



Board of Directors Meeting

Tuesday, August 11, 2015 – 6:00 p.m.
Room 230, MUSC

AGENDA

1. Adoption of the Agenda
2. Adoption of the Open Session Minutes of June 10, 2015 **(attached)**
3. Policy Report **(attached)**
 - a) Policy 008A – Provisional Review of Financial Statements **(attached)**
 - b) Policy 009c – Eligible Electors **(attached)**
4. Executive & Management Report **(attached)**
 - a) Meeting with the Dean of Students **(attached)**
 - b) Survey of CCE Students **(attached)**
 - c) Manager, University Affiliates & Associations **(attached)**
5. Governance
 - a) Nominations Committee
 - b) Appointment of CRO
6. Report on External Committees **(attached)**
7. Closed Session:
 - a) Adoption of the Closed Session Minutes of June 10, 2015 **(attached)**
 - b) Legal
8. Other Business
9. Adjournment

**McMaster Association of Part-Time Students
Board of Directors Meeting – Minutes
Wednesday, June 10, 2015 at 6:00 p.m.
Room 224, MUSC, McMaster University**

PRESENT Jackie Arlen, Andy Griggs, Caroline Hill-Smith, Susan Marsh-Rollo, David Moore, Karen Richmond

REGRETS Kristin Belovari, Jim Watson, Kyle Johansen (executive director)

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 meeting was called to order.

ATTACHMENTS TO THE MASTER COPY OF THE OPEN SESSION MINUTES

- Agenda
- Draft Open Session Minutes for the meeting of 4 May 2015
- Resignation of Cassandra Lo, 19 May 2015
- Capital Budget, 5 June 2015
- Letter from Senate Committee on Ceremonials & Insignia, 13 May 2015
- External Committees Report, 5 June 2015

1. ADOPTION OF THE AGENDA

The agenda was adopted, as circulated, by general consent.

2. RESIGNATION FROM THE BOARD

The Board noted, with regret, the resignation of Cassandra Lo effective 19 May 2015. A copy of her resignation is appended to the master copy of the minutes.

3. ADOPTION OF MINUTES

The open session minutes of May 4, 2015, were approved by general consent.

4. POLICY REPORT

Draft operating policies are in development relating to elector lists and records retention. The balance of the policy report was addressed in closed session.

5. EXECUTIVE & MANAGEMENT REPORT

The Board was advised of the following:

- Moore represented MAPS at the memorial service held on June 7 in memory of University President Emeritus Arthur Newcombe Bourns (1919-2015, president 1972-80).
- Arlen, Johansen, and Moore will be representing MAPS at several of this week's convocation ceremonies. Arlen will also attend the Convocation Dinner on June 11.
- The Senate Committee on Ceremonials and Insignia responded to MAPS' concerns about academic regalia at convocation (copy appended to the master copy of the minutes).

Capital Expenditure Budget

The Board referred to a memo from Johansen (copy appended to the master copy of the minutes). Arlen, Richmond, Hill-Smith and Johansen had met previously to review the budget and recommended it to the Board. Since that time, Johansen has added provision for HST and a contingency amount.

Motion: Moved by Hill-Smith, seconded by Marsh-Rollo that the Board of Directors approve:

1. The 2015-2016 Capital Expenditures Budget (CEB);
2. Liquidation of assets, by the Executive Director, as set out in List A of the CEB; and
3. Striking of ad hoc Capital Expenditure Approval Committee (CEAC) of the Board, composed of the President, First Vice President, Vice President Finance and Executive Director.
4. Delegation to the CEAC to authorize purchase of the items in List B of the CEB, subject to Board Policy.

Carried.

6. REPORTS ON EXTERNAL COMMITTEES

The Board received a report on a number of campus decision-making bodies (copy appended to the master copy of the minutes).

7. CLOSED SESSION

The Board moved into closed session by general consent.

RETURN TO OPEN SESSION

8. OTHER BUSINESS

None.

9. 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 _____, 2015.

Jacqueline Arlen, President

David Moore, Secretary

Policy Report (August 6, 2015)

New Board Policy - Electors

Please find attached for your consideration draft Board Policy 009 C - Electors. This policy addresses the issue identified in the Annual General Referendum where some members may not have been on the list of electors (no complaint were received, the anomaly was discovered by staff after the referendum).

Moved by _____, seconded by _____ that Board Policy 009C - Electors be approved.

New Interim Board Policy – Provisional Review of Financial Statements

Quarterly Reporting & Policy Compliance: Due to the ongoing Mosaic-related challenges experienced by the university, getting accurate financial information from them on a monthly basis is not possible. Staff have prepared Q1 and Q2 statements, but they have not been circulated as they very likely have material errors related to the information provided by the university. The following approach is proposed for the balance of this year and potentially 2016. It ensures a level of board oversight, without requiring the Association to produce statements it knows are incomplete:

Moved by _____, seconded by _____ that for the balance of fiscal year 2015, and if required fiscal year 2016, Board Interim Board Policy 008-A – Provisional Review of Financial Statements, be approved.



008A (INTERIM) – PROVISIONAL REVIEW OF FINANCIAL STATEMENTS

Plain Language Summary

The Board wants to ensure that MAPS' financial records are reviewed regularly so that it may confidently assure the members that funds are being used appropriately. This policy is only to be in effect until the Mosaic implementation is completed.

Staff will produce initial statements that may not be complete as MAPS may not have all the information needed from the University.

The Finance Committee is responsible for reviewing the statements and making sure that staff are aware of any issue or problems that the Committee finds.

Once MAPS has enough information to produce accurate statements, revised financial statements will be prepared for to the Committee. If there are no objections, the draft statements will be circulated to the full Board and posted.

The Board will still get regular updates on operations and activities through the executive director's report.

A. THE BOARD OF DIRECTORS IS COMMITTED TO MEETING ITS FIDUCIARY OBLIGATIONS IN A MANNER THAT IS RESPONSIBLE TO THE MEMBERSHIP

Understanding that during the Mosaic implementation that the University may experience delays in providing financial information to the Association, the Board will employ the following process to ensure a level of due diligence is conducted regularly until accurate financial statements can be posted.

This policy is in effect until December 31, 2015 and may be extended to December 31, 2016 at the discretion of the Finance Committee.

B. PROCESS TO REVIEW INTERIM QUARTERLY STATEMENTS (IQS)

1. Staff will prepare financial statements on a monthly basis; and use the monthly reconciliation process as an opportunity to confirm data/seek additional information from the University.
2. IQS will be prepared using the "as available" information provided by the University and circulated in closed session to the Finance Committee. The Finance Committee may choose to review the statements at a meeting or by correspondence.
3. The Finance Committee shall:
 - i. Review the IQSs and review the report of the executive director regarding the completeness of the statements.
 - ii. Identify any additional questions or concerns the Committee may have regarding the IQS.
 - iii. Ensure that any questions or concerns raised are resolved to the Committee's satisfaction.
4. Once staff believe that the Association has a materially complete record of transactions for the fiscal quarter, the IQS will be revised and issued as **Draft Unaudited Quarterly Statements (DUQS)**.
5. DUQS will be circulated to the Finance Committee for comment by correspondence. 10 days after the DUQS have been transmitted, barring any objection from the Finance Committee, the executive director will circulate the DUQS to the Board and post them on the Association's website.
6. The Board will continue to receive regular updates on Association operations and activities through the Executive and Management Report.

APPROVED BY THE BOARD.

_____, 2015

Jacqueline Arlen, President

David Moore, Secretary



Plain Language Summary

The Association will ensure that everyone who is eligible to vote is on the Electors List.

Every person who is a member on the day that First Notice of election or referendum is issued is able to vote in that election or referendum.

