



**AGENDA**  
**Board of Directors Meeting**  
March 18, 2025  
Welland Campus - SA208

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Board Chair: Mercy Deborah Santhana Krishnan  
Board Secretary: Bruin Pol  
Scribe: Heather Storey

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| <b>1. Call to order</b>   | <b>7:00 p.m.</b> |
| <b>2. Reconciliation Statement</b>                                | <b>7:01 p.m.</b> |
| <b>3. Attendance and Quorum Call</b>                              | <b>7:03 p.m.</b> |
| <b>4. Agenda &amp; Motions Approval</b>                           | <b>7:06 p.m.</b> |
| <b>5. Conflicts Declared</b>                                      | <b>7:08 p.m.</b> |
| <br>  |                  |
| <b>6. Meetings of Last Meeting</b>                                |                  |
| 6.1. Board of Directors Meeting Minutes - February 19, 2025       | 7:10 p.m.        |
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| <b>7. Board Education: Internal &amp; External</b>                |                  |
| 7.1. President Report - Dipal Patel                               | 7:12 p.m.        |
| 7.2. Executive Director's Report - Steve Kosh                     | 7:17 p.m.        |
| 7.3. Strategic Plan Monitoring Report - Steve Kosh                | 7:22 p.m.        |
| 7.4. Transit Agreement Update/Referendum Discussion - Steve Kosh  | 7:27 p.m.        |
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| <b>8. Ends Policy Development and Monitoring</b>                  |                  |
| 8.1. Strategic Ends Priorities - Dipal Patel                      | 7:52 p.m.        |
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| <b>9. Operational Monitoring: Risk Management</b>                 |                  |
| 9.1. Staff/Volunteers Treatment - Dipal Patel                     | 7:55 p.m.        |
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| <b>10. Board Self-Evaluation</b>                                  |                  |
| 10.1. Accountability of CEO's - Dipal Patel                       | 8:00 p.m.        |
| 10.2. Monitoring CEO Performance - Dipal Patel                    | 8:05 p.m.        |
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| <b>11. Board Decisions/Discussion</b>                             |                  |
| 11.1. Director Vacancy Process Policy - Proposal - Heather Storey | 8:10 p.m.        |
| 11.2. Honorarium Policy - Follow-up Amendments - Heather Storey   | 8:20 p.m.        |
| 11.3. 2025-2026 Operating Budget Approval - Steve Kosh            | 8:23 p.m.        |
| 11.4. Annual General Meeting - Steve Kosh                         | 8:33 p.m.        |
| <br>  |                  |
| <b>12. Meeting Evaluation</b>                                     | <b>8:35 p.m.</b> |
| <b>13. Adjournment</b>  | <b>8:38 p.m.</b> |

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**Board of Directors Meeting**

March 18, 2025

Welland Campus - SA208

Present: Steve Kosh                      Dipal Patel                      Caleb Simoneau                      Chris Fullerton  
                   Hish Clifford                      Bipul Rai                      Jonathin Wallington                      Sukhpreet Singh Gosal  
                   Shreya Shah                      Mercy Deborah Santhana Krishnan

