were very productive, but the emphasis was overwhelmingly on the needs and perspectives of full-time students.

Students involved in the governance of part-time student associations are by their very nature not full-time student leaders. OUSA meetings are typically held during the business day, which is not a problem for full-time student executives, but in MAPS’ case it placed the bulk of the responsibility for participation on MAPS’ full-time staff. The MAPS Board concluded in 2004 that continued membership would have required MAPS’ executive director to devote several weeks per year to meetings and related preparation and follow-up. The Board believed that resources could be deployed more effectively to deliver on MAPS’ advocacy and service agenda for part-time students at McMaster University, particularly when OUSA’s mandate relates to undergraduate degree students alone and does not serve the interests of CCE students who make up a significant portion of MAPS’ fee-paying members.

On April 7, 2011, the MAPS Board voted to undertake full OUSA membership. MAPS’ executive director served as MAPS’ representative on the OUSA Steering Committee (2011-2013), but he did not attend meetings after September 2012.

**Current Status**

Little documentation about OUSA was found in the MAPS Office after the new Board took office in 2013. A comprehensive file has been re-established that includes the MAPS-OUSA membership agreement, OUSA By-Laws, General Assembly minutes since fall 2008, Steering Committee minutes since May 2011, and policy papers/government submissions.

MAPS is entitled to a voting seat on the OUSA Steering Committee and to voting representation at the OUSA General Assembly conferences (held in March and late-October/early November). In the fall of 2013, OUSA advised MAPS’ then-acting executive director that OUSA now requires a student (not staff) to fill the role of Steering Committee member. While Andrew Smith was the MAPS representative, it was not feasible for him as a part-time student to attend most meetings.

OUSA’s membership fee is calculated on the basis of FTE (full-time equivalent) enrolment. The per FTE fee since MAPS rejoined OUSA has been $2.76 (2011-12), $2.85 (2012-13), $2.87 (2013-14), and will be $2.90 in 2014-15. In calculating the FTE, OUSA takes the “head count” of part-time students and divides by 3. MAPS’ OUSA membership fee assessment for 2013-2014 is $2,257.73.

MAPS’ audited financial statements indicate OUSA-related expenditures (membership fees and costs related to attending meetings) as follows: $8,912 (2011), $5,708 (2012), and $2,749 (2013). Further payments of $594.43 are being processed in March 2014.
OUSA’s then-executive director, Rylan Kinnon, made a presentation to the MAPS Board on April 30, 2013. He has since left OUSA to take a position with the Ministry of Training, Colleges and Universities. Sean Madden, OUSA’s director of research, was announced as his Kinnon’s successor in late March.

On January 14, 2014, the MAPS Board of Directors resolved to consider withdrawing from OUSA membership effective April 30, 2014. A registered letter was sent to OUSA on January 16 to serve formal notice, required under OUSA’s by-laws, that withdrawal from membership would be considered and a vote taken at a meeting of the MAPS Board on Tuesday, April 29, 2014.

OUSA president Amir Eftekarpour has advised MAPS that he will attend the Board meeting on April 29. MAPS’ corporate secretary has offered to meet with OUSA representatives in Toronto, prior to the Board meeting, to outline the issues from MAPS’ perspective.

**Process for withdrawing from OUSA membership**

The process for withdrawing from OUSA membership is set out in OUSA’s by-laws (section 4.07):

(a) A Member Association shall withdraw from membership in OUSA in accordance with 4.07 (b) and (c), the by-laws and constitutional procedures of the respective Member Association and the provisions of the OUSA membership contract. In situations where these cannot be fulfilled simultaneously, the provisions of the OUSA membership contract shall prevail.

(b) Written notice of intent to withdraw must be sent by registered mail to the OUSA home office and received ninety (90) days in advance of any vote or referendum on a motion to withdraw, and must include the exact motion or referendum question, a copy of any student petition to withdraw, a copy of the Member Association’s current by-laws and all additional policies or guidelines governing the conduct of the Member Association’s elections and referenda.

(c) Any withdrawal shall take effect in the next fiscal year of OUSA, and any membership fees owed by a Member Association in the current fiscal year shall be due.
MEMORANDUM

DATE: April 24, 2014
TO: MAPS Board of Directors
FROM: Jackie Arlen
RE: President’s Report

This brief update is in lieu of a verbal report at the meeting (since I will be writing an exam).

A new MAPS appointee on the **MUSC Board of Management** was a time-sensitive decision given Jeannie An’s retirement from the Board and related committee work. An email vote was conducted and David Moore was approved as the MAPS appointee in time for the April 9 meeting of the BoM.

An **RFP for Legal Services** was posted on MERX and one submission was received by the original deadline, which has now been extended with slighted amended terms. The president, corporate secretary, and consultant will review submissions and will provide a recommendation for the next Board meeting.

An **RFP for Financial Services** has been posted on MERX (submission deadline – May 7). The level of service we have been receiving at our current credit union has become a significant problem. I have had multiple conversations trying to get answers to questions and solutions to problems with little success.

**Web Site Updates** have been made throughout the web site, including establishing an area on the home page for updates from the president. The first posting was made a few weeks ago and I will be writing another shortly.

**MAPS Office Hours from May to August** have been set following consultation with the info assistants. I have approved setting of hours for May 1 to August 8 as follows: Monday to Thursday (10am-7pm) and Friday (closed). The office will be closed August 11-22 and will return to regular hours (M-R: 9:30-7:30; F: 9:30-2:30) on Monday, August 25.

**Wage Increases for Information Assistants** – as of April 1, 2014, Kim Pastrak and Karen Wilkinson received a modest increase in their hourly wage. As well, I provided each with a letter of commendation. In Kim’s case, her last raise was prior to February 2013. In Karen’s case, her
starting rate of pay was quite low. She had initially been told she would be reviewed at 90 days of employment, which was actually earlier this year. Both are doing a great job for the students that MAPS represents.

The Senate meeting on April 9 was generally devoted to routine business. The process of appointing a 10-member Committee to Recommend a President has begun. Dr. Deane’s five-year term ends on June 30, 2015.

The Board of Governors meeting on April 17 was also devoted to routine business. The 2014-2015 tuition and supplementary fee schedules will be addressed at the June 5 meeting.

The Student Government-Administration Consultation Committee (Admin-Con) met on April 23. Dave and I attended the meeting.

Legal Update – Dave and I met with Karen Chee at her office in Toronto on April 1. I have asked Dave to report to you on my behalf in closed session.

Weekly Teleconferences – Kyle, Dave, and I have been having weekly teleconferences to keep up-to-date on the many areas in which work is being done. A copy of the notes from these conversations is appended to this memo.

OUSA – I believe OUSA has a constructive and important mandate, however I do not believe the unique concerns of part-time students are considered. Neither do I think it is in our members’ best interest for us to spend time and money to attend OUSA’s multi-day, monthly meetings.

Strategy Paper – Kyle has prepared a short paper to inform a discussion by the Board about future directions for MAPS and how the Association might move forward with a research/advocacy initiative that responds to the information collected in the member engagement survey in December 2013. A Notice of Possible Procurement is being prepared to support this work, should the Board choose to pursue it.

2014 Budget – I recommend that the Board reconsider the motion to approve the 2014 Budget and make refinements that respond to new information received since the last meeting. I have asked Dave to present suggested budget adjustments.

Next Meeting – The next meeting of the MAPS Board will include election of executive officers for 2014-2015 and an important discussion for which the strategy paper will be a starting point.

Best regards,

Jackie
MAPS Teleconference Notes  
Friday, April 4, 2014 at 11:00 am

Participating: Jackie Arlen (president)  
Dave Moore (corporate secretary)  
Kyle Johansen (consultant)

Discussion Items

1. President’s introductory message for web site
   • Jackie will review the draft provided by Kyle, make some adjustments and send the approved final version to him this afternoon for posting on the web site.  
   • Jackie will write to Sean Van Koughnett and ask for the results of the survey administered last month by the Office of the AVP-Faculty.

2. Office Hours from May to August
   • Kyle has consulted the information assistants who expressed some concern over the potential for significant reduction in the number of hours.  
   • Jackie approved setting hours, for May to August, as 10am-7pm from Monday to Thursday, and closed on Friday.  
   • Kyle will see to posting this on the web site and informing Kim, Karen, and Felice.  
   • Dave will add this to information to be shared with the Board at the April 29 meeting.