The Association relies on the university registrar to provide us with updated membership lists.

The initial list used will be the one prepared by the Registrar after Drop and Add in each Term (the Term List). A new updated list will be requested if First Notice is issued (the Electors List). Anyone who is on the electors list who isn't on the term list will be advised of the First Notice.

An election or referendum will not be invalid due to changes in the membership list. If the number of new people on the Elector's list is more than 10% of those on the Term List, then the date of First Notice will be the date that all members on the electors list were notified.

This policy requires consultation with the Membership prior to any changes being approved.

A. EVERY OPPORTUNITY TO PARTICIPATE

The Association will ensure that Membership List (eligible voters) is current and that members are afforded the opportunity to vote in any election or referendum.

B. LIST OF ELIGIBLE ELECTORS

Every person who qualifies as a member under By-law 1 (6) on the day that a First Notice of election or referendum is issued shall be an eligible voter in that election or referendum.

The University Registrar is the custodian of all student records at McMaster University. The Association obtains a list of members after the Drop and Add Period of each term (Term List).

The Term List shall be used to issue First Notice for any election or referendum. On the business day after a first notice for election or referendum is issued, the Executive Director shall request a list of members from the Registrar. (Electors List)

Any member who is on the Electors List but was not on the Term List will be provided with the details of any pending referendum or election within three days of the Association receiving the Electors List.

C. VALIDITY OF REFERENDUM OR ELECTION

The Term List is used to provide First Notice to the membership. A variance of members between the two lists is expected. If the variance is less than 10%, the First Notice date shall be the date that members on the Term List were notified of the election or referendum. If there is a 10% or greater variance between the members on Term List and the Electors List, the effective date of First Notice shall be when all members on the Electors list have been notified of the pending referendum or election.

F. DESIGNATION OF THIS POLICY

This policy is designated as materially important. To change it, the Board must provide the membership with notice of intent to change the policy. For more information, see Policy 003.

APPROVED BY THE BOARD.

_____, 2015

Jacqueline Arlen, President

David Moore, Secretary

Executive & Management Report (August 6, 2015)

Representation

- **CCE Student Satisfaction Survey:** The results of the survey have been circulated and are available at http://www.mcmaster.ca/maps/documents/cce_survey_results_Aug_2015.pdf

Prior to posting the results, they were shared with Dr. Lorraine Carter, CCE Director. The meeting was very positive and a number of ideas were discussed about how MAPS could continue to improve our presence at CCE and how we could assist the CCE in some of its objectives. The report was received with thanks and with confirmation that the areas where CCE was not doing as well would be addressed going forward.
- **Meeting with CCE Director:** As noted above, Jackie and I met with the new CCE director on July 31st. It was a very cordial meeting and Lorraine was very clear that she would like to collaborate with us and see how we can help each other. MAPS expressed our desire to increase our presence with CCE students and Lorraine was very open to that. Further discussions are planned, but for the moment, we are part of the CCE solution.
- **MAPS/MSU Transferability:** John McGowan and I have had ongoing discussions about streamlining the membership transfer process to a simple one page on-line form. The university has previously raised concerns about privacy with the use of an online form, but I recently found an online forms provider (a subsidiary of Mail Chimp) that uses industry standard encryption and security standards, which could hold the form and transmit data to us. The MSU is currently reviewing a mock up of the transfer form made through the proposed provider. If the MSU agrees, we could likely launch the form for the Fall Term. With respect to privacy concern, neither MAPS nor the MSU would be using information provided to us by the university in this process – it would all be voluntarily provided by the student. We would add a note that if the student had any privacy concerns, the form can also be filled out on one of the computers in our office, behind the university's firewall. Failing that, we would be amenable to the university migrating the form into Mosaic; provided MAPS and the MSU were provided with all data obtained through the form.
- **Welcome Week:** We have received a copy of the Welcome Week program for this year. Staff have reviewed the plans for the week and we did not see any obvious opportunities for the Association to reach out to part-time students (however, I am open to any suggestions from the Board).

Our current plan with respect to engagement and outreach for Term 1 is:

- Production of high quality posters/signage for posting with Student Accounts and Cashier, Student Financial Aid & Scholarships, Registrar and Faculty offices with a primary message of: Part-time students can get help/assistance from MAPS (list some services), directs them to our contact info.
- “regular” posters to be distributed across campus (via MSU poster monkeys) welcoming part-time students back and offering a free gift for all part-time students who visit the office in September (USB key or a gift certificate for a Willie Dog – still working on this).
- ¼ page *Silhouette* ad in the September 10th and 24th editions inviting part-time students to visit and get a gift (see above). Public service announcements on CFMU-FM (who we are, what we do, how we do it... ← this could possibly be an interview on the radio station if there is a Board member willing to talk on the radio). Work with Mac Daily News to promote campus tours (see below).
- Promotion of individualized campus tours (see below) – promoted from the third week in August until mid-September.
- Launch and promotion of 1 or 2 “We Are MAPS” videos on YouTube (promoted through website, social media, Mac Daily News, Sil Ads, posters, etc...
- During Welcome Week, use of the floor banners in MUSC – one at the north entrance and the other centrally located by the Tim Hortons (locations to be confirmed with MUSC admin) with additional signage added to inform part-time students to come upstairs and visit and get something free (USB key, gift cert...)
- Have brochures available for anyone who stops by (and drop off at Faculty offices) - the 2013 version has been ‘refreshed’.
- The Handbook will likely not be available for distribution until the end of August.
- I am also considering purchasing golf shirts for the staff and board that can be used to readily identify us at public events. I would appreciate feedback on this from Board members.

In addition to the above, I am working with the MSU to increase our presence at Clubs Fest, without giving the appearance that we are an MSU club.

Individualized Campus Tours: Unlike those provided by the university and the MSU, ours would be customized for the individuals who are taking the tour. The focus would be on practical information like the fastest route to your classes from the parking lot (or bus stop); closest washroom, nearest place to buy food/ coffee, etc.

All tours will begin in our offices, with the first few minutes dedicated to explaining what we do and what services we have available.

Tours will be conducted upon request for a single person or group by a member of the staff. We are finalizing the marketing and promotional details now; but provisionally the MSU has agreed that we can send out a joint email that allows undergrads to self-identify as the MSU or MAPS; with the email providing them with a link for each Association’s website.

Tours would be offered at the beginning of each term.

Recognition

For the past four years, the MAPS Gold Medal for high academic achievement has been awarded to a student in the B.Tech program. It seems unlikely that this trend will change, as the program is highly competitive and their students are very motivated.

I recommend that the Board approve the awarding of two MAPS Gold Medals annually – one to be awarded among the Engineering, Health Sciences, and Science, and the other to be awarded among Arts & Science, Business, Humanities, and Social Sciences.

Moved by _____, seconded by _____ that two MAPS Gold Medals be awarded annually, effective 2016, and that they be allocated as follows:

MAPS Gold Medal (Engineering, Health Sciences and Science)

MAPS Gold Medal (Arts & Science, Business, Humanities, and Social Sciences)

Communications

- **Social Media:**
 - LinkedIn (Group): 212 members
 - Facebook: 112 likes
 - Website page loads: 335 approx.
- **Membership Engagement:** The Association has communicated with the membership from the 2014-2015 Fall/Winter Session as well as students attending the 2015 Spring/Summer Term requesting input into the CCE survey and the Academic Accommodation Policy.
- **Web site:** Subsequent to posting a contract position on OscarPlus (no applicants) I have contracted a web developer to create new templates for our website that will be cleaner, less cluttered and hopefully more user friendly. If anyone is interested in being part of this redesign, please let me know. The intention is to use the website as our 'anchor' for content about the association and use format adopted on the website in other materials we produce.
- **Handbook:** The 2015-2016 Handbook is being edited now. As noted above, we are implementing new communications approach that should improve uptake of information by our members (or at least streamline the sheer volume of information we posted and sent out last year). The Handbook will have a limited print run (150 copies). Our focus will be developing a usable and more convenient electronic publication format.

