

**McMaster Association of Part-Time Students
Board of Directors Meeting – Minutes
Thursday October 27, 2011 @ 5:30 pm
McMaster University Student Centre, Room 213**

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

ABSENT Candace Waterkamp

STAFF Sam Minniti (Executive Director)

GUESTS Sam Andrey, Ontario Undergraduate Student Alliance (OUSA) Executive Director, Alvin Tedjo, OUSA Director of Communications & Public relations, Chris Martin, OUSA Director of Research

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

1. ADOPTION OF THE AGENDA

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

2. ONTARIO UNDERGRADUATE STUDENT ALLIANCE (OUSA) PRESENTATION

Minniti introduced Andrey, Tedjo, and Martin to the MAPS Board.

Andrey thanked Minniti and MAPS for allowing he, Tedjo, and Martin to attend the Board meeting. Andrey noted that he is a graduate of the University of Waterloo where he was involved with the full-time student union, the Federation of Students, that Tedjo is graduate of Queen's University where he was involved with the full-time student union, the Alma Mater Society, and that Martin is a McMaster alumnus and was Vice-President Education for the McMaster Students Union (MSU) in 2011.

Tedjo explained that OUSA is currently conducting its annual tour of all member campuses in order to meet with each student union and their respective councils or assemblies. He added that during these campus visits, OUSA hosts focus groups and meetings with senior administration, as was the case earlier in the day when Andrey and Minniti met with McMaster University President & Vice-Chancellor, Dr. Patrick Deane.

Andrey led a PowerPoint presentation of OUSA, noting that OUSA is a provincial lobby organization that advocates on behalf of post-secondary education (PSE) students to relevant PSE stakeholders, and that OSUA has been doing this since it was formed in 1992. Andrey explained that OUSA currently represents nine student associations or 145,000 undergraduate full-time and part-time students and that MAPS is OUSA's newest full member. Andrey shared

that OUSA's mission is to develop educated solutions for an accessible, affordable, high-quality, and accountable PSE undergraduate experience. He added that OUSA is member-driven and that member institutions are autonomous and that OUSA subscribes to an "easy-in, easy-out" policy with respect to joining and leaving OUSA. Andrey provided an overview of a typical year in the life of OUSA, noting that there are two General Assembly (GA) meetings, one in the fall (usually November) and one in the spring (usually March). He added that OUSA follows the tenets of proportional representation with each member receiving one vote for every 3,000 students, with a minimum of 2 votes. Andrey explained that the GA passes all policies. He also highlighted that the OUSA Steering Committee is essentially the Board of Directors for OSUA and each member institution has one representative on the Steering Committee and that in MAPS' case, Minniti is the Steering Committee representative. Andrey detailed that the Steering Committee sets the overall direction for OUSA on an annual basis, meets at least once a month, and elects an Executive (President, Vice-President, and Treasurer) from the Steering Committee. Finally, with respect to composition, Andrey explained OUSA has four full-time staff that work at the OUSA home office near Queen's Park, all of which are present this evening with the exception of Laura Pin, Research Analyst. Andrey noted that the OUSA membership fee is calculated at \$2.76 per full-time equivalent (FTE) student, indexed annually to the consumer price index (CPI) and that delegates fees are collected from participants to fund the two GAs. Next, Andrey provided an overview of the five main categories of OUSA, namely advocacy, research, communication, conferences, and operations.

Martin spoke about accessibility to PSE, especially for OUSA's desire to support underrepresented groups such as aboriginals, students with disabilities, first generation students, and now thanks to Minniti and MAPS, mature students. Martin explained one of the areas that OUSA focuses on pertains to increasing financial access via reform to the Ontario Student Assistance Plan (OSAP) for which part-time students are not eligible (unless they have a disability). Martin also noted that OUSA fosters community-based, early outreach programs, better guidance to primary and secondary students for PSE options, and has called for an improvement to credit transfers and pathway mobility. With respect to affordability, Martin noted that OUSA lobbies to maintain the current regulation of tuition fees as well as advocates that no more than one-third of post-secondary institution (PSI) operating budgets should be from tuition (currently, tuition comprises approximately one-half of PSI operating budgets). Martin added that OUSA has concerns with the inaccuracy of the OSAP needs-assessment, advocates for the provision of more grants as opposed to loans so as to help PSE students avoid high debt loads, as well as calls for the replacement of tax credits with up-front grants for greater accessibility. As for accountability, Martin explained that it is more difficult to define, but gave one example pertaining to ancillary fees in that PSIs cannot arbitrarily create new or increase existing ancillary fees without seeking consent from students. He added that a prospective pan-Canadian strategy for higher education and multi-year accountability agreements (MYAAs) also serve to keep PSIs accountable. Martin spoke about quality noting that the OUSA calls for a continued and improved focus on teaching quality, stronger and more student support services, attention to broader learning environments, and non-academic support services.

