Board of Directors Meeting  
Tuesday, June 3, 2014 – 6:00pm  
Room 234, MUSC  
Meeting Location changed to MUSC 220

AGENDA

1. Adoption of the Agenda

2. Adoption of the Open Session Minutes of April 29, 2014 (attached)

3. Board Member Pledge of Office

   a) President  
   b) First Vice-President  
   c) Second Vice-President  
   d) Vice-President (Finance)

5. Policy Report (attached)

6. Executive & Management Report (attached)

7. Closed Session:  
   a) Approval of the Closed Session Minutes of April 29, 2014

8. Discussion Paper (attached)

9. Other Business


11. Adjournment
McMaster Association of Part-Time Students
Board of Directors Meeting – Minutes
Tuesday, April 29, 2014 at 5:30 p.m.
Room 234, MUSC, McMaster University

PRESENT  Marijana Govorcin, Caroline Hill-Smith, Jeff Huber, David Moore (corporate secretary)

REGRETS  Jackie Arlen, Emily Cerantola, Erick Merlos

ABSENT  Cassandra Lo

GUESTS  Amir Eftekarpour (OUSA president, Western VP-External), Stephen Franchetto (OUSA vice-president finance, Laurier VP-University Affairs)

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.

Arlen and Merlos sent regrets as they are writing final examinations.

ATTACHMENTS TO THE OFFICIAL COPY OF THE MINUTES
- Agenda
- Draft Open Session Minutes, 25 March 2014
- Letter to OUSA, 16 January 2014
- Information Note on OUSA
- President’s Report (with appendices – Teleconference Notes for April 4, 10, and 18)
- Vote by Email: Appointment to the MUSC Board of Management, 2 April 2014
- RFP for Legal Services
- “Global and Community Engagement at McMaster: Where FWI has brought us, and where we are going,” April 2014
- Secretary’s Report
- Financial Accountability Policy for Student Organizations that receive Fee Remittances from the University, November 2013
- Audited Financial Statements for the year ended December 31, 2013
- MAPS Budget for the year ended December 31, 2014
- Discussion Paper

1. ADOPTION OF THE AGENDA

Motion: Moved by Huber, seconded by Moore to approve the agenda as presented.
Carried.

2. ADOPTION OF MINUTES

Motion: Moved by Hill-Smith, seconded by Huber to approve the open session minutes of the meeting of March 25, 2014, as circulated.
Carried.
3. OUSA

In January 2014, in accordance with the by-laws of the Ontario Undergraduate Student Alliance (OUSA), MAPS served formal notice that a motion would be considered at this meeting to withdraw MAPS from membership in OUSA at the end of the 2013-2014 OUSA fiscal year. A copy of the letter to OUSA and an information note were circulated to the Board in the meeting package and are appended to the master copy of the minutes.

Amir Eftekarpour and Stephen Franchetto attended the meeting as representatives of the OUSA Steering Committee. They acknowledged the challenges to participating actively in OUSA when executive officers are not full-time, salaried, student government officials. MAPS (part-time) and Trent (satellite campus) have demonstrated some of the challenges that differentiate them from other member student associations.

OUSA has an established relationship with both political and public service dimensions of the provincial government and has been a voice contributing to policy decisions that have benefited all undergraduate students (e.g. mitigating tuition increases).

Undergraduate student associations in Ontario are one of member of OUSA, member of CFS-Ontario, or unaligned. Of the four other part-time student associations in Ontario, APUS (Toronto) and OPUS (Windsor) are former OUSA members, while CESAR (Ryerson) and AMPS (Laurentian) have not been members of OUSA. Being involved with a provincial advocacy body does not obviate the importance of having a relationship with the local MPP. A local student government may choose to partner with other student governments and/or provincial organizations on a case-by-case basis to contribute to advocacy activities with government.

Eftekarpour assured the Board that OUSA will respect whatever decision is made and he asked that some rationale accompany the decision so that he may share it with the steering committee. At this point, he and Franchetto left the meeting.

The decision came down to human resources capacity and the degree to which a part-time student Board member, with limited time for studies and MAPS, could reasonably be expected to be devoted 3-4 days per month to OUSA.

Motion: Moved by Hill-Smith, seconded by Huber 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).
Carried.

4. REPORT OF THE PRESIDENT

A copy of Arlen’s written report is appended to the master copy of the minutes.

Given the retirement of Andrew Smith and Jeannie An, and the longer than expected period that Emily Cerantola will be out-of-town, MAPS currently has only one available signing authority. The Board has previously authorized the addition of Jeff Huber as a signing authority but a third person is needed so that two may sign an expense reimbursement to the third.

Motion: Moved by Huber, seconded by Moore to approve the addition of Caroline Hill-Smith as a financial institution signing authority.
Carried.
5. REPORT OF THE SECRETARY

Moore presented his written report (copy appended to the master copy of the minutes).