Absent: Bruin Pol

Guest: Kunal Kurup

Scribe: Heather Storey

Action Items

<p><b>SAC 10.1</b></p>	<p><b>Call to Order</b></p> <p>The meeting is called to order at 7:00 p.m.</p>	
<p><b>SAC 10.2</b></p>	<p><b>Reconciliation Statement</b></p> <p>Niagara College acknowledges that we are gathered on the shared traditional lands of the Anishinaabe (pronounced: ah-nish-naw-bay) and Haudenosaunee (pronounced: ho-deh-neh-show-nee). We offer our sincere gratitude to them as the stewards of this land, which is protected by the Dish With One Spoon Wampum agreement’s three principles: to take only what you need, leave enough for others, and always keep the dish clean. Today, many First Nations, Métis, and Inuit communities from across Turtle Island continue to live and work in this territory. Acknowledging the peoples whose territory we are on, and the agreements that guide their stewardship of the land, reminds us to reflect on and respect their unique relationship to this land. It also is an invitation for all of us to identify and engage in actions that respect and reinforce our commitments to Truth and Reconciliation and Indigenous Rights.</p>	
<p><b>SAC 10.3</b></p>	<p><b>Attendance and Quorum Call</b></p> <p>PRESENT</p> <ol style="list-style-type: none"> <li>1. Caleb Simoneau</li> <li>2. Chris Fullerton</li> <li>3. Hish Clifford</li> <li>4. Sukhpreet Singh Gosal</li> <li>5. Jonathin Wallington</li> <li>6. Bipul Rai</li> <li>7. Shreya Shah</li> <li>8. Mercy Deborah Santhana Krishnan</li> </ol> <p>ABSENT</p> <ol style="list-style-type: none"> <li>1. Bruin Pol</li> </ol> <p>According to the NCSAC By-laws Article 6: Meetings of Directors</p> <p>6.4 “Quorum” – A Majority of the Directors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a Director may be present in person, or by teleconference and/or by other electronic means. A quorum must be maintained throughout the meeting.</p> <p>There were 8 Directors present, and therefore quorum was achieved.</p>	
<p><b>SAC 10.4</b></p>	<p><b>Agenda &amp; Motions Approval</b></p> <p><b>Motion made to approve the agenda for the March 18, 2025 Board of Directors meeting as amended.</b></p> <p>Motion by: Chris Fullerton</p>	

	<p>Seconded by: Jon Wallington</p> <p>Discussion: Due to Bruin's absence, agenda item 11.5 "School of" Structure vs. At Large (Election Vacancies) has been moved to the April Board meeting.</p> <p>All in Favour, Motion Approved.</p> <p><b>Motion made to approve the prepared motions for the March 18, 2025 Board of Directors meeting as submitted.</b></p> <p>Motion by: Caleb Simoneau Seconded by: Chris Fullerton</p> <p>All in Favour, Motion Approved.</p>	
<p><b>SAC 10.5</b></p>	<p><b>Conflicts Declared</b></p> <p>No conflicts were declared.</p>	
<p><b>SAC 10.6</b></p>	<p><b>Approval of Previous Meeting Minutes</b></p> <p><b>10.6.1 Motion to approve the Previous Meeting Minutes from the Meeting on February 19, 2025 as submitted.</b></p> <p>Motion by: Jon Wallington Seconded by: Chris Fullerton</p> <p>All in Favour, Motion Approved.</p>	
<p><b>SAC 10.7</b></p>	<p><b>Board Education: Internal &amp; External</b></p> <p>10.7.1 President Report - Dipal Patel</p> <p>Dipal provided updates on recent activities, including a presentation to the Board of Governors alongside Steve to outline NCSAC's work before the approval of ancillary fees. They also decided not to send anyone to CASA's AGM in Manitoba due to high travel costs, opting to let the new president and board establish fresh connections with CASA later. While unable to attend all ongoing fee discussions, they assured the board they are staying informed. Additionally, some students requested funding for a club event, but since the amount was significant, they were advised to first approach board members for a motion, though they did not follow up. The president emphasized their efforts to stay engaged in multiple matters and ensure proper processes are followed.</p> <p>10.7.2 Executive Director Report - Steve Kosh</p> <p>The NCSAC elections are in the voting phase, with concerns about a declining candidate pool, possibly due to recent policy changes. After the election, the CRO and DRO will submit a report with improvement suggestions. Updates on the Transit Commission and NCSAC budget will be provided at the March Board meeting. The ancillary fee protocol committee is working with Niagara College to finalize fees for the 2025-2026 academic year, with a proposed 10% increase from NCSAC and a questioned 20% increase from the college. Two key meetings are scheduled for March 18 and 28. Ontario Student Voices (OSV) is searching for a new Executive Director, with Kosh assisting in the hiring process. Additionally, NCSAC is negotiating with Follett to continue providing textbook pick-up services, aiming for a financial agreement by April 2025.</p> <p>10.7.3 Strategic Plan Monitoring Report - Steve Kosh</p> <p>The Strategic Plan Monitoring Report was sent to the Board at an earlier date for the Board to review.</p> <p>Representing Student Interests:</p>	