3. Referendum
   • Jackie approved the templates prepared by Kyle. He will now share them with the CRO (Jackie Osterman) for comment.  
   • A decision on whether to include CCE-related questions deferred to next teleconference.

4. Nominations Committee
   • MAPS’ by-laws provide for a nominations committee. For this cycle, the committee will be composed of the president and corporate secretary. They will review nominations to confirm eligibility and ensure completeness. Nominations will be retained for potential future appointments to fill vacancies, service on MAPS or university committees, etc.  
   • Kyle will develop a draft terms of reference for a Nominations Committee for consideration by the Board of Directors.

5. Web Casting
   • Jackie approved proceeding with a two-month purchase of services from the vendor. Kyle will to test runs to ensure the system is fully functional for the membership information web cast on May 12.  
   • Jackie gave tentative approval, subject to confirmation later this month, for extension of Kyle’s engagement to the end of May to have him run the referendum.
6. **Summer Advocacy Program**
   - Agreement that MAPS must be seen to be providing significant value added to its membership to be a sustainable organization.
   - Kyle will review the outcomes of the membership engagement survey from December 2013 and develop options for proceeding with a summer advocacy program in 2014.
   - Agreement that a Summer Advocacy Program, to be done well, would require hiring external expertise to do it. As part of the options, Kyle will develop a draft RFP.

7. **MOSAIC Number**
   - When Jackie met with John McGowan last month, she learned that the MSU was also having difficulty getting a MOSAIC number from the University.
   - Kyle will contact John and inquire if this is still the case, and suggest that they jointly approach Roger Couldrey to get this issue resolved.
   - Jackie agreed with Kyle’s suggestion that unique MOSAIC numbers be attached to the permanent MAC IDs that were assigned to MAPS in January (e.g. president, vp-finance, corporate secretary, director).

8. **Senate Meeting – Wednesday, April 9, 2014**
   - Dave noted that the hard copy package has been received by the MAPS Office. He has reviewed the agenda posted on-line by the University Secretariat and there does not seem to be any agenda items about which MAPS needs to be immediately concerned.
   - Dave noted that Senate will be asked to approve the membership of a “Committee to Recommend a President.” Dr. Deane’s five-year term ends 30 June 2014 and the membership of the committee may provide an early signal whether of whether he is likely to be offered a second term (assuming that he stands for re-appointment).

9. **Public Service Announcements**
   - Jackie agreed with Kim being invited to be the voice of MAPS on CFMU. If she declines or is not available, then Kyle will ask Karen.
   - PSAs were provided to McMaster Daily News, but do not seem to have been posted yet.
   - PSAs have also been shared with the MSU (for posting on their TVs)

10. **2013 Audited Financial Statements**
    - Ryan Scott has sent a draft letter for MAPS to send to the auditor to confirm that the information provided to the auditor has been complete and accurate. Jackie has written to him about inclusion of text concerning the $74K in CCE fees that are in dispute.
    - Dave expressed concern with the reference to MAPS potentially not being “a going concern,” when the University has committed to turning over the trust funds to MAPS’ custody and resuming membership fee collection.
    - Dave will put the letter on letterhead. Kyle will have a crack at refining the offending language on the last page. NOTE: Subsequent to the teleconference, Ryan Scott sent an updated draft. Dave used this to send the draft to Kyle for further refinement.
11. **RFP for Legal Services**
   - The RFP has been posted on MERX and it has also been brought to the attention of Basil Alexander ‘00, Alex Daschko ‘85, and Stephen Longo ‘89.

12. **OUSA Partnership Dinner – April 8, 2014**
   - Jackie advised OUSA this morning that MAPS would not be attending ($100 a plate)
   - Dave noted that OUSA is selective in which “OUSA alumni” are invited --- some former steering committee members are invited while others are not

13. **Draft correspondence for president’s approval**
   - Jackie is reviewing a number of letters drafted by Dave for her consideration:
     - Thank you letters to retiring board members (An, Berhanu, Liauba)
     - Congratulatory letters (Hill-Smith, Huber, Lo, Moore)
     - Letter to John McGowan re MAPS’ new appointee to the MUSC BoM
   - Dave has also sent to Jackie, for her review/approval:
     - Draft open and closed session minutes of the March 25 Board meeting
     - Draft minutes for the non-quorate AGM on March 25

14. **Change of Credit Union Signing Authority**
   - Jeff Huber was approved as a credit union signing authority by the Board in an email vote last month. Jackie will see to having him added and further directed that adding Dave to the account as a signing authority be put on the next Board agenda.
   - Jackie will need copies of the approved minutes (showing Andrew’s resignation and her election, as well as Jeff Huber’s designation). Dave to provide Jackie with these minutes.

15. **MAPS Planner**
   - An update to the planner will be sent to Jackie weekly (Thursday morning)

16. **New Registrants for Summer Academic Session**
   - Jackie asked we can identify new registrants within the MAPS membership list, so that a welcome email might be sent to them potentially offering a campus tour or other on-ramping support. Kyle noted that he has already identified the 328 people on the April 2 list that were not on the February 21 list (some may be “first time” students at McMaster while others will be returning after one or more terms away from studies).

17. **Union Market Charge Account**
   - Jackie approved Kyle’s suggestion that he ask John McGowan if MAPS can set up a charge account at the Union Market.

18. **Next Teleconference / Adjournment**
   - Thursday, April 10, 2014, at 11:00 a.m.
   - Teleconference adjourned at 11:50 a.m.
MAPS Teleconference Notes  
Thursday, April 10, 2014 at 11:00 am

**Participating:** Jackie Arlen (president)  
Dave Moore (corporate secretary)  
Kyle Johansen (consultant)

**Discussion Items**

1. **Referendum**
   - A consensus was reached not to include CCE-related referendum questions on the May Referendum ballot. Such questions are probably better suited to a CCE-only stand-alone referendum (if/when necessary).
   - The University’s recent actions suggests that there is a limited threat to the Association with respect to fees collected or to be collected or to its membership base. As a result, MAPS will not take any precipitous action and will continue to work cooperatively with the administration. That being said, the Association will monitor the University closely to determine if a change in tactics is warranted; with any actions in the Board of Governors agenda packages being a sentinel indicator.
   - Now that the ballot elements have been confirmed, Kyle will send the prototype ballot to the CRO (Jackie Osterman) for review.
   - An extensive communications program was implemented with respect to the e-referendum and nominations for the Board. This included a Silhouette ad, postings on the web site and Facebook pages, posting on the MSU’s electronic bulletin boards, public service announcements released to CFMU-FM and Hamilton media outlets, and two separate requests for inclusion in the McMaster Daily website. Three issue-specific posters were produced; 35 of which were posted in strategic locations on campus. Additionally, two bulk email message have been sent. An investment of $33 was also made to extend the reach of the Association’s Facebook page in an attempt to generate more interest in Board nominations. The interim results will be circulated.
   - The second phase of communications will commence next week with email notifications regarding second notice, updates to the web and Facebook pages, and the information meeting prior to voting May 13-16.
   - If there are still open seats, nominations will be reopened in the fall.

2. **Strategy Options**
   - Kyle presented a 3-page document intended to prompt a forward-looking strategic conversation with the Board. It was agreed that the document be refined based on input at the teleconference. Jackie will then circulate the revised version to prompt thinking in advance of a full discussion at a Board meeting in May (i.e. after final exams). As part of the document, a Notice of Proposed Procurement (which is a non-binding solicitation of expertise and interest) is being prepared. The intent is to reduce any delays between a Board decision and moving towards strategy implementation.
• The NPP will provide a sense of what it would cost to design and deliver elements of a summer session research/advocacy initiative (as a follow-up to the member engagement survey from December 2013).

