

AGENDA
Board of Directors Meeting
February 19, 2020
Niagara-on-the-Lake Campus
SAC Boardroom, N002

Board Chair: Jordan Bingleman
Board Vice Chair: Emanuelle Atsain
Board Secretary: Chris Allan
Scribe: Heather Storey

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| 1. | Call to order | 7:00 p.m. |
| 2. | Reconciliation Statement | 7:01 p.m. |
| 3. | Attendance and Quorum Call | 7:03 p.m. |
| 4. | Agenda & Motions Approval | 7:05 p.m. |
| 5. | Conflicts Declared | 7:08 p.m. |
| 6. | Minutes of Last Meeting | |
| 6.1. | Board of Directors Meeting January 22, 2020 – Chris Allan | 7:10 p.m. |
| 6.2. | Presidential Vote of Confidence Meeting January 22, 2020 – Chris Allan | 7:12 p.m. |
| 6.3. | Annual General Meeting (AGM) Minutes January 21, 2020 – Chris Allan | 7:14 p.m. |
| 7. | Ownership Linkage | |
| 7.1. | Town Hall Report – Himjot Kaur, Jordan Bingleman, Robert Reid | 7:15 p.m. |
| 8. | Board Education: Internal & External | |
| 8.1. | President's Report – Tom Price | 7:20 p.m. |
| 8.2. | Executive Director's Report – Steve Kosh | 7:25 p.m. |
| 9. | Risk Limit Monitoring Reports | |
| 9.1. | Financial Condition – Steve Kosh | 7:35 p.m. |
| 9.2. | Communication & Support to Board – Tom Price | 7:45 p.m. |
| 9.3. | Operating Contingency Budget – Steve Kosh | 7:55 p.m. |
| 9.4. | Treatment of Students as Customers – Tom Price | 8:05 p.m. |
| 9.5. | Budget Submission – Steve Kosh, Tom Price | 8:15 p.m. |
| 10. | Board Self-Evaluation | |
| 10.1. | Global Board Process (BP #1) - Tom Price | 8:45 p.m. |
| 10.2. | Governance Investment (BP #2g) – Tom Price | 8:50 p.m. |
| 10.3. | Secretary's Role (BP #2d) – Tom Price | 8:55 p.m. |
| 10.4. | Chair's Role (BP #2c) – Tom Price | 9:00 p.m. |
| 11. | Board Decisions | |
| 11.1. | U-Pass Ancillary Fee – Steve Kosh | 9:05 p.m. |
| 11.2. | Australia Relief – Emma Atsain | 9:35 p.m. |
| 11.3. | Sustainability: Waste Reduction – Emma Atsain | 9:45 p.m. |
| 11.4. | Niagara College Spirit Awards – Ryan Huckla | 9:55 p.m. |
| 12. | Meeting Evaluation | 10:05 p.m. |
| 13. | Adjournment | 10:10 p.m. |

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Board of Directors Meeting
 February 19, 2020
 Niagara-on-the-Lake Campus
 SAC Boardroom, N002

Present: Tom Price Steve Kosh Jordan Bingleman Chris Allan
 Tristen Ritcey Craig Shanks Emanuelle Atsain Landry Wamba Talom
 Ryan Huckla

Regrets: Himjot Kaur Robert Reid

Guests: Amy Reidy Sam Perikala

Scribe: Heather Storey

		Action Items
SAC 8.1	<p>Call to Order</p> <p>The meeting is called to order at 7:02 p.m.</p>	
SAC 8.2	<p>Reconciliation Statement</p> <p>Niagara College acknowledges the land on which we gather is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish With One Spoon Wampum agreement. Today this gathering place is home to many First Nations, Métis, and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous peoples.</p>	
SAC 8.3	<p>Attendance and Quorum Call</p> <p>PRESENT</p> <ol style="list-style-type: none"> 1. Jordan Bingleman 2. Emma Atsain 3. Chris Allan 4. Tristen Ritcey 5. Craig Shanks <p>REGRETS</p> <ol style="list-style-type: none"> 1. Himjot Kaur 2. Robert Reid <p>ABSENT</p> <ol style="list-style-type: none"> 1. Landry Wamba Talom <i>*Landry arrived at the meeting at 7:16 p.m.</i> <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>Majority = 50% +1 which is 5/8 Directors must be present.</p> <p>There were 5 Directors present, and therefore quorum was achieved.</p>	
SAC	Agenda & Motions Approval	

