



AGENDA
Board of Directors Meeting
January 23, 2025
Welland Campus - SA208

Board Chair: Chris Fullerton
Board Secretary: Bruin Pol
Scribe: Heather Storey

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| 1. Call to order | 7:00 p.m. |
| 2. Reconciliation Statement | 7:02 p.m. |
| 3. Attendance and Quorum Call | 7:04 p.m. |
| 4. Agenda & Motions Approval | 7:07 p.m. |
| 5. Conflicts Declared | 7:09 p.m. |
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| 6. Meetings of Last Meeting | |
| 6.1. Board of Director Meeting Minutes – December 5, 2024 | 7:11 p.m. |
| 6.2. Part-time President Aprio Vote Minutes – January 15, 2025 | 7:13 p.m. |
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| 7. Ownership Linkage – Dipal Patel | |
| 7.1. January Ownership Linkage Report – Hish Clifford/Bipul Rai | 7:16 p.m. |
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| 8. Board Education: Internal & External | |
| 8.1. President Report – Dipal Patel | 7:21 p.m. |
| 8.2. Executive Director’s Report – Steve Kosh | 7:26 p.m. |
| 8.3. Strategic Plan Monitoring Report – Steve Kosh | 7:31 p.m. |
| 8.4. Meeting Evaluation Report – Chris Fullerton | 7:36 p.m. |
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| 9. Ends Policy Development & Monitoring | |
| 9.1. Strategic Ends Priorities – Dipal Patel | 7:41 p.m. |
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| 10. Operational Monitoring: Risk Management | |
| 10.1. Financial Condition – Steve Kosh | 7:46 p.m. |
| 10.2. Communication & Support to the Board – Dipal Patel | 7:56 p.m. |
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| 11. Board Self-Evaluation | |
| 11.1. Global Board Process – Dipal Patel | 8:01 p.m. |
| 11.2. Governance Investment – Dipal Patel | 8:06 p.m. |
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| 12. Board Decisions/Discussion | |
| 12.1. Sheila Musgrove (Keynote & 1:1 Sessions) – Heather Storey | 8:11 p.m. |
| 12.2. nc-TRAC – Steve Kosh | 8:16 p.m. |
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| 13. Meeting Evaluation | 8:21 p.m. |
| 14. Adjournment | 8:24 p.m. |
| 15. In Camera | 8:25 p.m. |

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Board of Directors Meeting
 December 5, 2024
 Daniel J. Patterson Campus
 N002a

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

Scribe: Heather Storey

Action Items

SAC 8.1	<p>Call to Order</p> <p>The meeting is called to order at 7:15 p.m.</p>	
SAC 8.2	<p>Reconciliation Statement</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>	
SAC 8.3	<p>Attendance and Quorum Call</p> <p>PRESENT</p> <ol style="list-style-type: none"> 1. Bruin Pol 2. Caleb Simoneau 3. Chris Fullerton 4. Hish Clifford 5. Sukhpreet Singh Gosal 6. Jonathin Wallington 7. Bipul Rai 8. Shreya Shah 9. Mercy Deborah Santhana Krishnan <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 6/9 Directors must be present.</p> <p>There were 9 Directors present, and therefore quorum was achieved.</p>	
SAC 8.4	<p>Agenda & Motions Approval</p> <p>Motion made to approve the agenda for the January 23, 2025 Board of Directors meeting as submitted.</p> <p>Motion by: Jon Wallington</p>	

	<p>Seconded by: Shreya Shah</p> <p>All in Favour, Motion Approved.</p> <p>Motion made to approve the prepared motions for the January 23, 2025 Board of Directors meeting as submitted.</p> <p>Motion by: Caleb Simoneau Seconded by: Mercy Deborah Santhana Krishnan</p> <p>All in Favour, Motion Approved.</p>	
SAC 8.5	<p>Conflicts Declared</p> <p>No conflicts were declared.</p>	
SAC 8.6	<p>Approval of Previous Meeting Minutes</p> <p>8.6.1 Motion to approve the Previous Meeting Minutes from the December 5, 2024 Board of Directors meeting as submitted.</p> <p>Motion by: Jon Wallington Seconded by: Bipul Rai</p> <p>All in Favour, Motion Approved.</p> <p>8.6.2 Motion to approve the Previous Meeting Minutes from the January 15, 2025 Part-time President vote as submitted.</p> <p>Motion by: Caleb Simoneau Seconded by: Bruin Pol</p> <p>All in Favour, Motion Approved.</p>	
SAC 8.7	<p>Ownership Linkage</p> <p>8.7.1. Ownership Linkage Report - Hish Clifford, Bipul Rai</p> <p>The Ownership Linkage Report - January 2025 collected 195 responses from students, providing insights into campus attendance and preferences for student wellness programming. A significant majority of respondents, 91% (177 students), attend the NOTL Campus, while 9% (18 students) are based at the Welland Campus. When asked about preferred programming for Student Wellness Lounges, students expressed the highest interest in Movie Hour (38%), followed by Quiet Study Hour (18%) and Craft Hour (18%). Other popular choices included Yoga Hour (12%) and Creative Writing/Poetry Hour (11%), while options such as Social/Mixer Hour, Culture Hours, and Gas received minimal interest. These findings highlight students' priorities and interests at Niagara College, providing valuable data for improving campus wellness initiatives.</p>	
SAC 8.8	<p>Board Education: Internal & External</p> <p>8.8.1 President Report - Dipal Patel</p> <p>Dipal delivered a detailed verbal report highlighting key accomplishments and ongoing initiatives. She met with President Sean Kennedy, Vice President Chris McGrath, and VP Sean Coote to discuss some loose ends, ensure continuity for important projects, and reflect on key challenges faced by students.</p> <p>One significant issue addressed was the high failure rates among international students. While at convocation, Dipal noticed that the General Arts and Science (GAS) program were all international students. It's important to note that only students who fail out of their intended program are placed in GAS, so Dipal wanted to know why so many international students are failing, which prompted a prosperous conversation that led to changes in the admission</p>	