Member support

- **Coordinators:** I will be interviewing for the new coordinators in the next two weeks
- **We are MAPS:** Our first video of one of our members describing the value of MAPS was recorded on July 31st. Susan Marsh-Rollo can provide a report as she was the videographer, director, editor, and interviewer. A second video is planned for mid-August. Please see the previous E&M Report for more context
- **Mosaic Student Portal:** No updates on the Mosaic portal.
- **OSAP / MAPS Bursary:** Student Financial Aid & Scholarships have confirmed that the MAPS Bursary form will be completed online and will be accessible to students between August 10th and August 24th. There is an additional grace period to submit any additional forms in support of the application.
- **MAPS member opt-in to the MSU Health & Dental Insurance Plans:** The MSU has provided us with the premium for MAPS members to enroll in their program. As it was last year, opt-in periods are the first 30 days of Term 1 and Term 2. The premium, based on new coverage approved by the MSU membership, is \$385 per person for 12 months.

Research

- **Ancillary Fees:** This matter was discussed with the Dean of Students along with our concerns that the university could be doing more to involve us in student consultations/engagement; particularly in areas of importance to our members. Please see the attached report.
 - **Ancillary Fees and Services Survey:** No further action regarding this survey has occurred. Based on our conversation with the Dean of Students, the survey will likely be conducted in late-Fall 2015.
- **Accommodations Policy Review Survey:** The University struck a working group to review the existing academic accommodations policy. While the MSU and GSA were given seats at working group table; MAPS was not. In response to our very clear concerns (and those of 17 other affiliates and departments also excluded) the leaders of the working group have set up consultation dates. MAPS will be presenting for one hour in the second week of August. In support of our presentation, we have engaged our members and asked anyone who has used the policy to tell us about their experiences. To date, we have had 15 respondents to the survey.

Operations

- **Changes in Association fee collection:** Effective (at some point, we don't know exactly when) McMaster implemented a single "Student Association" fee collection for MAPS and MSU. The program logic is that students are charged \$7/unit until they reach the MSU

maximum of \$124.33. Anything below the \$124.33 is our revenue; all fees of \$124.33 belong to the MSU. The university is not certain how to report this to either us or the MSU, but I have brought the matter to their attention and they are working on a way to report revenue to us. In the interim, if we experience a cash flow issue related to this new process, we have a commitment from the Director of Finance to advance funds against our fees.

- **Remitting of fees by McMaster:** Fee remittance will be delayed pending reconciliation of fee revenues through Mosaic.
- **Issue in calculation of fees:** Karen advised me this week that she had enrolled in 9 units for the fall term and 6 units for the winter term and was charged the full-time student fees. I have had further feedback from Caroline that she has enrolled in the same number of units in the same terms but was charged the MAPS fees. I have conveyed this information to the Director of Finance and the Vice President (Administration) asking they identify this issue as a critical event and direct appropriate resources to correct it before September. The Director of Finance is keeping me informed on their progress.
- **Investments:** As a consequence of the above situation, we liquidated \$40,000 from our cashable GIC in July to ensure sufficient operating funds through to September.
- **Office Flood:** Sometime between the evening of July 22 and the morning of July 23, the tank (clean water) of the toilet in the single user washroom across from our office overflowed and flooded the student study area in front of our offices, the Ombuds Office, as well as our own. Pictures are posted on Facebook if you have not already seen them. I had an expert from ServiceMaster Canada visit the office last week to make a determination as to permanent damage and/or health or environmental risks. Based on what the MUSC building folks are doing, he is confident that there is little to no risk of damage and there is no health and safety risk.
- **Doors:** The column signage decals have been replaced with the proper spelling of OPIRG. Cost to the Association was approximately \$140.
- **Staffing:** We have posted for a Social Events Coordinator, Mentorship Coordinator and a relief Information Assistant (Gifty will not be taking hours in September). Some of the resumes I have reviewed suggest candidates with experience that would be valuable to MAPS. I will be bringing forward a proposal that creates some casual work positions that will enable me to hire additional students to work on specific projects where they have direct experience.
- **Cancelling Summer Office Closure:** The office was slated to be closed from August 10th through 21st. The application period for the MAPS Bursary (in its new online format) is from August 10th through 24th. This could leave members with no access to support from our staff in the first year of a new application process. Given our experience with Mosaic, I believe it is in our members' best interests to keep the office open during this period. We will be closed a half day on August 13th for annual upholstery and carpet cleaning. The additional salary required to staff the office for this week should be recoverable through surpluses in other budget areas.

- **MUSC Operating Agreement:** I am waiting on the MSU to provide its input into the draft operating agreement and companion Memorandum of Understanding (MOU). At this time, there is nothing more that MAPS can reasonably do, outside of moral suasion, to advance this file further. The MOU still requires legal review.
- **Office Key Audit:** The locks to the main office and the ED office were replaced by Facility Services. Keys have been issued to staff, the President and Corporate Secretary. Key receipts specify the terms under which keys are issued and when they are to be returned.
- **Capital Purchases:** The Capital Review Committee will meet next week to review quotes received and recommendations regarding the purchase of the equipment approved by the Board. Based on quotes received so far and our meeting with CCE, I may ask the Board to increase the allocation for this year or defer some of the capital purchase to fiscal year 2016.
- **Closed Facebook Page for Board:** I have previously provided the board with information on the private Facebook page we have for staff and how effective it has been in improving communication and cooperation among the staff.

Presently, the Board has a very formal means of obtaining information; which has us sticking things into the agenda package for your information (minimizing the volume of email messages you receive from either Dave or myself but increasing the amount of non-meeting related information in your agenda packages).

I would like to propose that the Board employ a similar private FB page. The page would allow me to post information that I think would be of interest to the Board, allow Board members to share information, ask a question, or generally catch up on what's going on.

The advantages of using a private FB page include:

- Board members getting non-meeting information when it is ready, rather than later on in a meeting package.
- It would further reduce the number of email messages from myself or Dave (we would post to the page and you would receive notification of the posting based on your Facebook preferences).
- We could also post the meeting agenda packages on FB so you would always know where they were and they would not clog up your email client software.
- Board members could post questions or information for other board members.

In anticipation of the Board agreeing to trial the use of a private FB page, I have created one for you. If the Board is amenable, each board member would need a Facebook account (it wouldn't need to be complete nor would you have to use it if you didn't want to) and I would need you to contact me through Facebook (search Kyle T Johansen) so that I can add you to the group. This can be done at our meeting on Tuesday.

Support Services

We continue to provide support to the IRC. Our assistance has so far benefitted the IRC in several business-related areas. I believe the relationship is having the desired effect of providing the Council with basic supports and strategic advice as requested. Our relationship with the IRC has now been disclosed to the university and the MSU have also been made aware.

To: Board of Directors

From: Kyle Johansen
Executive Director

Date: June 19, 2015

Re: Meeting with the Dean of Students

Jackie and I met with Sean Van Koughnett today to discuss a number of items of concern to MAPS.

CBS Consultation

- Sean agreed that there was a gap in the process in that no one conducting the evaluation considered the impact on student representation. He noted that the CBS experience, if nothing else has reminded Undergraduate and Graduate Councils that this should be a factor in academic program review. We agreed that Sean would touch base with Undergraduate Council to determine when student engagement should be done as part of a program review.