<p>8.4</p>	<p>Motion made to approve the agenda for the February 19, 2020 Board of Directors meeting as submitted.</p> <p>Motion by: Chris Allan Seconded by: Emma Atsain</p> <p>All in Favour, Motion Approved.</p> <p>Motion made to approve the prepared motions for the February 19, 2020 Board of Directors meeting as submitted.</p> <p>Motion by: Tristen Ritcey Seconded by: Craig Shanks</p> <p>All in Favour, Motion Approved.</p>	
<p>SAC 8.5</p>	<p>Conflicts Declared</p> <p>No conflicts were declared.</p>	
<p>SAC 8.6</p>	<p>Minutes of Last Meeting</p> <p>8.6.1. Minutes from January 22, 2020</p> <p>Motion made to approve the minutes from the January 22, 2020 meeting as submitted.</p> <p>Motion by: Chris Allan Seconded by: Jordan Bingleman</p> <p>All in Favour, Motion Approved.</p> <p>8.6.2. Minutes from Presidential Vote of Confidence from January 22, 2020</p> <p>Motion made to approve the minutes from the January 22, 2020 Presidential Vote of Confidence Meeting submitted.</p> <p>Motion by: Craig Shanks Seconded by: Emma Atsain</p> <p>All in Favour, Motion Approved.</p> <p>8.6.3. Annual General Meeting Minutes from January 21, 2019</p> <p>Motion made to approve the minutes from the January 21, 2020 Annual General Meeting (AGM) as submitted.</p> <p>Motion by: Tristen Ritcey Seconded by: Emma Atsain</p> <p>All in Favour, Motion Approved.</p>	
<p>SAC 8.7</p>	<p>Ownership Linkage</p> <p>8.7.1. Town Hall Report – Himjot Kaur, Jordan Bingleman, Robert Reid</p> <p>Jordan presented the Town Hall Report on behalf of the other Directors who were not in attendance. Jordan mentioned that the Welland Town Hall has low attendance, but the student who were in attendance did provide insightful feedback. Tom noted that the Niagara-on-the-Lake Town Hall saw very high</p>	

	<p>attendance numbers. It was also mentioned that David Veres attended both Town Halls as a resource when explaining the NCSAC Strategic Plan. One focus of the Town Hall was to gain insight into the different ways NCSAC can engage with our stakeholders in order to gather their input.</p>	
<p>SAC 8.8</p>	<p>Board Education: Internal & External</p> <p>8.8.1. President's Report – Tom Price</p> <p>The President's Report was sent to the Board at an earlier date for the Board to review.</p> <p>Tom made special mention of the grand opening of the Wellness Lounge in Niagara-on-the-Lake. There were minimal but impactful transformation that NCSAC was able to achieve by purchasing comfortable furniture for the room. This Wellness Lounge will affect the student's at Niagara College today and for years to come.</p> <p>8.8.2. Executive Director Report – Steve Kosh</p> <p>The Executive Director's Report was sent to the Board at an earlier date for the Board to review.</p> <p>Steve stated that he was contacted by the General Manager of the College Student Alliance (CSA), a student advocacy group. After the Student Choice Initiative, the CSA is looking to revamp their organization and are looking to hold workshops with member as well as non-member schools for feedback on what they would like to see and ask them what they believe the landscape for student advocacy is. The workshop is being held by a third party on Friday 21, 2020 at Fleming College in Peterborough and Steve and Tom have registered to attend.</p>	
<p>SAC 8.9</p>	<p>Risk Limit Monitoring Reports</p> <p>8.9.1. Financial Condition – Steve Kosh</p> <p>Steve began the Financial Condition report by explaining to the Board that NCSAC collected approximately \$107,000 more in revenues than expected.</p> <p>In regard to the essential Admin fees, Steve stated that NCSAC will be on target for the Health Plan Admin fee once all of the January and February deposits are complete, however NCSAC will probably be a little short on the Transit Admin Fee, Steve will investigate the reason for this. NCSAC has over-collected the Building Admin Fee, and Academic Support will come in on target as well.</p> <p>Steve also highlighted a few budget lines.</p> <p>Revenues:</p> <ul style="list-style-type: none"> • Ancillary Revenue - \$10,000 was anticipated and there has only been \$870 collected. There are currently two invoices out right now that NCSAC is waiting to collect payment for. Steve anticipates that Ancillary Fees will total approximately \$5,000. • Interest Income – This payment will come in March. • Part-time/CE Student Fees – NCSAC has been working with the Registrar's office to streamline to process in which NCSAC collects the fee (sometimes it's included in full-time fees, sometimes it's not). Steve anticipates for the budget to be approximately \$15,000. <p>Expenses:</p> <ul style="list-style-type: none"> • Sponsorship/Partnership – Currently the budget reflects a \$5,000 overage and is likely to increase. 	