	<p>NCSAC aims to strengthen student leadership and transparency by providing development opportunities, including an annual retreat and training plan tailored to board members' needs. An Ownership Linkage Plan will address student issues and encourage board engagement with the student body. Collaboration with internal and external stakeholders will enhance access to leadership training for students. Additionally, NCSAC will continue working with Niagara College's Equity, Diversity &amp; Inclusion task force to foster an inclusive campus environment by enhancing visual representations of marginalized groups and advocating for underrepresented student communities.</p> <p>10.7.4 Transit Agreement Update/Referendum Discussion - Steve Kosh</p> <p>NCSAC is seeking the Board of Directors' decision on whether to continue supporting the U-Pass at a mandatory increased cost of \$280 per semester for students. The current agreement with Niagara Regional Transit (NRT) ends in August 2025, and a new tentative agreement includes slight service reductions on routes 40AB/45AB but improved service on the inter-campus route #34. However, the recent reduction in the cost of a regional monthly transit pass from \$160 (\$640/semester) to \$100 (\$400/semester) has raised concerns about the U-Pass's perceived value, and appears less cost-effective, changing its value from 41% to 70% of retail cost. Originally introduced in 2007 at \$60/semester, the U-Pass has undergone several referendums, the most recent in 2023 reinstating it at \$265/semester with strong student support. The Board has two options: approve the current U-Pass terms and maintain the service, or reject the terms and call for a student referendum from March 24 to April 2, 2025, allowing students to vote on the updated cost. The U-Pass has been a key service for nearly 20 years, with past referendums supporting incremental price increases. NCSAC seeks the Board's direction on whether to proceed with approval or let students decide.</p> <p><b>Motion to continue to support the U-Pass at a mandatory cost of \$280/semester/student.</b></p> <p>Motion by: Bipul Rai  Seconded by: Chris Fullerton</p> <p>Discussion: Steve stated that transparency is key to running a smooth election. Steve urged the Board to be very clear with the students and explain why this referendum has been called, and what happens if there is a majority "yes" vote (U-pass continues on similar terms), and conversely, what happens if there is a majority "no" vote (loss of U-Pass, loss of express routes). Students need to understand the implications of both scenarios so everyone is well-informed while voting. Steve also explained that the Marketing team will lead an education campaign the week prior to the referendum vote so students can understand the reason of why the referendum has been called. It was also explained that this would be a 3-year contract. Steve also highlighted the importance of updating the college of what decision NCSAC makes regarding the referendum. It was also discussed that NCSAC represents all NC students - transit riders, and non-transit riders, so it's important to keep that in mind as well. So NCSAC has to think of those students who drive and pay \$280/semester for a service they don't use. Steve also mentioned that approximately 60% of NC students utilize transit. Steve explained to the Board that it's important that NCSAC remains neutral throughout the education campaign and referendum and state the facts for students to vote.</p> <p>In Favour: 3  Opposed: 5</p> <p>Motion Defeated.</p>	
<p><b>SAC 10.8</b></p>	<p><b>Ends Policy Development and Monitoring</b></p> <p>10.8.1 Strategic Ends Priorities - Dipal Patel</p> <p>It is important that the Board reviews the Strategic Ends Policy. This policy outlines the reason for NCSAC's existence. This is the last time the Board will review the Strategic Ends Priorities, and the Board maintains that this policy is still accurate.</p>	