3. Business Arising
• **CCE Survey** – Jackie wrote to AVP-Students & Learning Sean Van Koughnett and saw him twice yesterday. He confirmed that “he is on it” [getting the survey results for MAPS] and commented that there is no reason to be concerned.
• **Web Cast of Info Meeting** – A web cast provider was contracted yesterday for two months. Dave has the contract for the file. Kyle will prepare training notes to support future use of this technology by MAPS.
• **Consultant’s Contract** - Jackie confirmed extension of Kyle’s current engagement to eight weeks.
• **MOSAIC number** – Kyle followed-up with an email to John McGowan and will continue to pursue this.
• **Union Market charge account** – Kyle followed-up with an email to John McGowan and will continue to pursue this.
• **Public Service Announcements** – Kyle has sent them to local TV and radio stations.
• **2013 Audited Financial Statements** – Jackie sent the revised letter to Kayla and Ryan (there has been no response to the revisions made). She also asked the auditor to let her know when correspondence is received from Karen Chee.
• **Karen Chee** –
  o The Information Assistants have been asked to let Jackie know as soon as material comes in from the lawyer. A box of documents was promised by Karen Chee at the meeting on April 1.
  o Dave will call or email Karen’s assistant and ask for confirmation that our follow-up correspondence was received on April 1. He will also inquire about the status of the letter for the auditor.
• **Legal RFP** – Several potential vendors have downloaded information on the RFP. No proposals have been submitted yet, but the deadline isn’t until April 16 and they may be submitted either in paper or electronically.
• **Credit Union Signing Authority** – PACE Credit Union claims they must do “all new paperwork” with all signing authorities present at the same time in order to make any changes. This is absurd. A consensus was reached to explore other options for MAPS’ financial institution. **Kyle will prepare an RFP for financial services.**

4. New Items
• **MUSC BoM** – Dave attended meeting yesterday. A non-quorate decision was made to approve the Peter George bronze bust proposal. Dave will prepare a report for the MAPS Board of Directors. The next BoM meeting will be in June.
• **Senate** – Jackie attended Senate yesterday. The agenda items were routine and the degree of engagement by members was temperate.
• **ED laptop computer** – The problem with the machine is a dead hard drive. A decision deferred, as there is no immediate rush, but options include:
- Replace the hard drive and upgrade RAM (cost about $300) and get another couple of years of life out of the high-end Lenovo (Dave to confirm when it was bought). The laptop could then be used either by staff or replace the even older laptop currently being used to run the TV screen in the MAPS lounge.
- Buy new machine when a new full-time employee is hired.

5. **Next Teleconference / Adjournment**
   - Thursday, April 17, 2014, at 11:00 a.m.
   - Teleconference adjourned at 11:30 a.m.
MAPS Teleconference Notes  
Friday, April 18, 2014 at 11:00 am

Participants:  Jackie Arlen (president)  
              Dave Moore (corporate secretary)  
              Kyle Johansen (consultant)  

1. Quick Updates
   - Election/Referendum – Marijana Govorcin and Erick Merlos were elected by
     acclamation to two-year and one-year terms, respectively. One seat remains vacant. No
     suggestions for ballot question topics were received from members. The second notice
     for what will now be a one-question ballot was issued by email on April 15 and posted
     on the Website and Facebook.
   - CCE Survey – No response yet from the AVP-Students and Learning in response to
     Jackie’s inquiry about the survey administered to CCE students in mid-March.
   - MOSAIC number and Union Market charge account – no response yet from MSU
     General Manager John McGowan. Kyle will follow-up.
   - 2013 Audited Financial Statements – The one remaining document required to finalize
     the statements was received from the lawyer yesterday morning and immediately
     forwarded to the auditor.
   - Financial Services RFP – the RFP has been posted (submission deadline: May 7).
   - Credit Union Signing Authority – Emily Certantola advises that she will be back in
     Hamilton after the Easter long weekend. It was agreed to wait until after the executive
     committee is elected to change signing authorities at the credit union, or proceed with
     new banking arrangements.
   - Board of Governors – Jackie attended the BoG meeting yesterday (April 17). There was
     a presentation about “globalization” that included increased recruitment of
     international students with emphasis was on health sciences and engineering. There
     was a question about the absence of liberal arts and a comment that recruitment will be
     from the privileged/wealthy. The University’s budget and fee schedules (tuition and
     supplementary fees) will be approved at the BoG meeting on June 5.

2. Legal RFP
   - One submission was received. The deadline was extended to next week and everyone
     who had received a copy of the RFP was advised of the revised terms.

3. University Student Fees Committee
   - The deadline has been extended to April 25 for applications from part-time students to
     serve on the USFC.
   - The USFC chair has advised that CCE students are not represented on the committee
     and that any questions about CCE fees should be directed to Lisa Boniface. Next steps:
       o Jackie will forward the email about the deadline extension to the Board.
       o Dave will ask the Info Assistants to post on the MAPS bulletin boards.
       o Kyle will post on the web site and Facebook page (Dave to provide).
4. **Strategy Paper / Notice of Proposed Procurement**
   - Kyle’s circulated an updated strategy paper after the last teleconference. This will now be included in the meeting package emailed out over the holiday weekend.
   - Kyle is preparing a Notice of Proposed Procurement document and will circulate a draft to Jackie and Dave next week for comment. The hope is to have it posted by the end of next week.

5. **April 29 Board Meeting Agenda**
   - Executive elections and substantive discussion of the strategy paper will be deferred to the May meeting. The signing of the Pledge of Office by directors will also have to wait until May because it must be done in the presence of both the president and the corporate secretary.
   - An information note on OUSA will be included in the package. Dave will update to include a summary of information presented by OUSA to the Board on April 30.

6. **New Items**
   - **Admin-Con** – Jackie and Dave will attend the Admin-Con meeting next Wednesday.
   - **Policy Work** – Kyle is working on a multi-part Election Policy to flesh out the processes referenced in a high-level way in the by-laws. This, and a Dispute Resolution Policy which he is also preparing for Board consideration, are follow-up items that the University Secretary recommended be addressed as part of the governance review.
   - **Awards Dinner** – The banquet hall in the MUSC has been reserved for Thursday, December 4, 2014, for the MAPS Awards Dinner.
   - **Manager Position** – Jackie noted that the University’s HR staff have asked for more information to support their review of the salary band for a managerial-level MAPS full-time employee. Dave and Kyle will pull together the relevant material for Jackie.

7. **Next Teleconference / Adjournment**
   - Thursday, April 24, 2014, at 11:00 a.m.
McMaster Association of Part-Time Students

Email-Motion

Issue: The McMaster University Student Centre (MUSC) is governed by a seven-member Board of Management (BoM) composed of three members appointed by the University President, three members appointed by the MSU, and one member appointed by MAPS. The MUSC is separately incorporated under the Ontario Corporations Act and the BoM also serves as the corporation’s Board of Directors.

Jeannie An is retiring as the MAPS appointee. With the next meeting of the MUSC BoM being on April 9, appointment of a successor a time-sensitive Board decision.

Two University appointees on the BoM have been in the role for less than a year, and at least one if not two of the MSU appointees will be new in 2014-2015. Corporate memory of the students’ position on key issues will be important this year – especially with the University seeking major changes to the way the MUSC is governed and funded.

David Moore was a MAPS appointee on the working group that designed the governance and financing frameworks for the MUSC from 1997 to 1999, as well as a signatory to the contracts (1999) by which the MUSC continues to be governed. He also served as the MAPS appointee on the BoM from September 2005 to March 2008.

MOTION: Moved by Arlen, seconded by Lo that David Moore be appointed to the MAPS seat on the McMaster University Student Centre Board of Management, effective immediately.

VOTE:

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How this works: For time-sensitive matters when convening a Board meeting is difficult or not possible, a motion voted on by e-mail is a fast way to conduct business. Once you have reviewed this motion, you may either vote on it immediately, or you may contact Jackie Arlen or Dave Moore to obtain more information. Voting on this motion will close when one of the following occurs:

1. all members have voted
2. motion passes or fails
3. After 11:59pm pm Sunday, April 6, 2014

To vote, respond directly to Jackie with your vote, with a copy to Dave. The decision will be read into the minutes of the next meeting and a copy of this form appended to the master copy of the minutes.
Global and Community Engagement at McMaster: Where FWI has brought us, and where we are going

The McMaster University International Compendium, compiled by an International Activities Ad Hoc Committee, appeared on campus in 2009. For various reasons this important “operational tool for internal collaboration and enhanced program awareness domestically and worldwide”1 achieved neither the circulation nor impact it deserved, and our international activities continued as before: significant and valuable to be sure, but lacking both a widely-shared understanding of their breadth and variety, as well as a comprehensive, deliberate strategy for the institution as a whole.

A second edition will shortly be issued, but this time the appearance of the Compendium will coincide with significant changes in the administrative structure that supports international activities at McMaster. The appointment of a new Associate Vice-President (International Affairs) was the first of these to be announced, and more announcements will follow. While the 2009 document could be content to provide “a summary of various international issues and a sample of the seminal contributions of McMaster’s global footprint,” the updated Compendium will recognize that in the intervening years internationalization in higher education has come to mean much more than simply the incorporation of “international content, materials and activity in the delivery of services.”2

That last sentence is not intended to minimize the importance of the range of activities the 2009 Compendium sought to document. Indeed, to cultivate international perspectives in the curriculum, to adduce and examine evidence of global provenance, and to encourage international mobility of students and faculty: these are activities natural and proper to any university worthy of the name, and together they ought to make universities enemies to parochialism everywhere in the world.