Ancillary Fees

- Sean confirmed that the GSA has set up a Services Committee to review grad students' utilization of services provided by Student Affairs. The Committee is in response to a "No" vote at the GSA General Meeting to increasing ancillary fees by nearly 200%.
- Sean noted that if the grad students vote the fee increase down a second time, he will need to determine how to ration services. I reminded Sean that under the *Canada Health Act, 1982* that non-medical restrictions on the provision of publicly funded health services is illegal. I also offered to ask some of my LHIN contacts (in general terms) what their reaction to service limits would be.
- Based on his projected timeline, and the general lack of data on part-time student utilization, part-time students are likely not on his radar until sometime in 2016.
- We agreed that MAPS will proceed with surveying members regarding their interest and current use of Student Affairs services and will consult Sean on some of the questions. The survey will be conducted in October-November 2015 (subject to scheduling of other Association business) and we will survey members from Fall-Winter 2014-2015, Summer 2015, and Fall 2015 (approximately 10,000 potential respondents).
- We will share the survey results with Sean and determine next steps.

Accessibility Working Group

- MAPS is not the only affiliate seeking representation on the working group. MITL (which feels they have direct interest as it relates to teaching and learning) also wish representation. The working group is presently at 11 member and has already met twice. If all affiliates who wanted to participate were allowed to the WG would easily be 20 members; at which point its ability to move quickly would be impaired – Jackie and I agreed with this assessment.
- Student representation on the WG is provided by the MSU – the decision was practical. The VP is employed full-time and will be available for all WG meetings; scheduling volunteer students would again slow down the overall process.
- We appreciated the university's dedication to efficiency.
- The working group chair is preparing a document that will show how affiliates not on the WG will be able to provide their input in both the review of the existing policy and iterative draft revisions. Sean asked if we would consider other alternatives to actual representation on the WG. Jackie and I advised Sean that the most important part of this is that accurate information based on the experience of our members is presented and considered by the working group. That being said, we noted that our observation over the past year has been that the university has made no attempt to engage us as a senior student government and that whether this was a deliberate policy or simply oversight, it was a matter that needed to be addressed.

Consultation Framework

A modified version of the consultation framework approved by the Board (the key components did not change, but some components were removed) was presented to the Dean of Students.

The Dean immediately agreed to monthly meetings with MAPS' ED to achieve the purposes desired in the framework. He asked for additional time to consider the remainder of the document. He agreed to present this information to both Dr. Wilkinson and the Acting Provost so that the academic elements of our representation requests could be considered over the summer. Sean asked if this had to be a formal policy or could it be presented as a reminder. Our concern regarding a less formal approach is that MAPS would have nothing to rely upon if we felt that things weren't changing. More discussion on this will occur in the coming months.

The following is the modified version of the framework provided to the university:

Introduction & Context

MAPS is a fully recognized, democratic and autonomous senior student organization that represents the interests of part-time undergraduate students at McMaster University.

MAPS believes that:

Part-time students add to the uniqueness and distinctiveness of the McMaster community and that the interests and needs of these students may not always align with full-time students

Part-time students represent a stable student population at McMaster and may represent a potential area for increased enrollment

There are still biases and prejudices embedded in the university's structures and culture that negatively impact part-time students

McMaster has a responsibility to engage student groups to ensure that the full spectrum of opinion is heard and that where possible, the views of the minority as well as the majority inform decision-making.

Optimizing Engagement and Aligning Resources

MAPS recognizes that there are areas of alignment among part-time and full-time undergraduates. To ensure efficiency of consultations and optimize the volunteer resources available through MAPS, a decision on whether MAPS needs to be represented in a consultation should meet the following conditions:

Meaningfulness: Does the issue affect part-time students / would part-time students have a special interest in the issue?

Distinctiveness: Is it likely/probable that MAPS members would have views that are different from their full-time counterparts?

Magnitude: Would 5% or more of the MAPS total membership be directly affected by the recommendations made by the empanelled group?

Status: Is participation in the consultation commensurate with MAPS' status as a senior student government

Prioritization of Engagement Capacity

Priority 1 areas meet all 4 conditions

Priority 2 areas meet at least 2 conditions, and the interests of part- and full-time students align

Priority 3 areas are those where 1-2 conditions are met, and MAPS-MSU interests align

Priority 1 Current Consultation Venues			
Venue	Validating Criteria	Attendance by MAPS	%-age engagement of MAPS at venue.
Board of Governors	By definition, these venues are priority are Priority 1	80%	
Senate		80%	
Senate Committee on Student Affairs		100%	
University Student Fees Committee		0%	
Admin-Con		100%	

Priority 1 Historical/Stagnant Consultation Venues				
Venue	Validating Criteria	Attendance by MAPS	McMaster's has engaged MAPS through...	Potential Reclassification
Campus Store Board	5% of more of the MAPS total membership are directly affected by the final recommendations made by the empanelled group.	No meetings called since 2012 No requests for members made	Manager has been working proactively with MAPS to address concerns as they are raised.	None – would remain Priority 1
President's Committee on Parking & Transportation		No requests for members made	No response from McMaster Security regarding status of Committee	Would remain Priority 1
President's Committee on Athletics and Recreation		No meetings called No requests for members made	As fees are collected, there should be consultation activity with student governments.	Priority 2 if MSU interests align
Library Council		No meetings called No requests for members made	No response from the University Librarian regarding status of committee	Priority 2 if MSU interests align

Priority 1 Historical/Stagnant Consultation Venues				
Venue	Validating Criteria	Attendance by MAPS	McMaster's has engaged MAPS through...	Potential Reclassification
Campus Plan Review		No MAPS representation	Ad-hoc reviews reported at Admin-Con; new review announced in April.	

Priority 1 2014-2015 Ad-Hoc Consultation Venues			
Venue	Validating Criteria	MAPS Actions	McMaster's Actions
CCE Director Search Committee	5% of more of the MAPS total membership are directly affected by the final recommendations made by the empanelled group.	Requested a MAPS member be appointed to search committee prior to it beginning to interview candidates	AVP Faculty refused.
CBS Program Re-evaluation		Based on scant information presented in the Senate package, took immediate and vigorous steps to ensure members' rights were not impugned.	No proactive engagement. Information provided by Dean of Students.
Dean of Social Sciences Search Committee		MAPS did not request information prior to Senate confirmation of the search committee	No proactive engagement by the Faculty.
Student Accessibility Policy Review Working Group		Made aware of the working groups existence through blind email message from the MSU.	Despite a significant portion of MAPS members actively using the policy; and that MAPS staff coach many of these members through the process, no seat offered on working group.

Prospective (not exclusive) list of Consultation Venues		
Venue	Validating Criteria	MAPS Actions
Ad Hoc Search Committees for key University positions (Senior Admin, Deans, Directors, Registrar, Financial Aid, etc.)	MAPS invited to participate if 5% of more of the MAPS total membership are directly affected by the final recommendations made by the empanelled group.	MAPS will provide representation if criteria are met.
Regular one-on-one meetings between MAPS President and the University President <i>Dr. Deane presently meets monthly with the MSU president.</i>	MAPS members represent 10% of the students (headcount) at McMaster.	MAPS will be requesting a quarterly meeting with the University President
Monthly meetings between Dean of Students and MAPS Executive Director	MAPS members represent 10% of the students (headcount) at McMaster.	Intended to be a forward-planning session allowing the Dean of Students and MAPS ED to proactively identify engagement opportunities and plan accordingly.

