

**McMaster Association of Part-Time Students  
Board of Directors Meeting – Minutes  
Tuesday, September 20, 2005 at 5:30 p.m.**

- PRESENT** Carole Armstrong (chair), Susan Black, Denis Ellis, Min-Ju Evans, Jesse Jeffrey, Anna Marinelli, Elaine Marion, David Moore, Rose O'Connor, Reneé O'Reilly, Sean Spratt
- REGRETS** Kori Garrett
- ON LEAVE** Sam Minniti
- STAFF** Tina Puchalski

**CONSTITUTION OF THE MEETING**

A quorum of directors being present, the chair called the meeting to order.

**ATTACHMENTS TO THE OFFICIAL COPY OF THE MINUTES**

- Minutes of 14 May 2005
- President's Report, 20 September 2005
  - "In favour of full-time equivalency," The Silhouette, 5 August 2005
  - Executive Director's letter of resignation, 1 September 2005
  - President's reply to executive director, 5 September 2005
  - Display advertisement text for The Silhouette issue of 22 September 2005
  - Email from Jesse Jeffrey to the board, 17 September 2005
- Letter of resignation from Erin Robinson
- Letter of resignation from Part-Time office clerk.
- Executive Director posting in The Globe & Mail, 17 September 2005
- Financial Statements, 31 August 2005
- Executive Director's Report, September 2005
- Nominating Committee Report, September 2005
- Ad Hoc Retreat Committee Report, September 2005
- SRA Report, 20 September 2005
- "Voting Rights Not Discriminatory," draft opinion column for The Silhouette (projected publication date – 22 September 2005)
- "Refining Directions: Lifelong Learning," 20 July 2005
- President's Committee on Athletics & Recreation
  - Terms of Reference
  - Guiding Principles
  - Campaign for Athletics & Recreation Centre and Stadium
- Funding request from "Mac Bread Bin" (MSU food bank)
- Funding request from Anti-Violence Network

**1. APPROVAL OF THE AGENDA**

**Motion:** Moved by Moore, seconded by Marinelli that the agenda be adopted as circulated.  
**Carried.**

## **2. APPROVAL OF THE MINUTES**

A draft of the minutes of May 14 was circulated at the meeting. The board agreed to defer adoption of the minutes to the next meeting to give members time to review to the document.

## **3. BUSINESS ARISING FROM THE MINUTES**

None.

## **4. PRESIDENT'S REPORT**

Armstrong referred the Board to her written report (a copy is annexed to the official copy of the minutes). She offered the following additional comments:

- The meeting on June 13 with University provost Ken Norrie was a step in important ongoing advocacy concerning cuts to services for part-time students. While Dr. Norrie was sympathetic, he has referred the matter to Dr. Fred Hall (the associate vice-president, academic). University registrar Lou Ariano views the cuts as simply a budget issue.
- University academics look for statistical evidence when making administrative and budgetary decisions; services are often cut and then we have to prove the need for them. Dr. Hall has suggested applying to the *Refining Directions* fund for money to hire someone to compile statistical information on part-time students [and their needs]. He has offered to facilitate access to the necessary data.
- The presidents of MAPS, the MSU, and GSA are endeavouring to meet monthly to share information about current issues. Increasing parking charges, bank machines on campus, fund raising by libraries, the location of The Phoenix, and membership issues relating to the MSU have all been recent topics of discussion.
- An opinion column in the August 5 issue of The Silhouette resulted in meetings with the MSU concerning membership portability issues between MAPS and the MSU.

### **Executive Director's Resignation**

Armstrong had previously advised the board by email about the resignation of the executive director (resignation letter dated September 1 and letter of reply dated September 5 are annexed to the official copy of the minutes). She added:

- The executive committee met on September 5 and accepted Osterman's resignation, with regret, effective the close of business on Friday, September 16, in order to accommodate the Faculty of Humanities' desired early start date.
- Armstrong reported that Osterman enjoyed her time with MAPS, but that the change will allow her to continue supporting learners at McMaster while providing more time for her to address family matters.
- A short-term backfill from the executive was contemplated, but after some reflection the executive agreed that an acting executive director would not be put in place and that the office not be used during the recruitment period.
- Armstrong has discussed the scope of coverage of day-to-day office tasks with Tina Puchalski, including scheduling and supervision of part-time student clerks.
- Osterman prepared a succession binder that outlines the administrative tasks over a one year period.
- MAPS sent flowers to Osterman on her first day in the Humanities office and a thanks/tribute message will appear in The Silhouette this week (annexed to the official minutes).