The globalization of higher education, which was noted in the 2009 report but which has accelerated dramatically in the intervening years, is a very different thing—a trend which brings considerations of ethics and global justice into the orbit of universities as never before. To the extent that it is characterized by the cross-border marketing of national “brands” in teaching and learning, and is not understood to imply a reimagining of national identities, globalized higher education paradoxically represents a new parochialism—not surprisingly unable to justify the claims made for it as a means of cultivating global citizenship because in many cases it exists to strengthen the economic advantage of the exporting nation.

1 McMaster University International Compendium, June 2009, iii.
2 Recommendations Report, pp. 8 and 11.
In a further paradox, the emerging global hegemony of certain educational models—western, Anglophone, industrial, for example—is beginning to homogenize the international landscape and to erode if not eliminate desirable cultural and other differences. Making the parochial universal: this is therefore one of the real risks of globalization in the university sector, especially when in developed countries the enterprise may be driven by largely economic motives.

The 2012 report of the Advisory Panel on Canada’s International Education Strategy confirms our country’s participation in this trend. With a mandate “to make recommendations on a strategy to maximize economic opportunities for Canada,” the panel’s report, *International Education: A Key Driver of Canada’s Future Prosperity* could devote very few of its nearly one hundred pages to the issues—the educational, research and cultural goals—which would normally command our attention as educators. The Government of Canada’s International Education Strategy is situated squarely as a “key element of . . . (its) Global Markets Action Plan,” 3 and while we would not disparage the desire to maximize economic opportunities for this country, it remains the responsibility of educators and educational institutions to ensure that any commodification of what we do does not eclipse its formative, developmental and pedagogical *raison d’etre*. The latter we must also take care to ensure is not vitiated by unscrutinized chauvinism—by the assumption that the world will be better by being more Canadian.

Government reminds us that we do our work in a “highly competitive, knowledge-based global economy,” 4 and in that context it is obvious that universities will need to be both increasingly scrupulous in safeguarding the integrity of the academic mission and deliberate and astute in their negotiation of commercial realities. At present neither of these ambitions is realizable except in relation to the other, and neither will lead to success outside of a thoughtful and comprehensive strategy for international engagement. To develop the latter has been the goal of ongoing discussions on campus over the last two years, and in part it was the mission of the *Forward With Integrity* (FWI) Task Force on Internationalization that tabled its discussion paper in May, 2012.

Central to the recommendations of the Task Force 5 was the assertion that McMaster should pursue a transformational model, an approach to global engagement that acknowledges that with meaningful internationalization will come far-reaching changes to McMaster itself. Within the institution, such an approach is in many ways the opposite of what, at the national level, I earlier described as “making the parochial universal.” Pointing out that the transformational model “provides both a definition of internationalization and guiding principles that enable global citizenship,” the Task Force went on to identify several strategies “to increase McMaster’s profile on the international stage and to ensure that every student at McMaster is exposed to international perspectives.” Further, the recommendation was for a “multi-dimensional

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3 *Canada’s International Education Strategy: Harnessing our knowledge advantage to drive innovation and prosperity* (Her Majesty the Queen in Right of Canada, 2014), 4.
4 *Canada’s International Education Strategy*, 4.
approach,” including “bedrock” measures to foster global citizenship, “student recruitment and exchanges, collaboration, capacity building or developing intercultural knowledge.”

While acknowledging that international education today is inextricably woven into global commerce, the Task Force sought to advance a “value-added” view, sensitive and responsive to a more profound understanding of our obligations as educators, researchers, students, and citizens of the world. Three points were given to summarize McMaster’s motive and driving force as an international university:

1. Cooperation for peaceful coexistence and mutual benefit.
2. International demand for the University’s expertise in research and education.
3. The “civic mission” of the University.

With Dr. Peter Mascher’s appointment as Associate Vice-President (International Affairs), the University has begun to make the structural and strategic changes required to advance this “value-added” approach to internationalization. Critical in the new arrangement will be a pan-university International Strategy Advisory Group (ISAG), chaired by Dr. Mascher and reporting to the President, which will henceforth address the need for coordination and planning in this area. The Task Force recommended creation of a Centre for Global Engagement to perform this function, and probably over time, with the multiplication and diversification of global engagements, the ISAG will evolve in that direction.

The ISAG will bring together graduate, undergraduate and research matters and do its work in a notional space between the portfolios of the Provost and the Vice-President (Research and International Affairs) (VPRIA). A restructured Office of International Affairs (OIA) will be a resource and support to the ISAG and will continue to facilitate exchange agreements, establish institutional linkages and coordinate externally funded international projects and programs—all, however, subject to guidance from the ISAG, which will in turn seek endorsement of its approach from the President, Vice-President and Deans group (PVPD), established two years ago on a recommendation of the Forward With Integrity Advisory Group. International student recruiting will be brought under the responsibilities of the Provost.

The global standing of a university is not the sum of its student exchange agreements and international research collaborations, however critical those two elements will always be. It is also not entirely measurable in the number of visa students the university welcomes each year, or guaranteed by the volume of rhetoric on its website about global engagement. At McMaster we must continue to aspire to a more profound vision: to be an institution that is global in impact, that addresses through its research the great challenges of humanity without overlooking their local manifestations, and which seeks to educate students in all subjects so as to acknowledge the interconnectedness of all disciplines and all peoples.

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6 4.
7 The ISAG will include the AVP (Students and Learning) and Dean of Students, the AVP and Dean of Graduate Studies, the AVP (Global Health), the AVP (Faculty), a representative of the University Research Council, a representative of University Advancement/Alumni Relations, and up to three faculty members at large.
That there are important connections to be acknowledged and developed between international and local community engagement was an important assertion of the FWI Advisory Group in its report, *The Emerging Landscape*, which appeared in July 2012. Amongst the flagship recommendations of that report was a proposal to bring international and community initiatives administratively together in an Office of Community and Global Engagement. Although premised on real and important congruencies between the two areas, this arrangement was envisaged as transitional, pending a decision “on the intended prominence of internationalization as a defining feature of the institution” and on development of an academic vision for an internationalized McMaster.

As is obvious from the earlier part of this update, the question of whether or not the University should accord prominence to internationalization is by now moot. Circumstances, as well as our longstanding determination to be an institution of global standing, now dictate that we must make the nature, quality and extension of our international engagement a priority concern. And notwithstanding the self-evident truth that we meet the world in our own backyard, the decision has been made not to conflate our administrative supports for global and local engagement, but instead to modify what is already in place for the former and to establish a separate and appropriate structure for the latter.

What this decision says about internationalization applies equally to community engagement: both are critical pillars of our mission, both enjoy a fairly recent urgency and importance in the academy, and in neither case is there a longstanding or proven best model for their support and advancement within the university. In each case, whatever structure is put in place must be recognized as provisional and capable of evolving as strategic decisions are prosecuted.

What is being planned to support a renewed and reconceived approach to internationalization we have been able to build on existing central structures. In the case of community engagement, however, the challenge has been to imagine what structure would be appropriate and most sustaining for research and pedagogical work that has until recently been if not informal, then at least supported largely at the local department or faculty level, and somewhat outside the umbrella of the university’s declared priorities.

Following on from the 2012 position paper of the Community Engagement Task Force as well as *The Emerging Landscape*, this year has seen the establishment of the Network for Community Campus Partnerships, which brings together individuals representing all areas of campus to discuss issues critical to the success of the community engagement (CE) activities of the University. This vibrant, committed group has been meeting to advance our CE goals, and is currently focused on several priority areas: enabling community engaged education, providing recognition to those who foster CE, establishing resources and infrastructure to support CE activities and facilitating linkages between and among our internal and external communities.

The network model has emerged naturally as an expression of the values and academic orientation of the individuals involved in community engaged research and teaching, and as such it has immense value and needs to be retained. But at the same time we need to find a way to integrate the network into existing university structures so as to ensure its long-term
sustainability and facilitate its deeper penetration across disciplines and programs. How shall we bring community engagement into the centre of our academic life without losing the particular kind of dynamism and humane responsiveness that tends to thrive on the margins of any institution?