process. The revised system now includes re-evaluation with international student advisors and alternative pathways to help students remain in their intended programs. This adjustment aimed to alleviate pressures caused by students misrepresenting their academic status to families back home, addressing concerns raised by many, particularly students from India.

Dipal also participated in the Anti-Hate, Anti-Racism Policy Committee, where they worked on strategies to combat microaggressions and foster inclusivity in classrooms, addressing the division between domestic and international students. While unable to continue full participation in this committee, they invited other board members to take on the role. The Student Housing Committee also made progress, reducing residence capacity from 500 to 350 beds due to lower international student enrollment, which was deemed a necessary measure.

Additional highlights included attending the Giving Tuesday event, where they thanked sponsors for a large donation, allocated toward scholarships and ongoing Giving Tuesday initiatives.

The President also participated in a Sustainability Committee meeting to discuss enhancing campus initiatives, such as introducing AI-enabled waste bins.

Dipal expressed pride in the progress made, appreciation for the collaborative efforts with college leadership, and optimism for the incoming President. They concluded by encouraging continuity in these initiatives and emphasizing the importance of maintaining support for students.

8.8.2 Executive Director Report - Steve Kosh

The Executive Director's Report was sent to the Board at an earlier date for the Board to review.

The NCSAC January Retreat in Niagara Falls provided a valuable opportunity for Board members to reconnect after the holidays, strengthen bonds, and plan for the year ahead, with highlights including departmental collaborations, educational sessions, and an etiquette dinner. Regarding the faculty and college bargaining, which has luckily lead to binding arbitration and a strike has been avoided, Steve praised the Board's calm communication during tense negotiations, helping students stay focused on their education. With declining enrolment impacting funding, the Board faces critical decisions regarding ancillary fees and budgets to sustain essential services. As election season approaches, Board members are encouraged to promote student involvement while maintaining impartiality. Lastly, Steve emphasized the importance of scholarships and bursaries, urging members to encourage applications and reduce unclaimed funds, while noting that NCSAC scholarships are unavailable to Board members.

8.8.3 Strategic Plan Monitoring Report - Steve Kosh

The Strategic Plan Monitoring Report was sent to the Board at an earlier date for the Board to review.

Steve explained that at each Board meeting, one of the pillars of the Strategic Plan will be the focus. For the January meeting, "Supporting the Well-Being of Students" was discussed.

NCSAC is committed to prioritizing students' mental and physical health through activities, services, and advocacy. Key initiatives include annual evaluations of the Health & Dental plan, exploring grassroot Mental Health supports and offering social programs that foster a balanced student life. Efforts to enhance food security include expanding the Breakfast Program, maintaining and promoting the Grocery Gift Card program, and collaborating with campus and community resources. NCSAC also partners with stakeholders to promote healthy relationships and raise awareness about sexual violence while supporting equity, diversity, and inclusion to ensure all students feel welcome on and off campus.