Armstrong referred the board to the email sent by Jeffrey on Saturday, September 17 (copy annexed to the official copy of the minutes). She added:

- She spoke to Jeffrey about his concerns at on Saturday and noted that the subject would be discussed at the board meeting.
- Conversations between MAPS board members concerning MAPS business are confidential and should not be discussed with others. Over the last few days, a series of conversations had brought to her attention that the substance of confidential board-related discussions had been shared with a former employee.
- The decision to discontinue phone/fax/copy use by persons not affiliated with MAPS was made following an investigation of practices that the executive committee had not been aware of. The implementation of the decision on Thursday, prior to the executive director's departure, was an error; it was to have happened the following Monday.
- There may be some fence-mending to do about the way the change was implemented.
- Mary Dingle has resigned as a part-time office clerk (letter annexed to the minutes).

Jeffrey said his conversations with Osterman and Armstrong had been undertaken as a board member concerned about decisions that could be detrimental to MAPS' reputation. He did not agree there was a conflict of interest or inappropriate sharing of information, although admitted to having a conversation with a former employee.

Ellis supported the decision to discontinue use of MAPS administrative facilities by others, noting that MAPS has limited resources which we are obligated to use to the benefit of part-time students who pay the membership fees that underwrite the organization.

Marion urged the board to respect Osterman's privacy and to keep focused on their fiduciary responsibility as directors who guide the use of resources held in trust for the membership.

Moore agreed and urged the board to take the "lessons learned" under advisement and move forward. With respect to board confidentiality, Moore noted that MAPS' standing resolutions make clear that board deliberations are considered closed until such time as official minutes are approved by the board, at which point the minutes are considered a public record. He suggested the board be formally reminded of this at least once each year, similar to the annual reminder the University Secretariat gives to members of the Board of Governors and Senate.

Moore also spoke to the collective responsibility of the executive, noting that Armstrong's style has been inclusive and collaborative. The executive committee has been actively engaged since its election last spring and is accountable as a group for its decisions. That said, he added that Armstrong is to be commended for the many hours she has devoted, as a volunteer, in leading the transition/recruitment process and other key files as president.

## **5. RESIGNATION AND LEAVE OF ABSENCE**

A letter of resignation has been received (annexed to the official copy of the minutes).

**Motion:** Moved by Moore, seconded by Armstrong to accept, the resignation of Erin Robinson as a member of the MAPS board of directors.

**Motion Carried.**

Armstrong reported that Minniti is taking a leave of absence from the board and vice-president (external) while he contemplates standing as a candidate for executive director.

## **6. EXECUTIVE DIRECTOR SEARCH**

Armstrong referred to “*Topgrading (Revised PHP Edition): How Leading Companies Win by Hiring, Coaching and Keeping the Best People*,” by Bradford D. Smart (Portfolio Books, April 2005, ISBN 1591840813) as the source of a useful framework for a recruitment process. It is used in the private sector by both large and small companies to design a screening and interview process. She counseled that best practices in hiring are important to avoid costly errors that result from an unsuccessful hiring. The executive has agreed to use this approach as the framework for a rigorous and professional approach to recruitment.

Armstrong commented that she hoped to have a new executive director in place in mid-November, depending on the amount of notice the successful candidate may need to give to their current employer. She added that the current situation is different than the last ED hiring [1999] in that Sheila Smith gave four months notice of her retirement; even so, there was no overlap between outgoing and incoming personnel.

An advertisement has been placed in the Careers Section of “Report on Business” in The Globe & Mail in the September 17, 21 and 23 editions. It has also been posted on the MAPS web site and will be on Workopolis for a month. The application deadline is October 7. McMaster University has refused to post the position on its HR web site.

## **7. VICE-PRESIDENT (INTERNAL) REPORT**

Marinelli reported that the Awards Committee had met to consider bursary applications. Application and awards statistics were as follows:

<b><u>Type</u></b>	<b><u># of Apps</u></b>	<b><u>Amount Sought</u></b>	<b><u>Bursaries Awarded</u></b>
CCE	27	\$29,229	\$8,571
Degree	36	\$35,000	\$12,500

The amount available is based on investment income generated by bursary endowment funds administered by the Student Financial Aid and Scholarships Office. The deadline for second term applications is in November.