That question has been discussed in various arenas over the last several months, and a provisional model for governance and administration of CE at McMaster has now been put into place. Reporting to the AVP (Faculty), a new Director of Community Engagement will provide leadership to the Network and will be buttressed by administrative support, the model for which is currently being finalized. As in the case of internationalization, we need to establish an approach to CE that is transformational—not only of the community of which we are a part, but also of the institution itself. I wrote in FWI that “rather than relegate community engagement to the status of a ‘free-floating add-on,’ something we do on our own time, we need to integrate it fully and meaningfully into the work of the academy-into our normal activities of exploration, questioning and synthesizing, and subject to the most rigorous academic values.” Now that the interim governance and administration has been established, I expect we will see that process of integration speed up considerably.

Patrick Deane
President and Vice-Chancellor
April 2014
MEMORANDUM

DATE: April 24, 2014
TO: MAPS Board of Directors
FROM: David Moore
RE: Secretary’s Report

This memo is intended to provide highlights of my activities since my last written report as corporate secretary (at the meeting of January 14, 2014).

Annual General Meeting

Notices were sent to the membership (including the call for nominations for elections to the Board) on January 27 and February 6. The absence of quorum at the AGM triggered an automatic general referendum process, for which notices were emailed to the membership on April 3 and 15. Notice was also published in a ¼ page ad in The Silhouette on April 3.

The Annual Report and draft audited financial statements have been posted on MAPS’ web site.

Nominations Committee Report

The president and corporate secretary acted as the Nominations Committee for the post-AGM election cycle, reviewing the nominations to confirm eligibility and completeness. We are pleased to report that Marijana Govorcin and Erick Merlos were duly elected by acclamation. They join the two returning members (Jackie Arlen and Emily Cerantola) and five members elected by acclamation in the pre-AGM nomination cycle: Caroline Hill-Smith, Jeff Huber, Suet Fun Cassandra Lo, and David Moore.

Referendum

The General Referendum Notice included a call for members to suggest referendum ballot topics. No submissions were received, so the ballot will be limited to appointment of the auditor of the Association for 2014.
MUSC Board of Management (April 9)

The McMaster University Student Centre (MUSC) is governed by a seven-member Board of Management (BoM) composed of three members appointed by the University president, three members appointed by the MSU, and one member appointed by MAPS. The MUSC is separately incorporated under the Ontario Corporations Act and the BoM also serves as the corporation’s board of directors.

The BoM typically meets six times per year. I attended the April 9 meeting which, regrettably, did not achieve quorum due to the absence of two of the University appointees. The members present proceeded with a non-quorate meeting, the major outcomes of which were:

- Approval of a proposal by University Advancement to install a bronze bust of McMaster president emeritus Peter George beside the MUSC Donor Wall in the east corner of the Donaldson Marketplace. Advancement will bear the cost of installation and upkeep.
- Approval of the 2014-2015 operating and capital budgets for the MUSC
- Discussion of MSU concerns about aggressive credit card salespeople in the MUSC. Vendors (who pay to be there) will be reminded that they are permitted to set up a table and distribute information/wares, but not chase after prospective customers.

The decisions made at last Wednesday’s meeting will be subject to ratification at the next quorate BoM meeting.

Student Government-Administration Consultation Committee (April 23)

“Admin-Con” was established in 1981 as a forum for information exchange, discussion, and consultation amongst the senior administration of the University, the MSU, and the Inter-Residence Council (IRC). MAPS and the GSA were added in 2000. Discussion included:

- Concern by the MSU and IRC that the front-line application of the University’s risk management policy is manifesting as risk aversion that is discouraging legitimate activities.
- Concern by the University about the “campus climate” in the wake of the MSU General Assembly in March that has had a chilling effect for some members of the campus community.
- The framework under which the University collects compulsory supplementary fees on behalf of student groups.
- Implementation of an expanded financial reporting policy designed to strengthen accountability on the part of organizations that receive compulsory fee funding.
- Better promotion of opportunities for students to get involved in University governance.
- Orientation session for students representatives on the Board of Governors, Senate, and University Planning/Budget Committee, so that they better understand their role and the communications/linkage opportunities with the student governments (MAPS, MSU, GSA).
Report on MAPS Bursaries

The following data has been extracted from annual reports on the endowment funds established by MAPS to generate income to fund bursaries for part-time students:

The McMaster Association of Part-Time Students Bursaries
Established in 1988 by a $100,000 gift from MAPS
Bursaries in 2010-2011: 8 (total $4,300) to CCE students.
Bursaries in 2011-2012: 10 (total $5,000) to CCE students.
Bursaries in 2012-2013: 9 (total $4,500) to CCE students.
Fund balance on 30 April 2013: $128,071.79

The McMaster Association of Part-Time Students 20th Anniversary Bursary
Established in 1999 by a $50,000 gift from MAPS (matched by the Government of Ontario)
Bursaries in 2010-2011: 10 (total $1,500) to degree students.
Bursaries in 2011-2012: 3 (total $2,405) to degree and CCE students.
Bursaries in 2012-2013: 8 (total $4,685) to degree students.
Fund balance on 30 April 2013: $111,704.81

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 2010-2011: 16 (total $15,390.22) to CCE students.
Bursaries in 2011-2012: 13 (total $11,770.98) to degree and certificate students
Bursaries in 2012-2013: 17 (total $18,938.52) to degree students.
Fund balance on 30 April 2013: $545,593.25

The Mel & Marilyn Hawkrigg Part-Time Student Bursaries
Established in 2006 by a $250,000 gift from MAPS (matched by the Government of Ontario)
Bursaries in 2010-2011: None
Bursaries in 2011-2012: None
Bursaries in 2012-2013: 20 (total $16,776) to degree students.
Fund balance on 30 April 2013: $479,763.24

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)
Bursaries in 2010-2011: 32 (total $23,694.05) to CCE students.
Bursaries in 2011-2012: 41 (total $20,500) to CCE students
Bursaries in 2012-2013: 46 (total $22,600) to CCE students.
Fund balance on 30 April 2013: $371,456.46

Bursary Totals by year
2010-2011: 58 ($44,084.27)
2011-2012: 67 ($39,675.98)
2012-2013: 100 ($67,499.52)
Historic Funding Commitments

In 2008, MAPS made a multi-year (2008-2014) funding commitment to support bursaries for CCE students. A total of $505,000 was pledged over the period, including $60,000 in each 2013 and 2014 that remains outstanding.

In 2012, MAPS made a commitment to a one-time gift to mark the 10th anniversary of the building’s opening. The funds were to be designated to support capital renewal and paid over three years: $20,000 (2012), $30,000 (2013), and $40,000 (2014).

The funding commitments for 2013 were duly accrued in the 2013 audited financial statements.

Payments in relation to both the bursary and MUSC gifts were suspended in 2013 pending resolution of fee issues with the University.

- In December 2013, the University announced it would resume collecting MAPS membership fees effective May 2014.
- In March 2014, the University confirmed that the full $73,724 in MAPS membership fees paid by CCE students during the 2013-2014 fall-winter academic session (when they were to have been suspended) would be put toward the MAPS commitment to the multi-year gift supporting bursaries for CCE students.

A total of $46,276 remains of the $120,000 payable over 2013 and 2014 to the bursary fund. There will be further MAPS fees collected from CCE students in respect to the 2013-2014 fall-winter academic session that will be reported by Financial Services in June and October 2014. Based on this information, the following resolution is recommended for approval by the Board:

**Motion:** Moved by __________, seconded by __________ that the Board approve disbursements to fulfill the remaining payments relating to the MAPS 30th Anniversary Bursaries and MUSC capital renewal gifts, as follows:

- $70,000 to be transferred to the MUSC;
- $73,724 in MAPS fees collected from CCE students in the 2013-2014 fall-winter session be transferred to the MAPS 30th Anniversary Bursary fund;
- $31,276 be transferred to the MAPS 30th Anniversary Bursary fund;
- The final $15,000 for the MAPS 30th Anniversary Bursary fund to be held back pending reports from Financial Services, in June and October 2014, on the amount of additional CCE fees for the 2013-2014 fall-winter session (to be transferred in their entirety to the MAPS 30th Anniversary Bursary fund); and
- The balance, if any, owing on the MAPS 30th Anniversary Bursaries commitment to be paid by November 30 after reconciliation of the summer and fall fee reports from the University.
2013 Audited Financial Statements

The final audited financial statements were received on April 23 and are being sent to Financial Services. This will trigger transfer to MAPS of the last of the membership fees that have been held in trust by the University.