	<p>Ends Policy -</p> <p>Level #1</p> <p style="text-align: center;">Because the Niagara College SAC exists: <b><i>Students enjoy an improved quality of life</i></b></p> <p>Level #2</p> <p>Students will enjoy:</p> <p>2.1. <b>Good Health</b> (health services, affordable products, nutrition, etc.)</p> <p>2.2. <b>Social Interaction</b> (involvement, travel, access, etc.)</p> <p>2.3. <b>Skills Development</b> (employment, leadership, etc.)</p> <p>2.4. <b>Are heard/have a voice</b> (with the College and other external bodies)</p>	
<p><b>SAC 10.9</b></p>	<p><b>Operational Monitoring: Risk Management</b></p> <p>10.9.1 Staff/Volunteers Treatment - Dipal Patel</p> <p>The President and Executive Director must ensure that all organizational actions and decisions are legal, prudent, and ethical. They are responsible for demonstrating to the Board that key operational areas, including the treatment of staff and volunteers, are managed appropriately. This requires maintaining comprehensive human resource policies that cover employment rules, fair treatment, job descriptions, benefits, discipline, training, accountability, and grievance procedures. It was noted that NCSAC does not currently utilize volunteers but instead employ a paid student Street Team that replaces the need for volunteers.</p>	
<p><i>Bipul Rai left at 8:00 p.m.</i></p>		
<p><b>SAC 10.10</b></p>	<p><b>Board Self-Evaluation</b></p> <p>10.10.1 Accountability of CEO's - Dipal Patel</p> <p>The President and Executive Director serve as the board's sole connection to operational performance, holding full authority and accountability for staff actions. The board cannot directly instruct or evaluate staff members other than the President and Executive Director. Additionally, the board equates the performance of these executives with the overall success of the organization in achieving its goals and adhering to risk limits.</p> <p>10.10.2 Monitoring CEO Performance - Dipal Patel</p> <p>The board monitors the performance of the President and Executive Director based on organizational achievement of Strategic Priorities and adherence to Risk Limits. Monitoring occurs through internal reports from the executives, external assessments by independent third parties, or direct board evaluation. The board assesses the reasonableness of interpretations and whether provided data supports compliance. Compliance is judged by a "reasonable person" standard, not personal board member preferences. Monitoring can occur at any time, with the board determining its frequency and method, typically following a set schedule.</p>	
<p><b>SAC 10.11</b></p>	<p><b>Board Decisions/Discussion</b></p> <p>10.11.1 Director Vacancy Process Policy - Heather Storey</p> <p>The Director Vacancy Process policy at NCSAC outlines procedures for filling a mid-term vacancy to ensure fairness, transparency, and alignment with governance principles. If less than eight months remain in the term, a hiring process is initiated; if fewer than four months</p>	

remain, the position stays vacant. A hiring panel—comprising the Executive Director or Governance Manager, the President, and a Board Officer—reviews applications, conducts interviews, and recommends a candidate. The panel evaluates applicants based on qualifications and association values, using standardized interviews and scoring rubrics. The Board must approve the selected candidate before an offer is extended. Once accepted, the appointment is ratified at the next Board meeting. If no suitable candidates apply, the vacancy may remain, provided the Board maintains compliance with NCSAC by-laws.

**Motion to approve the Director Vacancy Process Policy as presented.**

Motion by: Jon Wallington  
Seconded by: Chris Fullerton

All in Favour, Motion Approved.

10.11.2 Honorarium Policy - Follow-up Amendment - Heather Storey

At the February Board meeting, there were two amendments that were put forward regarding Committee Meetings, as well as Retreats. There should have been another amendment pertaining to sending regrets for Board meetings and sending an e-mail to the Chair and Governance Manager.

**Motion to approve the amendment to the Honorarium Policy as submitted.**

Motion by: Hish Clifford  
Seconded by: Jon Wallington

All in Favour, Motion Approved.

10.11.3. 2025-2026 Operating Budget Approval - Steve Kosh

The budget process for the 2025-2026 academic year has been particularly challenging due to uncertainties in the post-secondary sector, specifically the impact of IRCC's announcement on international student reductions. The anticipated decline in enrolment has made financial planning difficult.

Ancillary Fee Process & Considerations

- The NCSAC operating budget for 2025-2026 is under review for approval.
- Unlike previous years, the Ancillary Fee Protocol Committee has not yet voted on the proposed fees. This vote is scheduled for March 28, followed by the NC Board of Governors' approval in April.
- Since ancillary fees make up 95% of NCSAC's revenue, any adjustments by the Board of Governors will require a budget reassessment in April 2025.

Budget Creation & Board Involvement

- The Board played a key role in shaping the budget by providing input on student labour increases, the Wellness Lounge Monitor status, the NCSAC corporate retreat, and printing costs for student handbooks.
- Most of the Board's recommendations resulted in increased budget allocations, ensuring the continuation and enhancement of student services.

Budget Overview:

Expenses

- Total projected expenses for 2025-2026 amount to \$3,080,000.