## **8. VICE-PRESIDENT (EXTERNAL) REPORT**

No report.

## **9. TREASURER’S REPORT**

Marion referred the board to the financial statement for the month ended 31 August 2005 (copy annexed to the official copy of the minutes). Date typos were noted – all references to 2004 and 2003 should read 2005 and 2004, respectively.

Armstrong noted that Osterman made a point of having the books complete to the end of August so there would be a “clean break” in accounting administration. The auditor was consulted and advised that no interim audit was necessary because the books have been well-kept during Osterman’s more than five years as executive director.

Armstrong noted that Black has volunteered to process part-time staff payroll and payables during the transition period. Full-time staff payroll is processed by the University.

Black noted that the MAPS Awards Dinner and CCE Graduation have been assigned separate expense lines for the first time this year so as to better track event-specific costs.

Moore noted that expenses related to the executive director resignation and search would be posted against the salaries & benefits expense line.

## **10. EXECUTIVE DIRECTOR'S REPORT**

Armstrong referred the board to a written report submitted by Osterman last week (copy annexed to the official copy of the minutes).

Regrettably, there has been no comment from the University in response to the Refining Directions report prepared by Osterman. Geraldine Voros has written to the Provost and asked for a response to the report.

Armstrong noted there are a number of committees to be covered during the transition period. O'Reilly offered to cover some daytime meetings.

## **11. NOMINATING COMMITTEE and AD HOC RETREAT COMMITTEE REPORTS**

Black presented her written reports (copies annexed to the official copy of the minutes). Members of the board were asked to email comments to Black. Armstrong commended Black for her leadership on these files.

## **12. SRA REPORT**

Moore presented his written report (a copy of the report and the opinion column drafted for The Silhouette are annexed to the official copy of the minutes). He noted that he wrote the response to Elizabeth Hodgson's article in The Silhouette, in consultation with Armstrong, so as to get the correct facts and MAPS' position into the public domain.

## **13. OTHER BUSINESS**

### **Refining Directions Final Report**

Moore suggested that the report prepared by Osterman, Tina Horton, and Geraldine Voros (copy annexed to the official copy of the minutes) be posted on the MAPS web site. Puchalski said this would be done. Any response received from the University will also be posted.

### **President's Committee on Athletics and Recreation (PCAR)**

Puchalski reported on a recent PCAR meeting. She has copies of the PCAR terms of reference, draft guiding principles, and information about the Campaign for the Athletics & Recreation Centre and Stadium (ARCS) – all documents are annexed to the official copy of the minutes.

### **MSU “MAC Bread Bin”**

A request for financial support has been received from the MSU’s new food bank service (annexed to the official copy of the minutes). The food bank will be providing support to all McMaster students, not just those who are MSU members. Moore noted that MAPS has previously made a nominal financial contribution to food bank-type efforts led by the campus chaplaincy.

A decision on the request was deferred to the November board meeting pending more information on the status of the MSU’s new food bank operation.

### **Anti-Violence Network**

Armstrong read a letter to the Board requesting (1) a representative to participate on a committee that meets monthly, and (2) financial support (the letter is annexed to the official copy of the minutes). Ellis volunteered to serve on the committee. A decision on the funding request was deferred pending a report back from Ellis.

### **Bursaries for part-time students**

Evans asked about the prospects for more bursaries for part-time students. She noted that none of the Nursing-specific bursaries are available to part-time students.

Ellis commented that MAPS has established bursary endowments over the years in response to the lack of financial aid opportunities specifically designated for part-time students. Moore added that many of the academic program-specific bursaries have been established by gifts to the University, the terms of which were that they benefit full-time students.

### **Awards Committee**

Marinelli noted that she would be in Italy in early October when the Awards Committee is to meet next. The Centennial Award recipients are to be chosen; in the past this has been done by email and this approach may be taken again in Marinelli’s absence.

## **14. TIME OF NEXT MEETING / ADJOURNMENT**

Next Meeting: Wednesday, November 16, 2005 at 5:30 p.m.

**Motion:** Moved by Moore, seconded by O’Reilly to adjourn.  
**Carried.**

7:45 p.m.