

**McMaster Association of Part-Time Students  
Board of Directors Meeting – Minutes  
Thursday September 22, 2011 at 5:30 pm  
Home of Kate Pratas**

**PRESENT** Jeanette Hunter (Chair), Elaine Marion, Kate Pratas, Nathan Shaw, Violet Wakeman-Ajandi, Candace Waterkamp

**STAFF** Sam Minniti (Executive Director)

**CONSTITUTION OF THE MEETING**

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

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

- Executive Director's Report
- Letter from Dr. Patrick Deane
- Experiential Education Office promotional materials

**1. ADOPTION OF THE AGENDA**

**Motion:** Moved by Wakeman-Ajandi, seconded by Waterkamp to adopt the agenda.  
**Carried Unanimously.**

**2. CLOSED SESSION UPDATE**

**Motion:** Moved by Pratas, seconded by Shaw to move into closed session.  
**Carried Unanimously.**

**Motion:** Moved by Wakeman-Ajandi, seconded by O'Connor to return to open session.  
**Carried Unanimously.**

**3. EXECUTIVE DIRECTOR'S REPORT**

Minniti presented his written report (a copy annexed to the master copy of the minutes).

**4. LETTER FROM DR. PATRICK DEANE**

Minniti circulated a copy of Dr. Patrick Deane's letter entitled "Forward With Integrity". He encouraged Board members to read the letter and provide any feedback to him. Minniti added that he would be meeting with Dr. Deane to provide feedback to the letter on behalf of MAPS and part-time students. Of particular note, Minniti highlighted areas in the letter that are congruent with the interests of MAPS such as rethinking the way in which post-secondary education is delivered (expanding the traditional lecture experience to include alternate modes of learning, such as blended and on-line learning), experiential education, and prior learning assessment recognition (PLAR).

## **5. MCMASTER UNIVERSITY STUDENT CENTRE OPERATING COSTS**

**Motion:** Moved by Waterkamp, seconded by Shaw to move into closed session.  
**Carried Unanimously.**

**Motion:** Moved by Wakeman-Ajandi, seconded by Waterkamp to return to open session.  
**Carried Unanimously.**

**Motion:** Moved by Marion, seconded by Wakeman-Ajandi that MAPS contributes a total of \$90,000 (\$20,000 in 2012, \$30,000 in 2013, and \$40,000 in 2014) to the McMaster University Student Centre Board of Management for the purposes of capital renewal to coincide with the MUSC`s 10-year anniversary.  
In Favour: Hunter, Marion, Pratas, Shaw, Wakeman-Ajandi  
Opposed: None  
Abstain: Waterkamp  
**Carried 5-0-1**

## **6. EXPERIENTIAL EDUCATION FUNDING**

Minniti indicated that he met with three Programming and Outreach Managers from the Experiential Education (EE) office within the Faculty of Social Sciences, namely, Ruthanne Talbot, Cristina Foley, and Keri Long. Minniti noted that the EE office was created by student funding via a referendum held within the Faculty of Social Sciences in 2000 and that MSU members within the Social Sciences (enrolled in 18 or more undergraduate degree units) voted to levy themselves a \$35 fee to sustain this service. Minniti added that at some point in the last few years, the Office of the Dean of Social Sciences has been matching those funds, however, the growth and popularity of the EE office is now leading the McMaster Social Sciences Society (MSSS) to hold a referendum in the winter 2012 term to see if students would like to increase their contribution to be once again matched by the Office of the Dean of Social Sciences. Minniti indicated that the staff of EE met with him for two reasons: to seek his feedback and assistance in regards to their referendum planning, especially with preferential balloting given Minniti`s experience with the successful referendum for the David Braley Athletic Centre (DBAC) in 2003 as well as to explore if MAPS, at some point, may be interested in a funding partnership with the EE Office given that currently only MSU members within the Faculty of Social Sciences are levied and can therefore use the services of EE. Minniti indicated that provided that the EE Office is willing to offer pertinent programming for part-time students, that the MAPS Board may wish to explore a funding partnership which could include one-time funding, pilot funding for new initiatives that would be specific to part-time students, or even a levy within MAPS for part-time students. Minniti summarized some of the current EE programming which includes internships, career placements, undergraduate student research awards, academic placements, non-credit courses, and for-credit courses on leadership through experiential learning.

Waterkamp and Shaw both commented on their own positive experiences with EE in their capacities as undergraduates student for a class in which Minniti was a Teaching Assistant (TA), namely Political Science 2DD3. Waterkamp and Shaw spoke to the value of complimenting their textbook education with an actual lived experience as it related to Level II lodging homes in the City of Hamilton, their Personal Needs Allowance (PNA), and travelling to Queen`s Park in order to lobby the then-Minister of Community and Social Services, Sandra Pupatello.

Hunter added that, as per her presentation at the Board retreat earlier in July, adult learners often relate better to learning environments and new curriculum when it is linked with practical applications, such as experiential learning. She added that it would be most valuable for MAPS

and EE to explore a partnership, provided that EE is willing to be mindful of the uniqueness of the part-time student experience.