	<p>8.8.4 Meeting Evaluation Report – Chris Fullerton</p> <p>The Meeting Evaluation Report was sent to the Board at an earlier date for the Board to review.</p> <p>Chris mentioned that there were more responses for the December evaluation and thanked the Board for their participation.</p>	
<p>SAC 8.9</p>	<p>Ends Policy Development & Monitoring</p> <p>8.9.1. Strategic Ends Priorities – Dipal Patel</p> <p>Dipal reviews the Strategic Ends Priorities with the Board and reminded them that this policy needs to be a the forefront of everything NCSAC does.</p> <p style="text-align: center;">Because the Niagara College SAC exists: <i>Students enjoy an improved quality of life</i></p> <p>Level #2</p> <p>Students will enjoy:</p> <ol style="list-style-type: none"> 2.1. Good Health (health services, affordable products, nutrition, etc.) 2.2. Social Interaction (involvement, travel, access, etc.) 2.3. Skills Development (employment, leadership, etc.) 2.4. Are heard/have a voice (with the College and other external bodies) 	
<p>SAC 8.10</p>	<p>Operational Monitoring: Risk Management</p> <p>8.10.1 Financial Condition – Steve Kosh</p> <p>As a result of the IRCC's announcement, Niagara College has seen a declining enrolment that is projected to continue at both the Welland and Niagara-on-the-Lake campuses, but most significantly at NCT.</p> <p>Starting in Spring 2025, the number of students enrolled at NCT will continue to decline, with significant reductions each semester. By Fall 2025, enrollment at NCT will be near zero, and by Winter 2026, NCT will cease operations, with a contingency semester for a few remaining students. This will lead to a complete cessation of ancillary fee revenue from the NCT campus, as no students will be enrolled to pay those fees.</p> <p>The overall enrollment at Niagara College has declined by 37%, a significant drop that presents challenges for the institution; this has exceeded the 30% projected decrease that came with the IRCC announcement. However, it's important to highlight that the NCSAC has experienced a comparatively smaller financial loss of only 23% in its ancillary fee collections. This disparity arises from the unique situation at the NCT campus, where students contribute to only two specific ancillary fees (Advocacy & Membership) directed to NCSAC. While the declining enrollment figures are concerning, this partial revenue from NCT students has somewhat mitigated the impact on NCSAC's overall financial position.</p> <p>The budget committee will play a critical role in assessing the financial implications of the declining enrollment, and in the coming months, they will work on developing strategies and recommendations for NCSAC's next steps, ensuring that the organization adapts to the loss of enrolment while continuing to meet student needs.</p> <p>8.10.2 Communication & Support to the Board – Dipal Patel</p>	

	<p>Dipal addressed the Communication & Support to the Board section of the Risk Limits Policy and stated that the President and Executive Director must ensure all organizational practices, activities, and decisions are legal, prudent, and ethical. They are responsible for demonstrating to the Board that operations are managed accordingly and must provide the Board with the information and support necessary for its work, including effective meeting management.</p>	
SAC 8.11	<p>Board Self-Evaluation</p> <p>8.11.1 Global Board Process - Dipal Patel</p> <p>Dipal review the Global Board Process with the Board and stated that the Board's purpose is to represent the interests of students as owners of NCSAC by proactively seeking their input and focusing on the organization's long-term goals. It defines the benefits provided to students as customers through strategic priorities and ensures the organization's operations align with desired outcomes (Ends policies) while adhering to acceptable risk limits (Risk Limit policies).</p> <p>8.11.2 Governance Investment - Dipal Patel</p> <p>Dipal reviewed the Governance Investment Policy with the Board and highlighted that the Board will invest in governance capacity by enhancing skills, methods, and supports to govern effectively. This includes training for new and existing members, securing outside monitoring (e.g., financial audits), using outreach to engage students as owners, and covering administrative costs, all funded through the annual budget. Additionally, the Board will set its governance budget for the next fiscal year during the winter semester's budget process.</p>	
SAC 8.12	<p>Board Decisions/Discussion</p> <p>8.12.1 Shiela Musgrove (Keynote & 1:1 Sessions) - Heather Storey</p> <p>Sheila Musgrove, a renowned Canadian entrepreneur and author, will deliver a keynote during Career Fair Week at the Niagara-on-the-Lake campus on Thursday, February 6th, at 5:45 PM. Known for her expertise in recruitment and career development, Sheila's session will focus on strategies for crafting standout resumes, acing interviews, and boosting confidence in job searches. Tickets cost \$5, refundable via a gift card upon attendance. Students, alumni, and the community are encouraged to join. This event aims to provide practical tools and insights for career success while supporting student engagement. Additionally, NCSAC board members will receive a one-on-one session with Sheila as an outgoing gift, offering personalized career advice. Attendees to the keynote will also enter a giveaway to win a one-on-one session at the end of the presentation.</p> <p>8.12.2 nc-TRAC - Steve Kosh</p> <p>Niagara College Therapeutic Recreation Activity Collective (nc-TRAC) is a dynamic initiative brought to students by Niagara College's Recreation Therapy program, designed to boost and support the well-being of the whole student and broader community. They provide evidence-based therapeutic recreation services, experiences, and resources that are tailored to support the social, emotional, physical, cognitive and spiritual health of our participants. nc-TRAC aims to foster a positive and enriching experience for all individuals, including students, staff, and the wider community.</p> <p>The Board brought forward a concern they were hearing from students regarding the nc-TRAC initiative and was wondering the status of the program. Steve reached out to Michelle O'Keefe, who explained that there has been no final decision made and that she will update Steve when more details become available.</p>	
SAC 8.13	<p>Meeting Evaluation</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>	
SAC	<p>Adjournment</p>	

8.14	<p>Motion to adjourn the meeting at 8:39 p.m.</p> <p>Motion by: Mercy Deborah Santhana Krishnan Seconded by: Caleb Simoneau</p> <p>All in Favour, Motion Approved.</p>	
8.15	<p>In Camera</p> <p>Motion to go In Camera.</p> <p>Motion by: Bruin Pol Seconded by: Caleb Simoneau</p> <p>All in Favour, Motion Approved.</p> <p>Motion to go Out of Camera.</p> <p>Motion by: Caleb Simoneau Seconded by: Mercy Deborah Santhana Krishnan</p> <p>All in Favour, Motion Approved.</p>	