MAPS CCE Student Survey (July 2015) – Summary of Findings

Introduction

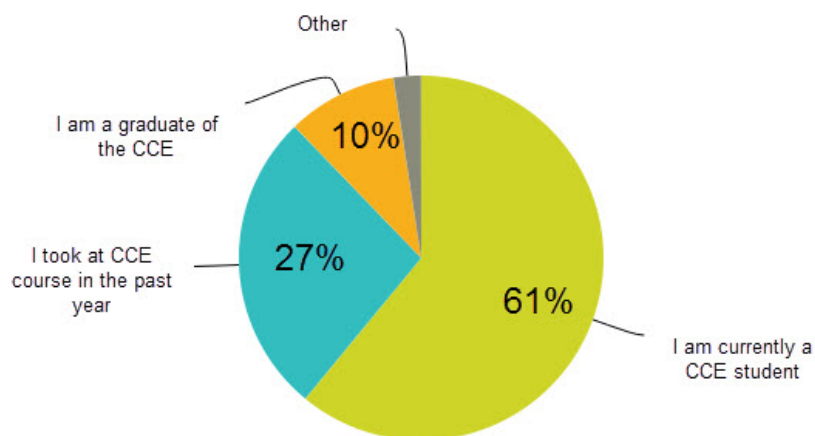
Between July 16-21, survey responses were collected from students who had been registered in a course through the CCE in the 2014-15 academic year as well as all students currently taking a CCE course (Spring/Summer 2015). In addition to contacting these 2,730 students through an email from MAPS, links to the satisfaction survey were posted on the Association's website, Facebook, and LinkedIn sites.

83 students started the survey with 55 completing the entire survey. With a 3% sample size, the survey responses do not meet the standard for statistical significance; however, given the competitive nature of post-secondary admissions and the number of universities offering continuing education, CCE would be well advised to consider these results as part of a quality improvement process.

Who responded to the survey?

Q1 Which statement best describes you?

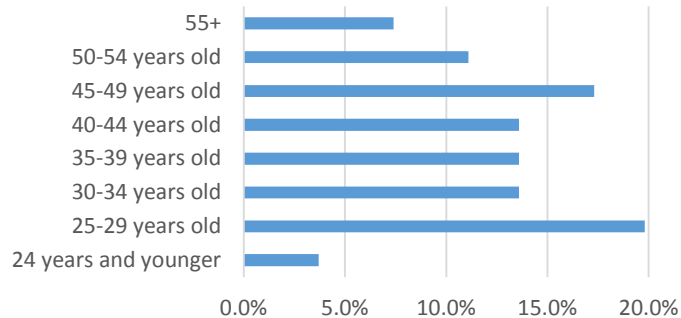
Answered: 82 Skipped: 1



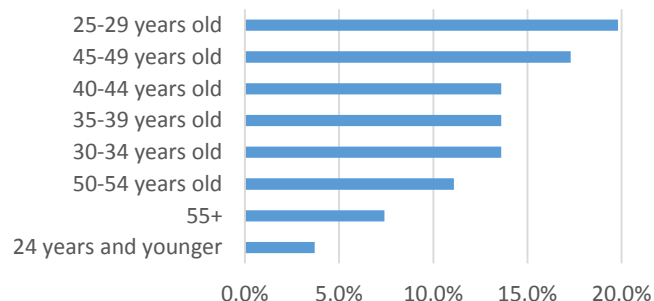
Close to **two-thirds** of survey respondents were **students currently enrolled** at the CCE. While the overall participation rate was below the threshold required for statistical significance, looking only at current students, **50 students out of a population of 556 participated**; making the survey results – at least for current student respondents – **reasonably reflective of students' opinion**.

Almost 20% of respondents were 25-29 years old; which represents the largest single cohort block. But the vast majority of respondents fall within the 35-54 age range.

Respondent Age Cohorts

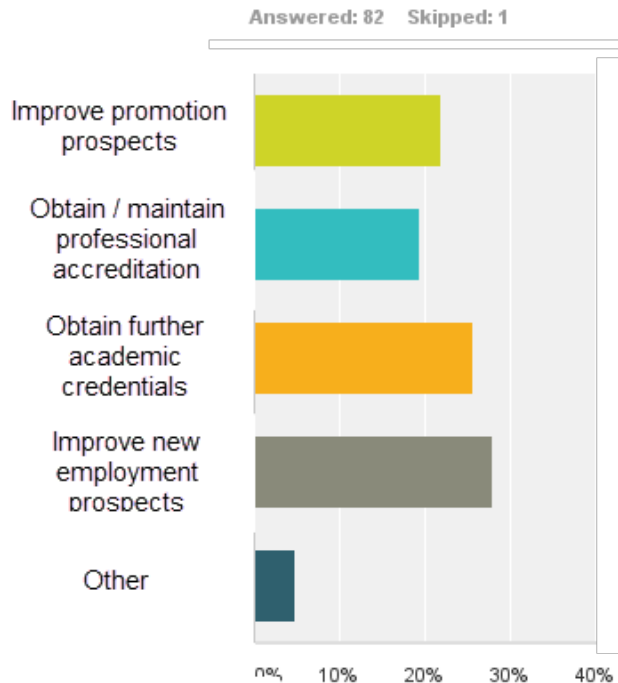


Respondent Age Cohorts (ranked by %-age)



Survey Results

Q2 My primary reason for taking co through the CCE is/was:



Respondent's comments

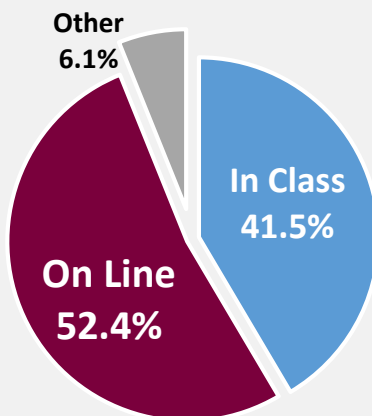
Combination of improving promotional opportunities and obtain additional academic credentials

CPA designation

To try out a few courses

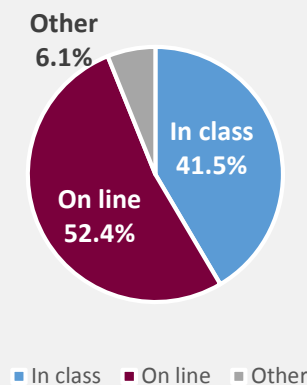
To improve my clinical research skills as well as prospects of employment