Minniti indicated that at this time, there is no formal ask from the EE office, but that more than likely, the MAPS Board may be given a presentation by EE staff at a future Board meeting, and this would more than likely occur after the referendum has occurred in second term.

## **7. MAPS DUES**

Minniti indicated that he wanted the MAPS Board to have a discussion about MAPS dues given the ongoing, new, and prospective financial commitments associate with MAPS, such as the \$505,000 Centre for Continuing Education (CCE) bursary endowment and expenditures, the \$1,000,000 gift to the liberal arts, the \$90,000 commitment to the McMaster University Student Centre (MUSC), and prospective funding associated with CCE, the faculties of Social Sciences and Humanities as it pertains to on-line learning and experiential education, and the McMaster Discovery program for prospective part-time students. Minniti noted that the MAPS Board needs to be mindful of cash flow and either raise MAPS dues to be in a position to fund new initiatives as they arise or to decline funding opportunities. Minniti commented that he was not seeking a decision this evening on the status of MAPS dues, but that a decision should be made soon to either raise MAPS dues (and if so, by how much), or to maintain the current amount so that when he meets with various McMaster University stakeholders, he is able to respond accordingly. Minniti added that the last time that MAPS raised its dues was in January of 2010, whereby the MAPS fee increased from \$5.00/unit to \$7.00/unit (effective September 2010). Minniti also indicated that, as has been common practice in the past, whenever MAPS was considering the possibility of a fee increase, he consulted CCE staff in regards to the impact of higher fees on their students as it pertains to enrollment projections and competitive market pricing (given that CCE advertises their tuition for courses inclusive of the MAPS fee). To this end, Minniti explained that CCE understood the need for a fee increase (even citing that some of their growth and expansion would require increased assistance from MAPS), but that their recommendation was that MAPS consider a larger fee increase this time so as to negate the need for more frequent smaller increase or even negate annual consumer price index (CPI) adjustments given that such a scenario would negatively impact them from a planning and marketing point of view (given that CCE has already projected tuition costs beyond the current year, does not advertise the MAPS fee separately from their tuition, and prefers to have their tuition end in a "5" or "9" as per their strategic market and enrollment analyses). Minniti also explained that, in the name of keeping their tuition prices locked as per their market analysis and best practices from the various professional bodies that CCE belongs to (and based on fears that their market share of certificate/diploma students may be lost to competitors), if MAPS were to raise its fee, CCE may request a tuition set-aside on a go forward basis that would essentially negate the increase in tuition. Put another way, Minniti described that if the MAPS fee were to increase by "X", and that CCE wanted to keep its tuition at "Y", CCE would actually decrease its advertised tuition to "Z", such that " $Z+X = Y$ ". That being said, Minniti encouraged the MAPS Board to take CCE's feedback of increasing the MAPS fee by a larger amount this time round under advisement, but to ultimately make a decision based on what is best for MAPS and MAPS members (both CCE and degree), especially if that were to be a more modest increase than CCE would prefer, or a fee linked to CPI, despite CCE's concerns.

**Motion:** Moved by Waterkamp, seconded by Marion to move into closed session.  
**Carried Unanimously.**

**Motion:** Moved by Pratas, seconded by Waterkamp to return to open session.  
**Carried Unanimously.**

Minniti indicated that any potential increase in MAPS' membership fee would not be enacted until September 2012 given that it must be first be approved (from a due process point of view) by the University Student Fees Committee (USFC) in the winter term followed by the Board of Governors in the spring. Minniti also noted that, CCE would prefer a decision sooner rather than later (even before the typical February deadline of the USFC for being made aware about changes in fees), and that this made sense from his own point of view given that he will be meeting with various McMaster University stakeholders regarding funding opportunities. Minniti clarified that it would be best for him and the aforementioned stakeholders to know where MAPS stands from a financial point, especially if a decision was required regarding funding for specific projects. Minniti noted that he would be meeting with some key McMaster University partners and stakeholders to assess common ground and to see if, as a result of Dr. Deane's letter, the timing is right for increasing access for part-time students. Minniti explained that the feedback from these meetings will give him and the MAPS Board an indication if a fee increase is warranted at this time. Lastly, Minniti again encouraged the MAPS Board to be mindful of CCE's feedback, but to weight it against some of the planning, goals, and vision surrounding growth and development of MAPS and MAPS members with respect to overall access, such as course availability (on-line, evening, and weekend) as extensively discussed by the MAPS Board at its retreat held earlier this year in July.

Shaw indicated that it would be important for Minniti to have some preliminary discussions with key partners and stakeholders, such as Dr. Patrick Deane, Dr. Charlotte Yates (Dean of Social Sciences), and Dr. Suzanne Crosta (Dean of Humanities) to see if there are some specific initiatives that would warrant funding now, and that this would help the MAPS Board make a decision at a subsequent meeting about the status of MAPS dues. Shaw noted that if there are no concrete plans, the MAPS Board may wish to wait on raising its fees, but that if there were areas where both Minniti and the MAPS Board thought the timing was right for a funding partnership at the ground floor, that it would be a shame for MAPS to not be in a position to act accordingly, given that the next window for a fee increase after September 2012 would be September 2013.