- Insurance Expenses – This expense will come in March.
- Office Cleaning – There was \$50,000 budgeted for cleaning expenses, however only \$450 has been used. Steve noted that he is still receiving quotes from the college to have the NCSAC offices, spaces, and student centres added to the contract.
- Wages – Steve predicts that the wages budget line will be over by approximately \$41,000.
- Benefits (RRSP, HC Premiums) – Currently the budget reflects an overage of \$3,300 however it is likely that the overage will total closer to \$9,000. This has been adjusted for next year.
- Orientation Events – It appears as though this budget line is over by \$10,000 however this does not reflect the additional \$30,000 that the board approved to move over to this budget.
- Sanctioning Clubs – The sanctioning clubs budget is under. The club campus specific budgets have not been spent at all.

Overall, NCSAC is in a healthy financial position.

8.9.2. Communication & Support to Board – Tom Price

Tom stated that communication has been effective between the full-time staff and President to the Board. The governance portal, Aprio, has proven to be a very successful communication tool. Tom also stated that the CEO's each work to support the NCSAC organization, as well as the study body at Niagara College.

8.9.3. Operating Contingency Budget – Steve Kosh

Steve explained that an operating contingency budget is a safe earmarking of money. Typically, when creating the budget, NCSAC has earmarked 2% for contingency; this is the same practice that the institution employs. Steve stated that the operating contingency budget line was taken out for next year because the Student Choice Initiative is still in place. NCSAC will revisit introducing an operating contingency budget if the Student Choice Initiative ends.

8.9.4. Treatment of Students as Customers – Tom Price

The President and Executive Director ensure that students are treated in ways that are fair, timely and respectful, and their confidentiality must be protected by a strict adherence to all NCSAC By-Laws, and Policies which can be found in the Aprio Library. A recall of NCSAC Town Halls, and all Board meeting minutes reflect the confidentiality of students, the fairness of treatment, and the timely and respectful interactions.

8.9.5. Budget Submission – Steve Kosh, Tom Price

Steve stated that this budget has been created through input from the management team, as well as the Financial Standing Committee.

Tom presented an overview of the proposed 2020-2021 Operating budget.

NCSAC Ancillary Fee Revenues:

Due to the Student Choice Initiative (SCI) in 2019-2020, NCSAC took a conservative approach to revenues and estimated a reduction on non-essential revenues of 30% (estimated 30% opt-out rate). The actual effective opt-out rates in both the Fall 2019 (6% opt-out) and Winter 2020 (7% opt-out) semesters were under 10% total.

Now that NCSAC has experience with SCI, the budget committee is proposing an estimated opt-out rate of 10% on non-essential revenues. As long as opt-out rates remain relatively similar to previous years, this estimate should be accurate and provide NCSAC with the revenues presented in the proposed 2020-2021.

The U-Pass Administration charge of \$12.50 has been removed in this proposed budget. This is due to the long-standing conversation NCSAC has had in regard to the U-Pass and attempting to avoid a referendum in the Winter2020 semester. By reallocating the \$12.50 U-Pass admin charge to U-Pass fee submitted to The Region, NCSAC will be able to limit the impact of any financial increase to students by \$12.50.

The Budget Committee is also proposing a \$1 increase to the Student Services Ancillary Fee. This is a marginal increase to the Services portfolio but will recognize the reallocation of NCSAC human resources from U-Pass to Services. This \$1 increase is pending approval by the Ancillary Fee Protocol Committee and will not be confirmed until April 2020 by the Niagara College Board of Governors.

Total anticipated revenues for NCSAC in the 2020-2021 fiscal year are \$1,538,019.

There was a question regarding what would happen if there was a greater than 10% opt out rate. Steve answered by saying that although unlikely, if there was a greater than 10% opt out rate, the NCSAC staff would work together and propose a new operating budget that would accommodate the opt out rate in order to be on budget.