Where Respondents took CCE Courses

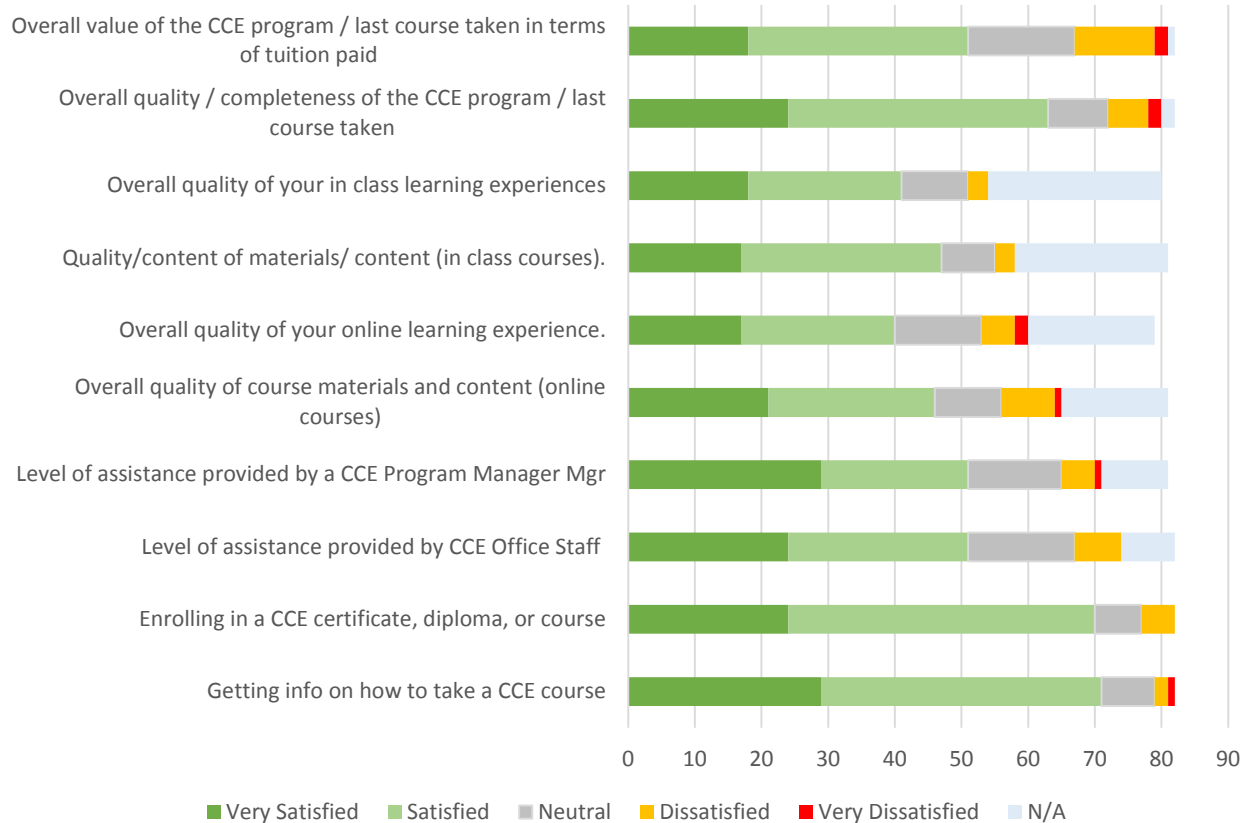


The correlation between these two questions is not surprising given the number of respondents currently enrolled at the CCE.

Last course was completed



Q3 - Satisfaction with courses and materials



Based on the Fall 2014 Course Access Report, these results are not surprising, as CCE students gave the CCE high marks with respect to scheduling of courses. In the areas where CCE students generally had the lowest levels of satisfaction, the change occurred mostly in Not Applicable.

Respondent's Comments regarding these dimensions of satisfaction

Level of assistance provided by CCE non-teaching staff

The list of CCE Office Staff should be posted on-line. I only had contact with Program Managers and Instructors.

Slow response from Admin staff

Due to a situation beyond my control, personal commitments had to take priority leaving little or no time to study. I explained my situation to CCE staff and asked for extra time to study for my exam but they would not grant a deferral.

Sandra has always been extremely helpful

Getting information on CCE Courses

There always seem to be a lack of availability of individuals that can assist with questions or concerns

CCE web site is very informative

My course was done through my work place.

Great and flexible way to study (from home)

What does how to take a course mean, exactly?

Saturday CCE would be excellent. I would enroll

Assistance from Program Managers

Have not responded to my emails or calls

Who is performing this role and what do they do?

Was never required.

The CCE Program Manager did not believe my personal commitments warranted an exam deferral. I still passed my course, but would have done a lot better if I had more time. I found it all the more frustrating since my instructor would have been happy to let me write the exam later.

Quality of Course Materials and Content

The courses were repetitious (both between courses and within the same course) and classes often ended quite early (an hour before or more)

There is room for improvement.

In class courses have higher quality

I found the online course layout and navigating rough. It was not easy to find what I saw the day before. Finding my way around was not easy.

No online courses yet

Texts do not match assignments or quizzes and instructors focus heavily on online discussions not course content

Start online course next week

Course textbooks and material is great. However, instruction is a little less impressive.

Used books never available, new are expensive.

Overall quality of in class learning experience

Instructors often read off the slides without much elaboration.

There is room for improvement.

Some instructors show attitude

Process of enrolling in CCE courses

Easy; I have done it always on-line

Issues with Mosaic

After the Mosaic update it seemed to make the course enrollment process not as straightforward as it was before

Your new system implemented in May or earlier was pretty horrible process. Guess you have not worked out the kinks yet.

A large portion of CCE attendees is presumably people attending for professional development. CCE should develop a way for McMaster CCE to invoice organizations. I was almost unable to attend because I did not have the funds to pay up from. These kinds of barriers may be limited your intake.

Quality of online learning experience

Some instructor are very good (Paul P.) and other require improvement like (L.C.)

Quality/content of in class courses

The content presented was quite generalized and not many real examples provided or presented. Homework supplemented course material but did not succeed at exposing students to relevant documentation, forms etc.

The book is not good. Intermediate acc.

Overall quality and completeness of the last program/course taken at CCE

I transferred to on online equivalent through the Michener Institute in TO and find the course and content to be much more in depth and of value to job experience.

Instructor became personal and I gave me poor grades in the project while I had A+ in rest of my assignments

Overall value of program/course in relation to tuition

The course description indicated that it was a 'practical' component of the program. It was just more of the same material covered in other courses. An unnecessary course for a lot of money. The classes could be cut down (CRA program) to three or four and achieve the same purpose with the material currently being taught.

Tuition prices keep rising... and textbooks are too expensive.

Expensive for courses that only focus on online discussions with an exam

It is expensive, but worth it to get it done quick!

Instructors

While the overall survey results tend to indicate positive performance by instructors, the comments made by respondents suggest that there is room for improvement within the CCE with respect to client services and enhanced training and support for instructors.

Respondent's comments to Question 4

90% of my courses did not provide feedback or assistance

Final assignments before final exam were never given feedback on. A lot of time and effort was put into these final assignments and with no feedback and without knowing how they affected final mark was very disappointing

I did well on my coursework. I am unsure if the lack of errors contributed to the lack of feedback or if the instructor gave general feedback to all students. Lectures are recordings from the previous year which is apparent in the examples. I appreciate how much work must be required to maintaining one of these classes but i do feel more attention can be paid.

Excellent

My instructor was very committed to helping students succeed in his course.

I never got any feedback on assignments. The instructor didn't even post any threads throughout the course.

I had taken intro to marketing with B. during fall 2014. He does not respond to posts with an answer nor is he Supportive. He would get irritated when students posted questions to each other about assignments. B.would not respond so we had no choice!

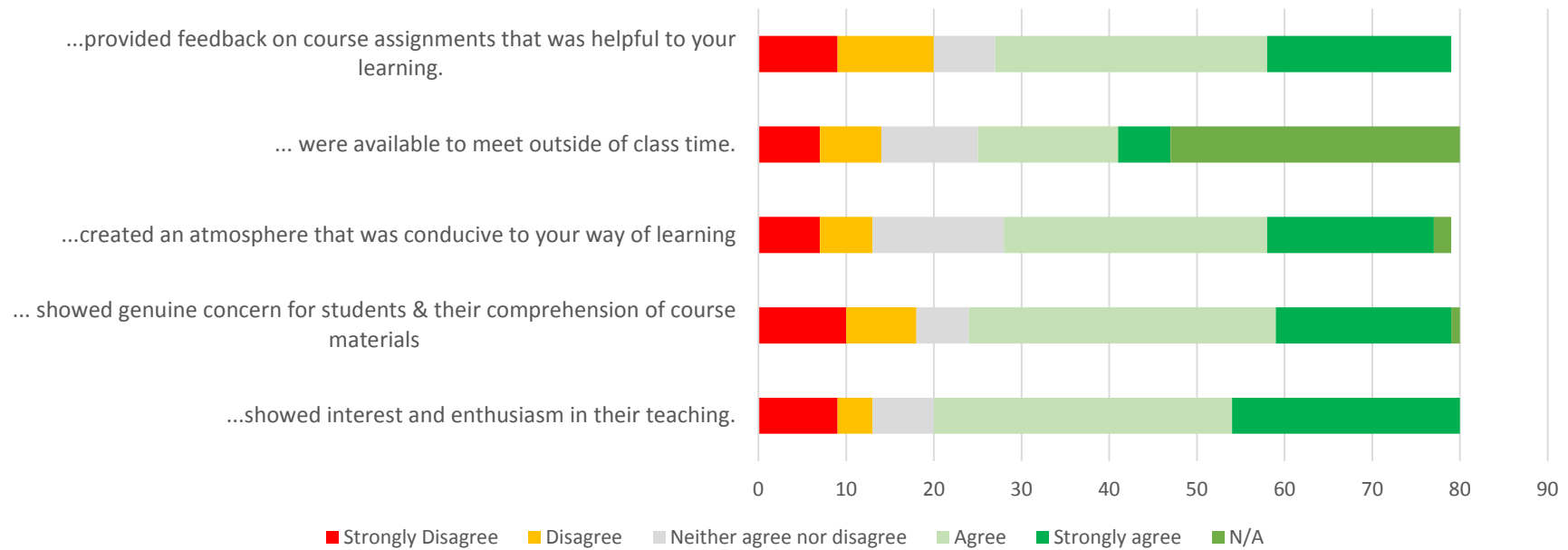
Some instructors were more approachable than others