Election of student representatives in University Governance

Elections were recently completed for Senate and the University Planning Committee. The undergraduates elected to these positions represent both full-time and part-time students:

- **Senate**
  - Business – John Tambakis
  - Science – Nagham Azzam
  - July 1, 2014 to June 30, 2015
  - July 1, 2014 to June 30, 2016

- **UPC/UBC**
  - Sarah Quayyum
  - July 1, 2014 to June 30, 2016

No nominations were received from the Faculty of Engineering or the Faculty of Humanities. By-elections will be held in the fall.

Other Student Government Elections

Our sister student governments have elected their executives for the 2014-2015 year:

- **McMaster Students Union**
  - President: Teddy Saull
  - VP-Admin: Jacob Brodka
  - VP-Finance: Scott Mallon
  - VP-Education: Rodrigo Narro Perez

- **Graduate Students Association**
  - President: Talena Rambarran

- **McMaster Inter-Residence Council**
  - President: Michael Carrier

General Administrative Updates

**Automobile Mileage Reimbursement Rate** – MAPS’ rate for reimbursing automobile mileage (for approved MAPS business) is aligned with the rate set by McMaster University, which in turn is aligned with the Canada Revenue Agency automobile allowance set for each calendar year. The rate for 2014 is $0.54/km.

**Director Registry** – The Director Registry has been updated to reflect recent changes. The related documentation has also been sent to the Ontario Ministry of Government Services.

**Board orientation materials** – Binders of background material on MAPS and the University have been made available to new Board members.
**Key Inventory** – The locks on the doors to the MAPS Office, board room, and inner office were changed after the 2013 AGM. Given the changes in personnel (board and staff) in recent months, I undertook an inventory of keys last month and updated the key assignment register.

**UTS-related updates** – MAC IDs and associated permanent email addresses within the “@mcmaster.ca” domain have been assigned by UTS to the president, vice-presidents, corporate secretary, and “director” (a proxy for whatever MAPS ends up calling the permanent full-time senior manager position). Web site administrator rights have been assigned to the president, corporate secretary, and info assistant MAC IDs.

The URL for MAPS’ web site ([www.mcmaster.ca/maps](http://www.mcmaster.ca/maps)) turns out to be case sensitive. UTS has arranged for an auto-forward from [www.mcmaster.ca/MAPS](http://www.mcmaster.ca/MAPS) which has been used in some of our recent member communications.

Respectfully submitted,

David Moore  
Corporate Secretary
Introduction

This policy addresses how mandatory supplementary (non-tuition) fees are set, collected and remitted to independent student organizations. Recognizing that independent student organizations (ISO’s) vary in size, range of interest, and level of activity, each has an obligation to:

- Ensure that funds entrusted to them are properly accounted for; and
- Operate in an open and accessible fashion.

Definitions and abbreviations

*Independent student organization (ISO)*: Independent, self-governed student organizations (includes student societies and/or student governments) that represent and are accountable to specific constituencies. Membership in the organization is automatic with registration, and membership fees are compulsory. **For purposes of this Policy, OPIRG is an Independent Student Organization.**

*Direct Fee Recipient*: ISO’s that have student organization fees or other fees charged to student accounts that are collected by the University and remitted to student organizations.

*Protocol(s)*: A written process agreed to by the University and the student organization that describes the terms of reference, the agreement for collection of fees, the process by which fee increases may be proposed and approved, and the means employed by student organizations to monitor and review the services offered.

*Agreement(s)*: Any signed agreements between the University and the student organization.
**Student Organization Fees:** For the purposes of this policy only, refer to mandatory supplementary (non-tuition and non-ancillary) fees which are collected by the University and remitted to student organizations. These fees are approved by the Board of Governors and published each year on the Internet.

**Independent Public Accountant:** is defined by the [Province of Ontario](https://www.ontario.ca) as a person who is licensed as an accountant in Ontario providing an Audit or Review Engagement where the accountant operates independently from the organization being audited or reviewed.

**Review Engagement:** A Review Engagement is a report prepared by a Public Accountant that assesses the plausibility of the information it has received from the organization being reviewed. The Accountant determines the plausibility of the information by asking questions, performing analyses, and discussing the information with the organization. When the Accountant is satisfied that the financial statements are plausible, he/she will issue a Review Engagement Report with the financial statements.

**Audited Financial Statements:** Audited Financial Statements undergo the same process as a Review Engagement, but the Accountant will also perform other procedures and will obtain an understanding of the organization’s internal controls. An audit is a more involved process and allows the Accountant to provide a much higher level of assurance that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP).

**Assets:** Assets are either current or fixed (non-current). Current assets are comprised of the cash in the organization’s bank account, any financial investment (like a Canada Savings Bond or a short-term investment), accounts receivable and inventory. Fixed (non-current) assets are expected to keep providing benefit for more than one year; televisions, computers and furniture are examples of fixed assets.

**Financial Report(s):** The scope of financial reports varies based on organizational size. For student organizations with expenditures or assets:

- **$400,000+ per accounting year:** financial reports mean the production of fiscal year-end financial statements provided by the Student Organization, and audited by an Independent Public Accountant, appointed for this purpose.

- **$100,000 - $400,000 per accounting year:** financial reports mean the production of fiscal year-end financial statements provided by the Student Organization. The Student organization will also engage an Independent Public Accountant to perform a Review Engagement on the financial statements.

- **Less than $100,000 per accounting year:** financial report means the production of a report that follows a format similar to the template provided in appendix B.
Purpose

This policy provides direction to independent student organizations regarding the expectations of the University when fees are collected on behalf of student organizations and remitted to those organizations.

Scope

This policy applies to:

- Independent Student organizations that are Direct Fee Recipients.

Appendix A: Student organizations subject to this policy are listed in the Appendix. The appendix will be reviewed and updated periodically; however, being absent from the appendix does not exempt an organization from compliance with this policy.

Exceptions to this policy may be requested by a student organization, citing a clear rationale for the exception. Exceptions may be granted by the responsible University executive.

Policy

Proposed Fee Increases / New Fee Requests

Student organization(s) who wish to have an increase in fees or propose a new fee, must submit a proposal to the Director of Finance (or delegate) by the date set out by the University Fees Committee, and no later than January 31st of each year. Proposal will be considered for implementation for the following academic year. Fees will not be changed unless a proposal is made from the student organization.

Faculty Consultation

If the Student organization is associated with a faculty, consultation on the proposed change of fees with the faculty’s Director of Administration is recommended.

Proposal Must Follow Protocol

In order for a fee proposal to be considered, the student organization must demonstrate that it followed the agreed to process to seek internal approval, in accordance with the fee protocol and/or the student organization’s by-laws.

Review and Approvals Process

A proposal that meets the above criteria will be reviewed by, and if approved, referred to, the University’s Fees Committee, Budget Committee and Finance Committee, before being recommended to the University’s Board of Governors. If for any reason the fees are not approved by a particular committee, the ISO will be asked for more additional information before the next meeting. If approved, the fees will be assessed on the students’ accounts in the next academic year. If not approved the organization will have the right to bring an appeal to the Fees Committee and the Fees Committee’s decision will be binding.
Documents Required prior to Fee Remittance

Remittance of student organization fees will be within 2 weeks after the Student Organization has submitted the following documentation to the Director of Finance (or designate):

a) A list of the officers and directors of the student organization, and; if the organization is provincially or federally incorporated, a copy of the corporate filing submitted to the provincial or federal government.

b) Contact information for each of the officers and directors of the student organization.

c) A budget, approved by the organization as provided in their by-laws or policies (an unapproved budget may be submitted at the discretion of the Director of Finance).

d) An original signed version of the student organization’s financial report(s) for the prior accounting year, with confirmation that these reports have been posted on the organization’s website.

Fee remittance terms

The University will prepare a cheque(s) in the student organization’s name for the fee remittance. Student Organizations that maintain an account to purchase services from the University must be current on any account balances prior to remittance of fees. The University may require a deposit on account or may reduce the remittance by the value of any account balances outstanding at the time of transfer.
Unless there is a different signed agreement in place, the fee for collecting and remitting student organization fees is 1% of the total value of the fees collected, subject to a minimum $100 charge. The fee will be deducted when fees are remitted.