Late this afternoon Moore had a telephone conversation with Justin Gunter (Manager, University Affiliates and Associations, Financial Services). MAPS, the Dean of Students and the Acting Director of CCE have agreed that MAPS fees collected from CCE students in 2013-2014 will be applied to the gift commitment to the MAPS 30th Anniversary Bursaries.

Moore advised Gunter that MAPS’ 2013 audited financial statements include a note that fees were in dispute at the time of writing and that the 2013 and 2014 gift commitments (totalling $120,000) remain in place. MAPS’ concern is that the 2014 audited financial statements clearly indicate that MAPS fees collected from CCE students have been applied to the MAP-directed purpose that will directly benefit CCE students. How the transfer is made and the framing of the wording in the financial statements may benefit from a meeting involving Moore, Gunter, and the auditors for each MAPS (Grant Thornton) and the University (KPMG).

Gunter was advised of the elements in the motion to be considered by the MAPS Board at this meeting and he was in agreement with the approach. Moore undertook to follow-up with a letter to Nancy Gray and Justin Gunter setting out next steps.

Motion: Moved by Govorcin, seconded by Hill-Smith that the Board approve payments in respect to the 2013 and 2014 commitments (to fully honour the MAPS 30th Anniversary Bursary and MUSC capital renewal gifts) as follows:

- $70,000 to be transferred from MAPS to the MUSC in full payment of the balance owing on the one-time 3-year capital gift
- $73,724 in MAPS fees collected from CCE students in the 2013-2014 fall-winter academic session be transferred to the MAPS 30th Anniversary Bursary fund administered by University Advancement
- $31,276 be transferred from MAPS to the MAPS 30th Anniversary Bursary fund administered by University Advancement
- The final $15,000 for the MAPS 30th Anniversary Bursary fund 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 administered by University Advancement
- The balance, if any, owing on the MAPS 30th Anniversary Bursaries commitment to be paid to the University by November 30 after reconciliation of the summer and fall fee reports from the University

Motion Carried.

6. FINANCIAL ACCOUNTABILITY POLICY

A copy of the Financial Accountability Policy for Student Organizations that receive Fee Remittances from the University is appended to the master copy of the minutes.

MAPS provided extensive comments during the consultative phase of the policy’s development. While we are gratified that much of our advice was accepted by the University, it is unfortunate that the passages relating to what happens after a student organization is found to be in breach were not incorporated. It would be helpful to have a clear process path and broadly understood measures to determine when a student group has made reasonable corrective action.
7. MAPS 2014 BUDGET

As a result of receiving new information and resolving outstanding issues relating to fees and historical commitments, the Board reconsidered the motion to approve the 2014 Budget that was adopted at the last meeting.

Motion: Moved by Moore, seconded by Huber to reconsider the motion to approve the 2014 Budget. Carried.

Where allocations reflect continuation of "steady state" activities (e.g. funding to support the CCE Graduation Ceremony) it will continue as planned. Where new activity is contemplated, the details would be brought to the Board for approval.

Motion: Moved by Hill-Smith, seconded by Moore to approve the 2014 Budget as amended. Carried.

A copy of the approved budget is appended to the master copy of the minutes and will be posted on MAPS' web site.

8. DISCUSSION PAPER

Much of the last year has been devoted to developing and approving new framework for MAPS' governance and financial administration to respond to the University's review in 2012 and the requirements set out by the Provost in October 2012. MAPS now has completely re-written by-law and board-approved operational policies. The Association is now in a position to devote more attention to the continuing relaunch of service and advocacy-related activities.

A copy of a discussion paper on MAPS' future direction is appended to the master copy of the minutes. Members were asked to review it and advise the president and corporate secretary if there is other information that would be helpful to prepare for the next Board meeting.

7. CLOSED SESSION

Motion: Moved by Huber, seconded by Govorcin to move in to closed session. Carried.

RETURN TO OPEN SESSION

8. OTHER BUSINESS

None.

9. BOARD MEETING SCHEDULE FOR 2014-2015

A reminder will be sent to Board members to advise Moore of their availability for meetings in May and June. Arlen anticipates having two Board meetings during the summer session, then returning to a monthly meeting schedule in September.
10. ADJOURNMENT

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

7:30 p.m.

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

_______________________________  _______________________________
Jacqueline Arlen, President    David Moore, Secretary
Policy Report (May 29, 2014)

Elections, Nominations, Candidate Pool

At the request of McMaster University, policies explaining the procedures for nominating candidates and electing officers of the Association have been prepared and are presently being circulated to university administration for comment. In addition, a policy that guides how the Association will solicit and retain volunteers for in-year appointments has also been drafted.