Waterkamp asked if MAPS fees are raised, whether or not MAPS would be in a position to immediately expend those funds on concrete initiatives.

Minniti indicated that he thought MAPS would be in a position to start funding initiatives, and that Dr. Patrick Deane's letter, *Forward With Integrity*, is garnering a tremendous amount of excitement and action on campus.

Waterkamp asked by what amount could MAPS fee be increased, and if CCE had any specific feedback.

Minniti indicated that at this point, there was no concrete amount in mind, and that by meeting with various partners and stakeholders coupled with cash flow projections, he could get a feel for some potential amounts. Minniti added that for preliminary discussion purposes relating to CCE and the MAPS Board, any increase below \$1.00/unit may be too small, and that anything above \$3.00/unit would be too excessive. Based on CCE's feedback, they would prefer a \$3.00/unit fee increase with a reasonable expectation that MAPS would not be in a position to revisit its fees for quite some time as opposed to smaller increases over a more condensed period of time, such as a \$1.00/unit increase or \$2.00/unit increase every other year, until the MAPS fee has gone up by \$3.00/unit.

Marion asked if Minniti had any preliminary projections on what a prospective tuition set-aside for CCE would cost at the various proposed levels of increase.

Minniti indicated that he had asked for this from CCE so that the MAPS Board was aware of CCE's funding desire, but that this had not yet been sent to him. Minniti indicated that even if the MAPS Board had this information, it was his recommendation that the MAPS Board not make a decision on MAPS dues this evening so as to give Minniti more time to ascertain an appropriate level of a fee increase, if any, based on feedback from MAPS' partners and stakeholders.

Pratas inquired as to when the MAPS Board should be making a decision.

Minniti indicated that ideally, a decision could be made by the November meeting of the MAPS Board so as to ensure sufficient notice for the USFC (and Board of Governors) as well as CCE, but that being said, the MAPS Board should take as much time as it needs.

Shaw noted that if the MAPS fee were to increase, MAPS would need to communicate to MAPS members the impetus behind the increase to which the entire Board and Minniti concurred.

## **8. MAPS VEHICLE**

Based on the discussion and direction of the MAPS Board to no longer rent vehicles, but to instead have a company vehicle given the increased travel of Board members and staff a result of membership in the Ontario Undergraduate Student Alliance (OUSA), Minniti and Hunter researched the issue. Hunter explained that Minniti travels to OUSA meetings at least twice a month, and that the destinations vary from the OUSA home office in Toronto, the University of Windsor, the University of Western Ontario (in London), the University of Waterloo, Wilfrid Laurier University (in Waterloo), Brock University (in St. Catharines), Trent University (satellite campus in Oshawa), and Queen's University (in Kingston).

Minniti indicated that a lease would be better for MAPS than a purchase.

Hunter noted that a van would be best for MAPS given the number of MAPS Board and staff that would be requiring transportation and that the Toyota Sienna has had very good reviews.

**Motion:** Moved by Pratas, seconded by Wakeman-Ajandi that MAPS leases a 2012 Toyota Sienna (7-Passenger, V6) for a 4-year period.  
**Carried Unanimously.**

## **9. UNFINISHED / OTHER BUSINESS**

There was no unfinished or other business.

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

Minniti indicated that the next meeting of the MAPS Board of Directors would take place on Thursday October 27, 2011. There being no further business, the meeting was adjourned at 9:19 pm.

**Motion:** Moved by Waterkamp, seconded by Wakeman-Ajandi to adjourn.  
**Carried Unanimously.**

### IMPORTANT NOTICE

During the years 2008 through 2012, the taking of minutes, recording of decisions of the Board, and other normal meeting procedures do not appear to have been followed or in accordance with best practices. However, various documents that appear to be unapproved minutes were found.

In August 2013, the Board of Directors (which was elected in February 2013 as part of a complete Board changeover) instructed that these unapproved minutes be made publicly available in order to advance the current Board's commitment to transparency and improved governance. However, these minutes may not be fully representative of the deliberations or subsequent actions of prior Boards, and the current Board is unable to determine their accuracy as none of the current members were present during these past meetings.

These minutes should thus be read with the following caveats:

1. Unless otherwise indicated, no record exists of these minutes being appropriately reviewed or approved. The minutes' contents are thus provided "as is" for information purposes only.
2. These minutes may accordingly not provide a full or accurate record of prior board decisions. These minutes should thus not be relied upon as authoritative or conclusive.
3. As none of the 2013 members were present, these minutes have not and will not be approved by the 2013 Board. The 2013 Board does not automatically agree with or accept any decisions or discussions that may be in these minutes.
4. For reference, as of 2013, minutes are now reviewed and approved by the Board at a subsequent meeting, and signed by the presiding officer and corporate secretary.