Alignment with University Policies

Student Organizations shall adopt policies and practices that are consistent with University policies with respect to:

- Transparency in decision making
- Compensation practices
- Identification and management of conflicts of interest
- Gift and hospitality
- Expense and procurement processing

Additional obligation of Organizations which fund clubs or other sub-organizations

Student organizations that disburse funds to another entity (e.g. MSU club) must have procedures in place to ensure that the funds are utilized for their intended purposes.

Document retention, and appropriate bookkeeping and business practices

Student Organizations are required to:

- Keep all bank statements and receipts for all expenditures in accordance with provincial or federal government retention requirements or for at least seven years if the organization is unincorporated.
- Maintain current accounting of their expenditures and financial obligations, and not make expenditures that exceed their current assets.
- Maintain a list of the organization’s assets, and current value of those assets. This list must be validated by visual inspection of all assets by both the outgoing and incoming organizational leadership teams. These lists are not required to be submitted to Finance. However, should be maintained in the case of an inspection by Internal Audit.
- Operate within appropriate laws and regulations (e.g. issuance of T4s, T4As, and payment of HST if applicable).
- The organization will require that transactions requiring signing authority require the signatures of two of the organization’s officers.
- Maintain organized records of all Student Waiver forms for a period of 7 years.

Internal Audit

The University may, at its discretion, request that its Internal Auditors be allowed to review the organization’s records to ensure compliance.
Breach of Terms

Conditions deemed a breach

If the University has reason to believe that a student organization is not operating in an open and accessible fashion, not following the terms of its constitution, by-laws, policies or agreements, is in breach of an agreement with the University, or is not conducting its financial affairs in accordance with this policy.

If suspected of financial impropriety, not operating in accordance with the University Policy on Recognition of Student Groups [http://www.mcmaster.ca/policy/Students-AcademicStudies/StudentGroupRecognition.pdf]

University issues Notice of Breach

The AVP (Administration) & CFO or AVP (Students and Learning), as applicable, shall inform the student organization in writing:

a) That they have reason to believe a breach of this policy has occurred.

b) The type and nature of the breach

c) What the student organization is required to do to either demonstrate that a breach has not occurred or to rectify the breach

d) The timeline by which item (c) must be submitted to the University

e) The consequences of failing to act in accordance with this notification.

Fees withheld pending investigation

Until the responsible AVP is satisfied that the breach did not occur or has been satisfactorily resolved, fee remittances may be withheld and/or not collected. Once the ISO has reasonably complied with the Notice of Breach, any sanctions imposed by the University will be lifted.

Transition

This policy will come into effect December 1st, 2014. Student organizations will be required to adhere to this Policy when submitting their 2014/15 Financial Statements. If, the student organization has a December 31st year-end, they will be required to adhere to the Policy when submitting their 2014 Financial Statement

Related Procedures or Documents

Appendix A – List of Independent Student Organizations subject to this policy

Appendix B – Sample Financial Reporting Templates for student organizations with expenditures/assets under $100,000
## Appendix A – Student organizations subject to this policy

<table>
<thead>
<tr>
<th></th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bachelor of Health Sciences Society</td>
</tr>
<tr>
<td>2</td>
<td>DeGroote (McMaster) Commerce Society</td>
</tr>
<tr>
<td>3</td>
<td>DeGroote MBA Association (MBA)</td>
</tr>
<tr>
<td>4</td>
<td>Engineers without Borders - McMaster</td>
</tr>
<tr>
<td>5</td>
<td>GSA - Grad Students Assoc.</td>
</tr>
<tr>
<td>6</td>
<td>MAPS – McMaster Association of Part-time Students</td>
</tr>
<tr>
<td>7</td>
<td>McMaster Engineering Society</td>
</tr>
<tr>
<td>8</td>
<td>McMaster Humanities Society</td>
</tr>
<tr>
<td>9</td>
<td>McMaster Inter-Residence Council</td>
</tr>
<tr>
<td>10</td>
<td>McMaster Medical Students Council</td>
</tr>
<tr>
<td>11</td>
<td>McMaster Science Society</td>
</tr>
<tr>
<td>12</td>
<td>McMaster Social Science Society</td>
</tr>
<tr>
<td>13</td>
<td>McMaster Student Union</td>
</tr>
<tr>
<td>14</td>
<td>McMaster Student Midwifery Collective</td>
</tr>
<tr>
<td>15</td>
<td>McMaster Undergraduate Nursing Society (MUNSS)</td>
</tr>
<tr>
<td>16</td>
<td>Ontario Public Interest Research Group (OPIRG)</td>
</tr>
<tr>
<td>17</td>
<td>Society of Arts and Science</td>
</tr>
</tbody>
</table>
# APPENDIX B: Financial Reporting Template
(for Student Organizations with expenditures or assets less than $100,000)

**Name of Student Organization**  
McMaster University  
**Statement of Income and Expense**  
Year ended April 30, 20XX

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget (Prior Year)</th>
<th>Actual</th>
<th>Budget (Current Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fees</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Fund Raising Revenue</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Donations</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Interest</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Other</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$XXXXX $XXXXX (A)</td>
<td>$XXXX</td>
<td>$XXXXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Conferences</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Insurance</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>McMaster University Fees</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Meetings</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Membership and club support</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Office supplies</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Professional fees</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Rent</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Social</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Telephone</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Teams</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Welcome week</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td>Yearbook</td>
<td>$XXXX $XXXX</td>
<td>$XXXX</td>
<td>$XXXX</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$XXXXX $XXXXX (B)</td>
<td>$XXXX</td>
<td>$XXXXX</td>
</tr>
</tbody>
</table>

| Excess Income over Expenses for Year (A-B)    | $XXXXX $XXXXX (D)    | $XXXX |                      |
| Surplus, Beginning of Year                    | $XXXX $XXXX (E)     | $XXXX |
| Surplus, End of Year (D+E)                    | $XXXX $XXXX          | $XXXX |

| Assets, Beginning of the Year                 | $XXXX $XXXX (F)     | $XXXX |
| Additions                                    | $XXXX $XXXX (G)     | $XXXX |
| Dispositions                                 | $(XXXX) $(XXXX) (H)  | $(XXXX) |
| Assets, End of the year (F+G-H)              | $XXXX $XXXX          | $XXXX |

Signature of President/Treasurer

---

McMaster University
# McMaster Association of Part-time Students

**Budget for the year ending December 31, 2014**  
*(for Board approval - April 29, 2014)*

## Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fees</td>
<td>$250,000</td>
</tr>
<tr>
<td>Membership Fees - one-time (summer 2014)</td>
<td>$200,000</td>
</tr>
<tr>
<td>Cost recovery on Services</td>
<td>$100</td>
</tr>
<tr>
<td>Interest &amp; Investments</td>
<td>$1,000</td>
</tr>
<tr>
<td>Other</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$451,100</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Fees</td>
<td>$4,500</td>
</tr>
<tr>
<td>Amortization</td>
<td>$14,000</td>
</tr>
<tr>
<td>Awards &amp; Awards Dinner</td>
<td>$12,000</td>
</tr>
<tr>
<td>Bank Service Charges</td>
<td>$350</td>
</tr>
<tr>
<td>Board Development</td>
<td>$1,000</td>
</tr>
<tr>
<td>CCE Graduation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Consulting Fees</td>
<td>$30,000</td>
</tr>
<tr>
<td>Education Services</td>
<td>$10,000</td>
</tr>
<tr>
<td>Electronic Voting Services</td>
<td>$4,000</td>
</tr>
<tr>
<td>Handbook</td>
<td>$6,000</td>
</tr>
<tr>
<td>Historical Funding Commitments (see below)</td>
<td>$100,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$7,500</td>
</tr>
<tr>
<td>Meetings</td>
<td>$2,500</td>
</tr>
<tr>
<td>Office &amp; General</td>
<td>$7,000</td>
</tr>
<tr>
<td>OUSA</td>
<td>TBD</td>
</tr>
<tr>
<td>Postage</td>
<td>$500</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$30,000</td>
</tr>
<tr>
<td>Public Relations</td>
<td>$7,500</td>
</tr>
<tr>
<td>Research and Advocacy Initiatives</td>
<td>$50,000</td>
</tr>
<tr>
<td>Software &amp; Computer Supplies</td>
<td>$4,000</td>
</tr>
<tr>
<td>Staff Development</td>
<td>$2,500</td>
</tr>
<tr>
<td>Staff - Salaries &amp; Benefits</td>
<td>$135,000</td>
</tr>
<tr>
<td>Staff - Search</td>
<td>$3,000</td>
</tr>
<tr>
<td>Travel/Expense Reimb.</td>
<td>$3,000</td>
</tr>
<tr>
<td>Telephone</td>
<td>$3,500</td>
</tr>
<tr>
<td>The Link</td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$445,850</strong></td>
</tr>
</tbody>
</table>

## Contingency Fund / (Operating Deficiency)

**$5,250**

### Historical funding commitments

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCE Bursaries - Expenditure</td>
<td>$15,000</td>
</tr>
<tr>
<td>CCE Bursaries - Endowment</td>
<td>$45,000</td>
</tr>
<tr>
<td>MUSC Capital Renewal Gift</td>
<td>$40,000</td>
</tr>
<tr>
<td><strong>Total Historical Funding Commitments</strong></td>
<td><strong>$100,000</strong></td>
</tr>
</tbody>
</table>
What is the Future of MAPS?