NCSAC Expenses:

There are some major changes proposed to the expense lines in this proposed 2020-2021 NCSAC Operating Budget. These changes can be categorized into a few different categories outlined below:

1. Amalgamation of accounts and budgets:

The NCSAC Budget Committee is proposing the removal of "campus specific" budgets. This amalgamation of accounts would mean:

Line 49 – Newly created line for Membership meetings covering expenses for Town Halls, Annual General Meeting and Board Ratification. This allows for the removal of Lines 63 and Line 67.

Line 53 – Global Events now includes Line 65 & 69 which were campus specific events lines. Global events now covers any events outside of Orientation.

Line 57 – Clubs now includes all expenses related to Clubs at either campus and allows for the removal of Lines 64 and Line 68 which were campus specific budget previously.

2. Reduced budget lines:

Line 19 – Amortization expense has been removed from the Operating budget. Amortization expense was included in the 2019-2020 operating budget to offset the anticipated U-Pass loss. Until 2019-2020, amortization expense was never included in the Operating budget and the Budget Committee is now recommending the removal of the expense now that SCI results are known and U-Pass losses are no longer six figures. Appendix A will explain the theory behind Amortization expense and as it's not "cash loss", it is typical accounting practice to exclude amortization from the Operating budget.

Line 20 – Services are an “in and out” budget line as this line covers the purchasing of amusement tickets, student price cards, etc. Although the budget is reduced, this does not mean a reduction in service levels and just better reflects what was actually spent in the current year.

Line 41 – Staff Travel and Conference has been reduced because the majority of staff conferences are occurring in Ontario for 2020-2021. This means a limited number of flights and therefore reduced costs.

Line 45 – Board Travel and Conference has been reduced because since leaving the College Student Alliance in 2017, NCSAC has not used this budget to the same levels. The reduced level still provides plenty of funds for NCSAC Board Members to attend conferences across the country.

Line 47 – The Retreats expense has been reduced to reflect the actual use of budget in 2019-2020. The proposed budget allows for a remote May Retreat, an on-site August Retreat and an off-site January Retreat.

Line 54 – Orientation Events has risen back to 2018-2019 levels but also recognizes the financial contribution that the NCSAC Board approved in November 2019. This level of Orientation funding provides the ability for NCSAC to offer large scale Orientation events at both September and January orientations.

3. Increased budget lines:

Line 21 – Handbook expenses are anticipated to rise based on the fact that NCSAC is proposing to print in colour for 2020-2021. Printing in colour will increase the image of the handbook, but also allows NCSAC to charge more for advertising pages.

Line 22 – Sponsorships/Partnerships has the largest proposed increase in the current draft budget. The Budget Committee has proposed that NCSAC reinstate the SAC Cares fund, which provides funding to front line staff in college student services to assist students in need. This budget line also has a proposed increase in the amount of funding that the NCSAC Board of Directors can approve in regards to supporting groups on campus and in the community.

Lines 38, 39 & 40 – Wages, Remittances and Benefits have increased due to CPI and also the fact that NCSAC will be allocating Bill Reid, Student Legal Service, to the staff wages line.

As an overall outcome of revenues minus expenses, the draft budget shows a surplus of just over \$4,000 and is at this point to be considered “balanced”. As always, NCSAC will monitor this budget throughout the year based on circumstantial and operational changes.

Motion to approve the 2020-2021 NCSAC Operating budget as submitted.

Motion by: Emma Atsain
Seconded by: Tristen Ritcey

Discussion: There was a question regarding why the Advertising/Marketing budget was decreased. Steve noted that this decrease came from the Marketing department to reflect actual usage.

All in Favour, Motion Approved.