No feedback on assignments aside from a mark

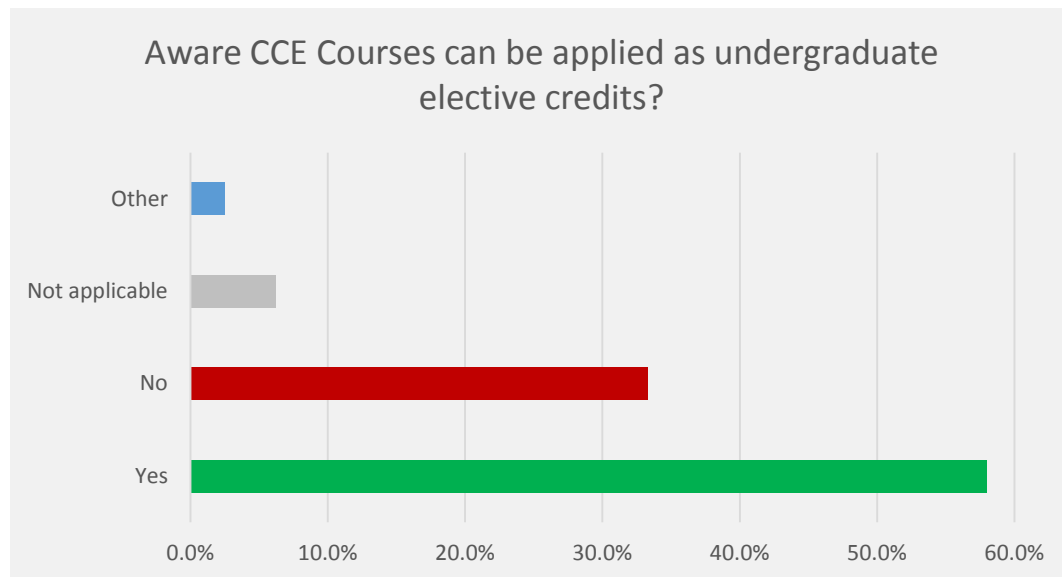
Two very poor instructors with zero feedback, no recognition of textbook theory, only 50% of classes given

Survey Question 4 - Instructors

Generally, instructors ...



Transferability of CCE courses to undergraduate electives

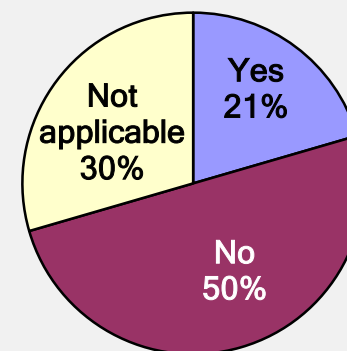


Respondent's comments

...should be customized to meet students with ample work experience.

Not at the time of registration

If you answered "no" to question 6, would you have planned your educational path differently if you had known this?



Over 30% of respondents were not aware that CCE courses can be used as undergrad elective credits. With 20% of these respondents saying they would have planned their educational path differently had they known, CCE should be doing more to promote this option to prospective and current CCE students

Conclusions

- The majority of CCE students were very satisfied or satisfied with courses, content and instructors.
- Approximately 70% of survey respondents take CCE courses to further improve their employment situation.
- Respondents were almost equally divided between those taking on line and those taking in class courses.
- Respondents who were not satisfied with their CCE experience most often noted:
 - CCE staff and program managers were not always available or responsive to inquires
 - Issues using Mosaic
 - Room for improvement with respect to course materials
 - Room for improvement with respect to instructors (objectivity, teaching skills,)
 - Value for tuition questioned with respect to course content
- 70-80% of respondents agreed or strongly agreed that Instructors were giving feedback, created a learning environment, showed genuine concern for students, and were interested in teaching.
- The exception was “were available to meet outside of class time” where more students disagreed or strongly disagreed with this statement.
- The comments made by respondents suggests that there is room for improvement within the CCE with respect to enhanced training and support for instructors.
- Over 30% of respondents were not aware that CCE courses can be used as undergrad elective credits. With 20% of these respondents saying they would have planned their educational path differently had they known, CCE should be doing more to promote this option to prospective and current CCE students.

Job Title	Manager, University Affiliates & Assoc	Open Date	17/06/2015
Location	Downtown Centre	Close Date	26/06/2015
Job Type	Continuing		
Employee Group	TMG		
Department	Offie of the CFO – AVP Administration		
Salary Grade/Band	Band L		
Salary Range	\$72,772 – \$110,657		
Hours per Week	35		

Job Summary – Manager, University Affiliates & Associations

Primary Purpose of the Position:

The Manager, University Affiliates and Associations is responsible for managing the arrangements between the over 40 legal entities associated with the University. Providing oversight and risk management this position is responsible to ensure that service agreements are in place and costs are recovered. This position reports to the Vice-President (Administration), and will work closely with the Assistant Vice-President (Administration) & CFO and the Director of Finance to complete the recommendations received from an external review completed in 2013.

Key Responsibilities:

1. **Collection and analysis of business documents, such as articles of incorporation, by-laws, governance documents, key personnel, insurance coverage etc.**
 - Conduct research, collect information from internal and external sources, compile, and interpret information in order to meet the needs of the University.
 - Review and analyze reports, briefs, governance documents, and other sources of information and compose related correspondence and documents.
 - Complete the database maintained in Financial Affairs which details the location of all permanent files and put in place a process to ensure it is kept current.
 - Identify the key VP associated with each affiliate and confirm appropriate location and responsibility for the permanent file for each entity.
 - Act as contact person to collect, format and disseminate annual report ensuring information is clear, correct and in a form suitable to its intended audience.
2. **Prepare a cost recovery model(s) which ensures the University recovers direct and appropriate indirect costs from affiliates.**
 - Develop, recommend and implement structures, policies, processes, programs and resources to establish and support a cost recovery framework
 - Develop strategies to manage a variety of risks associated with the costs of the Affiliates and Associations.
 - Design and implement structured projects or studies under broad guidelines for use in the decision-making of senior executives.

3. Build relationships with Affiliates and Associations

- Build relationships between key affiliate personnel and departments at McMaster to ensure consistent treatment for affiliates.
- Build on existing arrangements; and develop effective methodologies to assess contributions against costs.
- Investigate specific issues and develop recommendations.
- Identify gaps and work to develop approaches to address them and/or implement corrective action and/or negotiate new arrangements.
- Update policies which will impact affiliates and their activities.