Revenues (Non-Ancillary Fee Sources)

- Food & Beverage revenue: \$715,000 (operates on a break-even model).
- Other revenue sources (interest, part-time student fees, and NC transfers): \$130,000.

- Total non-ancillary revenue: \$845,000.

Ancillary Fee Revenue & Proposed Fee Adjustments

To cover the remaining \$2,235,000 in expenses, ancillary fees are proposed to increase, based on an estimated enrolment of 20,000 students.

<b>Fee Category</b>	<b>2024-25 Fees</b>	<b>Proposed 2025-26 Fees</b>
U-Pass	\$275.00	\$270.00
Admin Fee (Transit)	\$5.00	\$10.00
Building Fee	\$103.00	\$108.50
Admin Fee (Building)	\$12.50	\$12.50
OSV Membership	\$2.40	\$2.40
Admin Fee (Advocacy)	\$0.60	\$2.00
Academic Support	\$3.00	\$6.00
Sustainability Initiatives	\$5.00	\$5.00
NCSAC Clubs	\$1.50	\$8.00
NCSAC Services	\$7.00	\$20.00
Social Engagement	\$16.10	\$27.00
Governance Membership	\$11.25	\$20.00
Health Plan	\$154.00	\$150.00
Admin Fee (Health)	\$11.00	\$15.00
<b>Total</b>	<b>\$607.35</b>	<b>\$656.40</b>

- Overall increase: 8.08%.
- Expected ancillary fee revenue: \$2,118,500.
- Budget shortfall after ancillary fee revenue: \$116,500.

Capital Reserve Contributions & Challenges

- NCSAC plans to cover the \$116,500 shortfall using capital reserves.
- However, reserves have been significantly impacted over the last three years due to:
  - A \$1,000,000 commitment to student scholarships (with \$500,000 still outstanding).
  - A \$100,000 deficit in the 2024-2025 budget.
  - Enrolment declines following the IRCC announcement, resulting in a \$200,000 revenue loss.
- Due to these factors, additional reserve use beyond \$100,000 is considered too risky.

The budget committee appreciates the Board’s input and collaboration in finalizing the 2025-2026 budget. While financial constraints remain a challenge, the budget aims to sustain and improve student services while maintaining fiscal responsibility.

**Motion to approve the 2025-2026 NCSAC Operating Budget as presented.**

Motion by: Jon Wallington  
 Seconded by: Chris Fullerton

Discussion: It was discussed how Ancillary Fees have not yet been approved, which could impact NCSAC’s proposed budget. It was also restated that NCSAC’s Capital Reserves are depleting (approximately \$300,000), since NCSAC has made several commitments with those funds already. Lastly, Steve stated to the Board that if the Transit Referendum fails, then NCSAC will have an additional \$186,000 to make up for, as NCSAC would not be collecting the U-Pass admin fee, that is collected for administering the fee.

All in Favour, Motion Carried.

	<p>10.11.4 Annual General Meeting - Steve Kosh</p> <p>The NCSAC Annual General Meeting (AGM) is a mandatory yearly event for the non-profit corporation, requiring at least 15 student members for quorum. Scheduled for Tuesday, April 1, from 2:30 to 3:30 PM, the AGM will be held in a hybrid format at the Welland campus NCSAC boardroom. The meeting will cover bylaw changes, corporate updates, enrollment, budgets, services, and ancillary fees, along with updates from the Executive Director and President. Students are encouraged to attend, with Amazon gift cards as incentives. Directors, as both corporation members and students, can vote without conflict.</p>	
<p><b>SAC 10.12</b></p>	<p><b>Meeting Evaluation</b></p> <p>To ensure “good governance” each Director received a Meeting Evaluation Survey at the end of the meeting. It is important for the Directors to evaluate each Board of Directors meeting. Each Director received the Meeting Evaluation on their governance portal and were asked to complete it.</p>	
<p><b>SAC 10.13</b></p>	<p><b>Adjournment</b></p> <p><b>Motion to adjourn the meeting at 8:54 p.m.</b></p> <p>Motion by: Chris Fullerton  Seconded by: Caleb Simoneau</p> <p>All in Favour, Motion Approved.</p>	