The key intended goals of the polices are:

- To indicate that the application of the policies should be reasonable and the application of deadlines should only be strictly enforced when there are competitions for vacancies.
- To create a permanent nominating committee that will be responsible for overseeing the overall nomination process and ensuring that the process is and appears to be fair. Nominating Committee members may not stand for election or appointment while on the committee.
- To confirm that the election process will follow our by-laws and policies, and where these are silent, the procedures set out in Robert’s Rules of Order.
- To confirm that the nominating and elections process will see to ensure the largest possible participation by members.
- To explain the process by which officers are elected from among Board Directors.
- To ensure that any member who seeks to be involved in the Association is offered a role, even if they are not elected or appointed to their preferred position.
- To create a pool of ‘candidates’ which they Board may use to appoint or recommend appointment to its own or university committees; facilitating requests from the university with short timelines.
- Use the candidate pool to find volunteers who can assist with association activities and get greater experience with the Association (so that they continue to participate).
- Increase the number of members engaged with the Association and thereby increase word-of-mouth promotion of the Association and its objectives.

Dispute Resolution

In support of the Board’s existing by-laws, a policy on non-Human Resources dispute resolution has been drafted. The draft is currently with the university administration for review and comment.
The key intended goals of the policy are:

- That any decision is subject to review if the decision adversely affects someone (either directly or indirectly).
- That the first recourse of someone who has a dispute is to raise it with the person who made the decision/took the action/is primarily responsible.
- If resolution with the primary person responsible is not possible, then the person with the dispute should have the opportunity to have his/her issue escalated to a more responsible position, with the Board of Directors being the final decision-maker.
- That there are defined outcomes for a dispute resolution process: A change is made. The decision is withdrawn. The decision is upheld. The dispute is dismissed without merit.

A schematic of the process is provided to explain the process:
Human Resources

Presently the Association is operating with a Personnel Policy from 1994. This policy has now been updated to reflect current HR best practice and to include an employee dispute resolution process and an employee code of conduct. The code of conduct is based on the code in place with the City of Ottawa, who have granted the Association permission to use/modify their original version.

The key intended goals of the policy are:

- Confirmation that after our members, our staff are our most important asset.
- That the Association has a documented process for recruiting, hiring, management, evaluation, performance improvement, and departure of staff.
- To affirm that where the policy falls silent, we follow the HR policies of the university and provincial law.
- To confirm that the executive director is responsible for HR and administrative matters; following policy and direction from the Board.
- That the policy applies to all employees, including the executive director.
- To define the role of the president as the executive director’s supervisor.
- To define the policy for keeping employment records and what those records consist of.
- To confirm that every position will have a position description and that this description will be used to evaluate employee performance annually.
- That the recruitment and retention of staff will be done by the executive director based on approval by the Board (through the Budget and Operational Plan)
- To set the rules and procedures regarding hiring, probation, performance evaluation, improvement plans, discipline, dispute resolution, and a process for termination.
- To set out the requirements of documentation like employment offers and agreements, performance evaluation forms, salary ranges, and the means for increasing salaries for cost of living or merit.
- To identify procedure to be followed for dispute resolution.
- To articulate the expectations of all Association employees in a Code of Conduct.
- To confirm protection of employees for ‘whistleblowing’.
- To identify who within the organization and at the university should be approached under the whistleblower process.

*Current draft versions of all policies are available for Board member’s review and comment at any time. Final draft versions are schedule for formal consideration at the September Board meeting.*
University Governance

Senate (May 14) discussed three-year bachelor degrees. It was an initial discussion about the future of non-honours undergraduate degree programs. The questions introduced included should the degrees continue to be offered and if yes, in what manner. The consensus of Senate was that there was insufficient data to make any decisions about changing the degree and no urgency to act at this time.

The Board of Governors (June 4) will be approving the 2014-2015 tuition and supplementary fees.

MAPS has responded to a survey seeking comment on Dr. Patrick Deane’s performance. Comments from stakeholders were sought in the context of the president’s performance review for 2013-2014, but will also inform the deliberations of the Committee to Recommend a President.
Executive & Management Report (May 29, 2014)

Unless otherwise noted, referenced documents are available for review in the office, the next Board meeting, or at your request.

Communications
- Web site and Facebook pages are current.
- A customer service survey is now posted on the website.
- A volunteer application is now available on the website.

Procurement
- RFP for Legal Services: Awarded to Basil Alexander Professional Corporation.
- RFP for Financial Services: Awarded to Scotiabank.
- Notice of Proposed Procurement (NPP) for Summer Advocacy Project has been posted.

Finances
- MAPS and the University have agreed to the proposal endorsed by the Board to meet historic funding commitments.
- The 2013 Audited Financial Statements have been provided to the University.
- Completion of the audit triggers the transfer of the balance trust to MAPS (timing TBD).
- Fee collection recommenced on May 1st. The next scheduled fee transfer is June 15th.
- Grant Thornton LLP was reappointed by the membership as our external auditors for 2014. 3% of the membership was required for quorum. 4.5% of members voted 94.5% in favour. Full results are available at https://mcmasteraps.simplyvoting.com/index.php?mode=results&election=20787
- Wrap up of the 2013 Audit will be completed by Kyle and reported to the Board.

Human Resources
- Kyle has been retained to serve as acting executive director through August 31.
- The Info Assistant job description is being updated.
**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.
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 time</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 investment</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>Time, 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
- Maps Support Services
- Would continue without MAPS
- Would not be missed if stopped
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.