4. Prepare a work plan to ensure that over the next two years all entities are reviewed and Memorandum of Understandings (MoUs) are put in place.

- Update the University's current checklist to ensure all key risks are included
- Update M o U s to include all items on the University's checklist
- Develop appropriate responses and propose solutions to issues, brought to Sr. Management wrt to matters associated with affiliates
- Work with Board Secretariat to update annual Board committee reporting requirements for affiliates. (E.g. Some large entities provide annual report and/or financial statements, others don't.)
- Work with Financial Services to assist with year end financial reporting requirements and disclosure in audited financial statements.

5. Work with academic and other business units in a business partnering role to provide meaningful advice when new affiliates are being created, and work with internal and external legal counsel, and auditors to solve operational problems with legal, financial or reputational implications.

- Work with Faculties, EOHSS, HR, MILO, Student Services, Financial Affairs, University Technology Services, Facilities Services, Security Services, Internal Audit, Risk Management and other areas to ensure university wide perspective is adopted before M o U s are finalized.

Qualifications, Experience and Knowledge and Skills:

Undergraduate degree in Commerce, Business Administration or equivalent, and a minimum of 5 years of management experience. Experience in negotiating and planning in a complex university is a definite asset.

Excellent interpersonal skills. Incumbent will interact with individuals, both internal and external to the University and from all levels.

Must possess strong analytical, quantitative, problem solving, financial systems skills and excellent written and verbal communication skills.

High standards of ethics and confidentiality to handle sensitive and / or confidential information.

Broad understanding of University operations and structure, including policies and procedures and external regulatory and legislative requirements.

Excellent organizational, planning and time management skills. Ability to cope with multiple demands and manage competing priorities.

Employment Equity Statement

McMaster University is strongly committed to employment equity within its community and to recruiting a diverse faculty and staff. The University encourages applications from all qualified candidates including women, persons with disabilities, First Nations, Métis and Inuit persons, members of racialized communities and LGBTQ-identified persons. If you require any form of accommodation throughout the recruitment and selection procedure, please contact the [Human Resources Service Centre](#) at 905-525-9140 ext. 222-HR (22247).

External Committees Report (August 4, 2015)

University Governance

Most decision making bodies in University governance are now on hiatus for the summer. The next scheduled meetings are as follows:

- Board of Governors – October 22
- Senate – September 9
- University Planning Committee – September 16
- Undergraduate Council – September 15

Search committees are continuing their work to identify and recommend candidates for three senior roles at the University:

- **Dean and Vice-President (Health Sciences)** – Dr. John Kelton will complete his third five-year term on June 30, 2016. He declined to seek a fourth term.
- **Vice-President (Research & International Affairs)** – Dr. Mo Elbestawi stood down on June 30, three years into his second five-year term. He was previously Dean of Engineering from 2001 to 2007.
- **Dean of Social Sciences** – Dr. Charlotte Yates (dean since 2008) became Provost at the University of Guelph on July 1. Dr. Roy Cain is currently acting dean pending appointment of a new dean.

In mid-July, the Dean of Students announced the appointment of Residence Life Coordinator Kevin Beatty as the new Director of Housing & Conference Services. Kevin succeeds Mike Porritt, who left the University in March.

MUSC Board of Management (August 12)

Cancelled due to a lack of quorum.

Student Representative Assembly (June 21 and July 19)

The SRA holds two meetings during the summer term, the second of which is a component of a retreat weekend devoted to orientation/training for SRA members and MSU part-time managers. Most of the business is devoted to MSU internal matters, including the approval of year plans submitted by MSU officers, committees, and caucuses.



Strategic Plan

2015 - 2020

McMaster's University Library has embarked on a new course that advances the organization beyond its time-honoured role as custodian of books and journals and toward a new, broader place in the University's teaching, learning and research mission.

Our new vision is compelling and transformative. Going forward, the University Library will aspire to be a true catalyst of intellectual activity – both on campus and beyond. We will create the opportunities and environments (both physical and virtual) necessary to facilitate new knowledge, inspire creativity and unleash innovation.

In keeping with the spirit of President Patrick Deane's *Forward with Integrity* document, we will work aggressively to accelerate the pace of research on an already research-intensive campus. We will draw greater focus to our unique collections, enhance and enrich the learning opportunities afforded to our students, dramatically improve our users overall experience and seek new opportunities for deep community engagement. To make this vision a reality, we are committed to recruiting and retaining an exemplary workforce and being attentive to our financial health.

I look forward to working with library staff and the campus community to bring this plan to life during the coming years.

Vivian Lewis
University Librarian

Strategic Plan
2015 - 2020



Vision

McMaster University Library aspires to be a catalyst of intellectual activity for the University and its community.

Mission

McMaster University Library supports the University's research and teaching mission by advancing knowledge and discovery, inspiring creativity and building community.

We deliver innovative services, welcoming spaces and exemplary collections to accelerate research, enhance learning and improve the user experience.

Strategic Directions

1 **RESEARCH ACCELERATION** | Enable new and emerging models for advancing knowledge and accelerating the University's research mission.

The University Library will play a more prominent role in the University's complex research ecosystem. We will help capture, preserve and draw increased prominence to the intellectual output of McMaster researchers through the enhanced development and promotion of MacSphere, our institutional repository. We will embark on new initiatives to support the long-term management of research data. We will be strong champions for open access publishing models as a means of improving the visibility of McMaster research as well as meeting funding agency requirements. We will also assist campus researchers adopt new, technology-infused methodologies and tools as part of our growing digital scholarship program.

2 **CELEBRATING UNIQUE COLLECTIONS** | Enhance, support and promote our unique print and digital collections.

The University Library will focus more attention on exposing and enhancing access to its many unique and remarkable collections of archives, maps, digital files and rare books. We will expand our digitization program to allow scholars around the world to access more of our materials. We will also work to improve the quality of space allocated to showcase and promote use of our special collections.

3 **DISCOVERABILITY** | Improve access to our extensive resources by ensuring their easy discovery through a variety of approaches.

The University Library will embark on a variety of initiatives to make accessing our collections easier – regardless of the chosen path (library catalogue, library website or internet search engine). We will explore strategies for optimizing our content for various search engines. We will be attentive to the user experience on all our platforms.

4 **LEARNING** | Facilitate deep learning and creativity for students through the provision of innovative physical and virtual environments, services and learning opportunities.

The University Library will help McMaster students (both at the undergraduate and graduate level) develop the critical thinking and research skills required for success throughout their lives. We will create more effective learning environments and spaces that support creation and innovation. We will explore and implement new services and engaging strategies for teaching research skills to the current and future generations of learners.

5 **COMMUNITY ENGAGEMENT** | Build strong relationships with the community – both on campus and off.

The University Library aspires to play a more prominent role in the life of its many communities. We will advance strong partnerships with our campus community to support both the Library and broader University mission. We will nurture strong relationships with local libraries and cultural organizations to help advance Hamilton's future. We will partner with research libraries across the province and the country to enhance the quality of collections and services both on our campus and beyond.

6 **WORKFORCE** | Recruit, cultivate and retain a highly-skilled, technologically agile workforce that aspires to excellence and continuous professional development.

We recognize that the quality and engagement of our workforce is absolutely critical to our overall success. Given that understanding, we are committed to attracting and retaining talented and knowledgeable colleagues throughout our organization. We will support our staff members' ongoing learning and development at all stages of their careers.

7 **FINANCIAL HEALTH** | Secure appropriate financial resources required to maintain a world-class research library.

The University Library strives to deliver the highest quality collections, services and facilities possible with the resources that are available to us. We will actively seek and apply for more grants to allow us to extend our offerings. We will also work to create new opportunities of interest to current and future donors.