Tedjo next spoke about how research and policy is at the heart of OUSA. He explained that OUSA has fifteen standing policy papers that guide advocacy, research papers on a variety of topics, a campus research council, an annual Ontario PSE student survey, as well as government submissions based on policy papers.

Andrey added that thanks to the mature student policy paper that Minniti is authoring, OUSA will have a document dedicated to mature students.

Tedjo continued and noted that OUSA engages in a non-partisan lobby conference whereby students meet with numerous members of provincial parliament (MPPs) and cultivates strong

relationships with political staff and civil service in the Ministry of Training, Colleges and Universities (MTCU) and to a lesser extent with the Ministries of Health and Long-Term Care, Education, Infrastructure, and partnerships with the Council of Ontario Universities (COU) and the Ontario Confederation of University Faculty Associations (OCUFA) where appropriate. Tedjo added that Minniti and Wakeman-Ajandi would be joining other students from OUSA member schools in November for a 5-day student advocacy conference where over 70 meetings with MPPs will take place. Tedjo next explained his role with respect to communications and public relations and that OUSA communicates its message via a number of ways in order to convince the public which in turn makes it easier to convince government and reach out to students. Tedjo highlighted OUSA's magazine entitled *Educated Solutions* that features submissions from PSE stakeholders, including PSI presidents and the Ontario Premier. Tedjo provided an overview of the OUSA website, the well-read blog, social media used by OUSA as well media interaction via newspapers, radio, television, and on-line tools. Tedjo noted that all of these outlets together provide for excellent coverage of OUSA's advocacy campaigns, such as its signature flagship campaign known as "Blue Chair Campaign" in which empty blue chairs are placed around various PSIs to symbolize students who are unable to access higher learning due to a variety of barriers. Tedjo detailed a recent campaign entitled "Food for Thought" that raised awareness of the insufficient needs-based assessment of OSAP. More specifically, Tedjo explained that students tried to eat on only \$7.50 day (the amount deemed sufficient by the OSAP needs assessment). Tedjo indicated that the campaign raised eyebrows and had traction with several media outlets including the front page of *The Toronto Star* and Canada AM. Tedjo noted that shortly after the campaign, Premier Dalton McGuinty announced changes to the OSAP needs assessment and raised the in-study income threshold. More recently, Tedjo spoke about the provincial election and OUSA's varied promotional materials that encouraged all four major parties to comment publically on PSE in their platforms and how that resulted in two of the six questions during the debate being centred on PSE. Tedjo was content that through OUSA's efforts, student turnout was higher given that OUSA's partnership with Elections Ontario resulted in polling stations on PSI campuses.

Andrey spoke about the value that MAPS brings to OUSA and that MAPS via OUSA has the opportunity to influence student advocacy in Ontario, have access to decision makers, and an ability to put local issues to the attention of the provincial government. Andrey asked if anyone from the MAPS Board had any questions.

Shaw inquired as to OUSA's stance on PSI specialization or differentiation.

Andrey noted that OUSA released a response on its website. In essence, Andrey noted that having PSIs be more specialized is in and of itself not necessarily a bad thing provided that it does not come at the expense of core PIS programs and courses. Andrey explained that PSIs need to decide on their own in which areas they want to specialize and that government funding will assist this. He indicated that some PSIs are not happy with a "one-size-fits-all" or "all things to all people" mantra. Andrey added that growth is happening nonetheless, that funding formulas are such that growth is rewarded, and that PSIs that need to or want to stop growing should be offered resources separate from enrolment to this end, that is, that specialization should not be used as a cost saving mechanism.