To answer this question, there are some fundamental questions that should be decided by the Board. The responses to the right represent potential responses; but should not be read as the only or correct answer.

<table>
<thead>
<tr>
<th>Why are you here?</th>
<th>We improve the experience of part-time students at McMaster University</th>
</tr>
</thead>
<tbody>
<tr>
<td>More organizations and people should ask this question. Without a clear sense of purpose for the organization’s existence, it is very hard to decide what services you should provide, or rationalize current service offerings.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you do it?</th>
<th>We provide advocacy, information, and services that valuable to part-time students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding how you achieve your organizational purpose is equally important. It focuses attention on what needs to be done, what should be done, and lets you start the conversation about you are able to get done.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you know you got it right?</th>
<th>We observe if services are being used and we ask members if the services we provide are valuable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>More organizations and people should ask this question. Without a clear sense of purpose for the organization’s existence, it is very hard to communicate a rationale for doing what you are doing or planning to do things going forward.</td>
<td></td>
</tr>
</tbody>
</table>

One of the current assumptions is whether MAPS is providing sufficient / appropriate / value added services to its members for the fees it receives. In order to have assurance of this assumption, the following test statements should be considered.

**Test statements**

If these questions were asked of MAPS members tomorrow, how would they respond?

- We are not doing enough for the fees we receive  □  Yes  □  No
- More can be done for part-time students  □  Yes  □  No
- MAPS has a legitimate role and voice at McMaster  □  Yes  □  No

How would the Board respond to these questions?

- We are not doing enough for the fees we receive  □  Yes  □  No
- The Board is responsible for making sure services are provided in a cost-effective way, but is prepared to pay to have services provided.  □  Yes  □  No
Current Services

The following chart and graphic outline the current listing of MAPS services; the amount of resources currently (estimated) to be devoted to them, and the visibility that results.

<table>
<thead>
<tr>
<th>Service</th>
<th>Time Commitment</th>
<th>Resources</th>
<th>Status</th>
<th>Association visibility*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bursaries</td>
<td>Minimal</td>
<td>Endowment</td>
<td>Steady state</td>
<td>Low</td>
</tr>
<tr>
<td>Awards</td>
<td>2-4 hours</td>
<td>Committee</td>
<td>Steady state</td>
<td>Low</td>
</tr>
<tr>
<td>Awards dinner</td>
<td>10-20 hours</td>
<td>Time, money</td>
<td>Steady state</td>
<td>Moderate</td>
</tr>
<tr>
<td>CCE Graduation</td>
<td>Minimal</td>
<td>Cash</td>
<td>Steady state</td>
<td>Low</td>
</tr>
<tr>
<td>Handbook</td>
<td>10-20 hours</td>
<td>Cash, editing</td>
<td>Transition</td>
<td>Moderate</td>
</tr>
<tr>
<td>Lounge</td>
<td>Minimal</td>
<td>Cash, staff</td>
<td>Steady state</td>
<td>High</td>
</tr>
<tr>
<td>University Committees</td>
<td>10 hours</td>
<td>Time</td>
<td>Steady state</td>
<td>Low</td>
</tr>
<tr>
<td>Advocacy</td>
<td>Minimal</td>
<td>Time</td>
<td>Transition</td>
<td>Low</td>
</tr>
<tr>
<td>Communication</td>
<td>Minimal</td>
<td>Time, website</td>
<td>Transition</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

* defined as the perception by members that this service or program would stop if MAPS were gone.

Services provided by the Association have value, but are only accessed / utilized / known by a small proportion of its members. Looking at what MAPS does by ‘service line’, provides a clearer picture of what is being done for members, what is in place to support service provision and communicate them, and what is necessary to maintain that infrastructure.

Legend:

- **Unique MAPS Services**
- **Unique, but support MAPS services**
- **Would continue without MAPS**
- **Would not be missed if stopped**
- **MAPS Support Services**

Diagram:

- **Representation**
  - Advocacy
  - AdminCon / University Committees
  - CCE Graduation
  - Graduation/other Awards
  - Awards Dinner
- **Recognition**
  - CCE Graduation
  - Graduation/other Awards
  - Awards Dinner
- **Member Support**
  - Wayfinding 1 on 1 assistance
  - Lounge / Computer / Internet
- **Communication**
  - Meetings
  - Referenda
  - Email messages
  - Handbook
  - Web/Social media
- **Infrastructure**
  - Internal Governance
  - Operations, Finance & Admin
  - MUSC
The reality of the matter is that MAPS’ service menu is not robust; and that were the organization to fold tomorrow, there are only a finite number of ‘value added’ services; all of which could be provided under the auspices of other student organizations or by the university.

The Board needs to consider what services it should/could offer that would provide additional benefit to the membership and would be widely seen as value-added services; justifying the fees being charged.

Service offerings between 2008 and 2013 dropped considerably. Where the Association once held seminars and educational sessions, talks, wine and cheese receptions for students and professors and other events and services, the current direct service offerings are sparse. Lack services can be seen by external parties as disinterest in members’ needs. This exposes the Association to criticism.

The schematic below includes additional services that were outlined in the Summer Advocacy Survey in December, along with several ideas from the MAPS President.

**Mentorship and New Member Tours:** These are services that would provide a personal connect with new MAPS members and form one line of membership relationship management. Provided over the long-term, this approach builds a loyal and engaged membership base. Implementation would need to consider practical approaches to address the differing requirements of part-time undergraduates versus students at the CCE.

**Surveys, forecasts, and analyses:** These are the core components of the Summer Advocacy Program. Conducting this research on a regular basis and employing the data to generate reports of interest to the membership and advocate to the university are significant ways for MAPS to make a real difference and be seen to be doing it. The world of “big data” implies that organizations who have this data use it. This is not true, and any effort to advance the application of knowledge based on data demonstrates competency and maturity.

**Course evaluations:** While not reasonable to implement this year, course evaluations represent a key means to providing intelligence to students regarding courses; informing the course selection and expectations. Given that the approach taken by the academic faculties has not resulted in much
transparency, this is a clear opportunity for the Association (on its own or in concert with the MSU and GSA) to make a profound impact at McMaster.

**MAPS is at a significant cross-roads.** Over the past 13 months, the Association has dedicated itself to being accountable and responsible. The Association must now turn its mind to answering the question: “accountable and responsible for what?”

Without being alarmist, while the last year of effort has slowed any direct effort to remove MAPS from the student governance landscape; it has not stopped it. A failure to provide visible and concrete services will result in continuing tactics by the university to attempt to test MAPS’ resolve (CCE fees) and destabilize the membership (survey to CCE students).

**Next Steps:** The Board needs to give careful consideration to two questions: What should we do, and what can we do now?

**What should we do:** The Board needs to give serious consideration to a long-term (2-5 years) strategy that addresses the questions posed at the beginning of this document. That process should not be rushed, but given ample time for discussion and consideration.

**What can we do now:** The Board should take a decision to launch new services as soon as possible as a pre-emptive measure to both provide relevance and answer the question of what the Association is doing with its accumulated surplus. The options proposed in this discussion document provide a ready-made solution that can be re-evaluated next year and continued or amended based on survey feedback.

**Notice of Proposed Procurement:** In order to expedite the Board’s decision(s), a Notice of Proposed Procurement has been developed based on the proposed new services described in this document; included project management for planning, staffing and implementation. Submissions to the notice should provide the Board with an order of magnitude assessment of costs and timelines associated with the immediate implementation of new services between May and August 2014.