	<p>8.10.1. Global Board Process (BP #1) – Tom Price</p> <p>Tom reviewed the Global Board Process Policy with the Board.</p> <p>8.10.2. Governance Investment (BP #2g) – Tom Price</p> <p>Tom reviewed the Governance Investment Policy with the Board.</p> <p>8.10.3. Secretary's Role (BP #2d) – Tom Price</p> <p>Tom reviewed the Secretary's Role Policy with the Board.</p> <p>8.10.4. Chair's Role (BP #2c) – Tom Price</p> <p>Tom reviewed the Chair's Role Policy with the Board.</p>	
<p>SAC 8.11</p>	<p>Board Decisions</p> <p>8.11.1. U-Pass Ancillary Fee – Steve Kosh</p> <p>The Region currently makes \$240/student/semester for the U-Pass. Students pay the Region \$180 and pay NCSAC \$12.50(admin charge). Niagara College then pays The Region \$60/student/semester on behalf of the student to make-up the difference for each student.</p> <p>The Region wants \$288/student/semester for the U-Pass as of September 2020. Originally, it was thought that a referendum was needed to close the gap and get to the \$288. It looks as though we may have avoided that. The College owes NCSAC \$490,000 for transit, which NCSAC is going to leave in the transit bank account for next year. NCSAC is going to forego the \$12.50 admin fee and leave that money in the U-Pass portfolio.</p> <p>We are not currently working out what portion the College is going to pay, but it looks as though with the \$180 students already pay, plus the \$12.50 admin charge, plus the \$490,000, the gap that we have to close is about \$70. The NCSAC Board was comfortable by show of hands (not a formal vote) to increase the student price from \$192.50 to \$230, meaning that the college would need to make up a \$35 shortfall per student.</p> <p>Tom and Steve will work with the college Executive Team over the next couple of weeks to formalize this agreement and if agreed upon, no referendum will be needed this academic year. We will most certainly have a referendum in 2020-2021 in order to get the U-Pass up to \$320, which is going the proposed fee from The Region as of September 2021.</p> <p>8.11.2. Australia Relief – Emma Atsain</p> <p>Emma explained that she has been approached by some fellow students who are concerned for the devastation that Australia has faced due to the wildfires. Emma stated that she believes that it is important for NCSAC to hold some type of fundraiser to assist in the Australia Relief efforts.</p> <p>If the motion passes, Tom will work with Steve and the operations team to plan and execute a charity event.</p> <p>Motion to approve a charity event to assist the Australia relief with a financial donation to be approved by the Board.</p> <p>Motion by: Chris Allan</p>	

Seconded by: Emma Atsain

All in Favour, Motion Approved.

8.11.3. Sustainability: Waste Reduction – Emma Atsain

Emma voiced her concern regarding the amount of one-time use plastic that is present on campus. She believes that it is time to be more sustainable and introduce initiatives that reflect being environmentally friendly. Some solutions that were put forward included using reusable plates, cutlery, and cups at the student centres. It was stated that dishwashers could be purchase for each student centre. Steve mentioned that there is currently a Sustainability Action Fund that currently has approximately \$170,000 to use on-campus for sustainability initiatives. Steve stated that at the next Sustainability Action Fund Committee meeting, he will address the different ways that funds may be utilized in order to accomplish some sustainability initiatives on campus.

8.11.4. Niagara College Spirit Awards – Ryan Huckla

Ryan Huckla presented a proposal for the first Niagara College Spirit Awards.

Motion to approve a \$3,000 donation to Niagara College Spirit Awards as well as catering to be ordered through the NCSAC Operations team.

Motion by: Craig Shanks

Seconded by: Jordan Bingleman

Discussion: The Niagara College Spirit Awards is being organized by the Artisan Distilling Program. There has been a Chair/Co-Chair, Marketing/Finance positions assigned. The entire project is completely student-driven and has the support of the program coordinator. There were several questions asked to clarify the event:

Q: What is the cost breakdown?

A: Ryan did not have an official cost breakdown, but explained that the funds would be used to cover various costs including honorariums for judges, marketing materials, trophies, awards, etc.

Q: Is the Artisan Distilling program receiving college support for this event?

A: Ryan stated that although the college does support this event, they have not made a financial contribution.

Q: Is there any concerns regarding continuity of the event?

A: Ryan believes that if this first event is done right, then there will be no issues with continuity.

Q: Is there an opportunity for NCSAC to take care of all of the catering for the event?

A: Ryan stated that NCSAC would have the opportunity to cater the event. It was decided that this would be added to the motion for transparency.

Q: Is the overall budget sufficient?

A: Ryan stated that he believes that the overall budget that the Artisan Distilling students have come up with will be sufficient. He also mentioned that if there are not enough funds, certain aspects will be revisited, such as how many judges will be invited to participate.

There was a question posed as to whether NCSAC has enough in the Sponsorships/Donations budget line. Steve stated that although this budget line is

	<p>over, the donation could still be taken out of this budget and shown as an overage.</p> <p>In Favour: 5 Opposed: 1</p> <p>Motion Approved.</p>	
SAC 8.12	<p>Meeting Evaluation</p> <p>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>	
SAC 8.13	<p>Adjournment</p> <p>Motion to adjourn the meeting at 9:51 p.m.</p> <p>Motion by: Chris Allan Seconded by: Tristen Ritcey</p> <p>All in Favour, Motion Approved.</p>	

Approved:

Board Chair

Board Secretary