Minniti added concern from MAPS that research intensive PSIs may differentiate and specialize at the expense of the liberal arts, but that nonetheless, Dr. Deane to date has had some skepticism about differentiation and that McMaster University needs to maintain some baseline programs that make a PSI a PSI.

Martin added that differentiation would be addressed at the upcoming GA via a policy paper on system growth and that geographic factors of access should be taken into account along with student input on if and how PSIs differentiate.

Minniti asked if Andrey could share with the Board the details of on-line learning that came up in their meeting earlier in the day with Dr. Deane and the Ontario On-Line Institute (OOI).

Andrey indicated that he and Minniti met with Dr. Deane earlier in the day and that Dr. Deane has a tremendous working relationship with Minniti and MAPS, which is not always common at other PSIs. Andrey explained that the OOI was announced in the throne speech two years ago and that it has undergone some delays and changes. Essentially, Andrey noted that the OOI will receive \$25 million over the next three years to encourage and coordinate on-line learning among PSIs. He explained that the bulk of the funding would be dedicated toward a course development fund administered by the government whereby PSIs can apply for this funding in order to develop new courses and programs for on-line delivery and credit mobility between PSIs. Andrey added that there would eventually be funds for support services including on-line library resources, technological support, and eventually on-line student support services. Andrey noted that there would even be funding for faculty support, that is, to foster better on-line teaching quality and tools to create high-quality courses. Andrey concluded that PSIs would prefer to be given the money so that they can develop their own on-line learning opportunities, but that at this point, the OOI would be administered by the government.

Minniti noted that the preference held by some PSIs to engage in on-line learning themselves (as opposed to having the provincial government administer funding) may spur them to do just that.

Andrey concurred and noted that he believes that there is some reservation for on-line learning from a quality point of view, however, the solution is to not avoid on-line courses but rather to develop them properly. Andrey noted that OUSA will be looking to organize focus groups for mature learners and asked what priorities part-time students have.

Minniti explained that it all comes down to increasing access by minimizing financial barriers and temporal barriers since students are not able to afford higher learning (ineligible for OSAP) and that there is an insufficient number of evening, weekend, or on-line opportunities to take courses since part-time students are busy during the day with career and family commitments. Minniti added that because of this, many part-time students are not able to finish a degree in a timely manner, which in turn creates concerns over attrition rates.

Andrey agreed with Minniti and added that OUSA would want to work with MAPS in expanding student financial aid for part-time students.

There being no further questions, Minniti thanked Andrey, Tedjo, and Martin for their presentation and Andrey, Tedjo, and Martin left the meeting.

3. EXECUTIVE DIRECTOR'S REPORT

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

At the end of Minniti's report, Hunter excused herself given that she had another commitment. It was agreed unanimously that Minniti chair the balance of the meeting given that Waterkamp was not in attendance.

4. MAPS DUES

Minniti reminded the Board of their lengthy discussion about the possibility of raising MAPS dues at the last meeting. Minniti shared projections of increasing the MAPS fee by three different amounts: \$1.00/unit increase (\$8.00/unit), \$2.00/unit increase (\$9.00/unit), and a \$3.00/unit increase (\$10.00/unit). Minniti once again shared feedback from CCE in regards to a potential MAPS fee increase, namely that they would prefer a \$3.00/unit increase over the other two options with the request that there be a tuition set-aside so as to keep their tuition at the same price (essentially, lowering the cost of tuition by the proposed fee increase thereby not increasing the cost to students, provided that MAPS provides CCE with the difference). Minniti indicated that CCE does not want to raise their tuition fees at this time so as to stay in line with best marketing practices as indicated by the Learning Resource Network, the professional association to which they belong. Minniti clarified that if the MAPS Board were to advance a tuition set-aside to CCE, that it would be separate from funds used for current and future CCE programming. Minniti explained that regardless of any tuition set-aside, CCE would be receiving more funding if the MAPS fee were to increase, and that this would be fair. Minniti summarized that the Board should strike a balance in determining what is best for MAPS with deferring to CCE on how they would best like to proceed with a proposed fee increase, in terms of regular funding as well as the possibility of a tuition set-aside (which would begin only in September 2012 when a new MAPS fee would be implemented). Minniti shared with the Board projections that he had obtained from CCE in regards to how large a tuition set-aside would be each year (based on enrollment projections). Minniti noted the various enrolment projections and tuition set-asides for a \$1.00/unit increase, a \$2.00/unit increase, and a \$3.00/unit increase as captured via the following table:

Term	Projected Registrations	\$1 Per Unit Increase	\$2 Per Unit Increase	\$3 Per Unit Increase
Fall 2012	1900	\$5,700	\$11,400	\$17,100
Winter 2013	2000	\$6,000	\$12,000	\$18,000
Spring 2013	900	\$2,700	\$5,400	\$8,100
Fall 2013	2000	\$6,000	\$12,000	\$18,000

As such, Minniti indicated that for Fall 2012, the first term in which a proposed fee increase would take place, the CCE tuition set-aside would be as little as \$5,700 (\$1.00/unit increase) to as high as \$17,100 (\$3.00/unit increase) and for the fiscal year of 2013, the first year in which all MAPS membership fees would be the same for each term, the CCE tuition set-aside would be as little as \$14,700 (\$1.00/unit increase) to as high as \$44,100 (\$3.00/unit increase).

Minniti indicated that this information was just for information this evening and that he still needed to meet with various McMaster University stakeholders, including Dr. Patrick Deane, Dr. Charlotte Yates, Dr. Suzanne Crosta, and Tracey Taylor-O'Reilly to assess the willingness to expand access for part-time students, and by extension, the projected costs with on-line learning chief amongst them. Minniti clarified that ultimately, the decision to raise MAPS fees, if at all, should be driven by plans to use the money to increase access for part-time students. Minniti also noted that if the MAPS Board were to agree to a CCE tuition set-aside, CCE would understandably feel more comfortable if it was placed in writing above and beyond the fact that it would become an annual budgeted item for such a time until CCE's tuition prices rose to a level no longer requiring a MAPS subsidy.

Pratas inquired who had decided to combine MAPS fees and CCE tuition costs in one price.

Minniti answered that it was CCE's decision to do this, that they thought at one point of separating the two fees in the name of transparency and straightforwardness, however, according to CCE, they lack the technology and financial resources to do this at this time. Minniti also noted that he informed CCE that MAPS would do its best to try and accommodate their request and their desire to stay within a certain market range, however, in future, it would be better to separate out the fees so that CCE could still advertise the tuition within the market range that they subscribe to, however, have the MAPS fee separate. Minniti commented that CCE is aware that they cannot ultimately hamstring the MAPS Board into not making a decision regarding the future of MAPS fees. That is, MAPS fees and CCE tuition are, at the end of the day, separate, and should have no bearing on one another.

5. MAPS LEASE

Minniti indicated that he was not seeking a motion for the MAPS Vehicle, given that it was already passed at the previous meeting, but he did want to share the details of the vehicle, namely that it would be a 2012 LE 7-passenger Toyota Sienna (Predawn Grey Mica) for a 48-month lease (96,000 km for the term of the lease).

5. INSURANCE PROVIDER

Minniti shared with the MAPS Board that recently someone within the Human Resources department of McMaster University was contacting the various student unions on campus, including MAPS, to inquire if McMaster University itself was named within their respective insurance policies. As a result, Minniti was shocked to discover that MAPS' insurance policy does not include Directors and Officers (D&O) insurance. As a result, Minniti immediately began to research D&O insurance products with the assistance of MAPS' Office Administrator, Terri Jones. To this end, Minniti indicated that HUB International seemed to be a good fit for MAPS given that they insure numerous student unions across Canada and currently provide insurance products to different groups on campus. Minniti noted that although he already had received some preliminary quotes from HUB International regarding insuring the physical contents and assets of MAPS, that he was still waiting to hear back from HUB International in regards to a quote for D&O insurance. Minniti noted that he was confident that he would have this in time for the next meeting at which point the MAPS Board would formally select the insurance products in which they were interested and pass a formal motion.

6. UNFINISHED / OTHER BUSINESS

There was no unfinished or other business.

7. TIME OF NEXT MEETING / ADJOURNMENT

Minniti indicated that the next meeting of the MAPS Board of Directors would take place on Thursday November 24, 2011. There being no further business, the meeting was adjourned at 7:15 pm.

Motion: Moved by Wakeman-Ajandi, seconded by Pratas 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.