

**AGENDA**  
**Board of Directors Meeting**  
March 21, 2022  
Virtual Meeting  
Zoom

Board Chair: Fope Akomolafe  
Board Secretary: Karly Mallett  
Board Co-Vice Chairs: Marianna Spivak & Ian Mehlenbacher  
Scribe: Heather Storey

*This meeting was Chaired by Vice Chair Marianna Spivak*

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| <b>1. Call to order</b>  | <b>7:30 p.m.</b> |
| <b>2. Reconciliation Statement</b>   | <b>7:31 p.m.</b> |
| <b>3. Attendance and Quorum Call</b>   | <b>7:32 p.m.</b> |
| <b>4. Agenda &amp; Motions Approval</b>  | <b>7:33 p.m.</b> |
| <b>5. Conflicts Declared</b>   | <b>7:34 p.m.</b> |
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| <b>6. Minutes of Last Meeting</b>  |                  |
| 6.1. Presidential Term Limit E-mail Vote Minutes                               | 7:35 p.m.        |
| 6.2. Board of Directors Meeting February 14, 2022                              | 7:36 p.m.        |
| <br>   |                  |
| <b>7. Board Education: Internal &amp; External</b>                             |                  |
| 7.1. President's Report – Sam Jemison  | 7:37 p.m.        |
| 7.2. Executive Director's Report – Steve Kosh                                  | 7:42 p.m.        |
| 7.3. Ownership Linkage Report – Sam Jemison                                    | 7:43 p.m.        |
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| <b>8. Risk Limit Monitoring Reports</b>  |                  |
| 8.1. Asset Protection – Steve Kosh   | 7:48 p.m.        |
| 8.2. Financial Condition – Steve Kosh  | 7:50 p.m.        |
| 8.3. Staff/Volunteer Treatment – Steve Kosh                                    | 7:52 p.m.        |
| <br>   |                  |
| <b>9. Ends Policy Development &amp; Monitoring</b>                             |                  |
| 9.1. Progress Report on Achievement of Strategic Ends from CEO's – Sam Jemison | 7:55 p.m.        |
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| <b>10. Board Self-Evaluation</b>   |                  |
| 10.1. Accountability of the CEO's (BMD #2a) – Kathryn Carandang                | 8:00 p.m.        |
| 10.2. Monitoring CEO Performance (BMD #2b) – Urooj Rajput                      | 8:02 p.m.        |
| <br>   |                  |
| <b>11. Board Decisions</b>   |                  |
| 11.1. Board Policy Amendment: Board Chair's Role (BP #2c) – Sam Jemison        | 8:05 p.m.        |
| 11.2. Board Training Recommendations – Sam Jemison                             | 8:06 p.m.        |
| <br>   |                  |
| <b>12. Strategic Plan Monitoring</b>   |                  |
| 12.1. Representing Student Interests – Dipal Patel                             | 8:08 p.m.        |
| <br>   |                  |
| <b>13. Meeting Evaluation</b>  | <b>8:09 p.m.</b> |
| <b>14. Adjournment</b>   | <b>8:10 p.m.</b> |

**Board of Directors Meeting**

March 21, 2022

Virtual Meeting

Zoom

Present: Steve Kosh Sam Jemison Urooj Rajput Marianna Spivak  
Andrew, Dykstra Dipal Patel Ola Ajileye Fope Akomolafe  
Kathryn Carandang Heather Morris  
Mellisa Moses

Regrets: Ian Mehlenbacher

Absent: Karly Mallett

Guests: Sobhanjana Bose

Scribe: Heather Storey

Action Items

<b>SAC 11.1</b>	<b>Call to Order</b> The meeting is called to order at 7:32 p.m.	
<b>SAC 11.2</b>	<b>Reconciliation Statement</b> 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.	
<b>SAC 11.3</b>	<b>Attendance and Quorum Call</b>  PRESENT: 1. Urooj Rajput 2. Andrew, Dykstra 3. Dipal Patel 4. Marianna Spivak 5. Kathryn Carandang 6. Fope Akomolafe 7. Ola Ajileye 8. Heather Morris 9. Mellisa Moses  REGRETS: 1. Ian Mehlenbacher (arrived at 7:40 p.m.)  ABSENT: 1. Karly Mallett  According to the NCSAC By-laws Article 6: Meetings of Directors  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.  Majority = 50% +1 which is 7/11 Directors must be present.	

	There were 9 Directors present, and therefore quorum was achieved.	
<b>SAC 11.4</b>	<p><b>Agenda &amp; Motions Approval</b></p> <p><b>Motion made to approve the agenda for the March 21, 2022 Board of Directors meeting as submitted.</b></p> <p>Motion by: Fope Akomolafe Seconded by: Dipal Patel</p> <p>All in Favour, Motion Carried.</p> <p><b>Motion made to approve the prepared motions for the March 21, 2022 Board of Directors meeting as submitted.</b></p> <p>Motion by: Urooj Rajput Seconded by: Heather Morris</p> <p>All in Favour, Motion Carried.</p>	
<b>SAC 11.5</b>	<p><b>Conflicts Declared</b></p> <p>No conflicts were declared.</p>	
<b>SAC 11.6</b>	<p><b>Minutes of Last Meeting</b></p> <p>11.6.1. Presidential Term Limit E-mail Vote Minutes</p> <p><b>Motion to approve the meeting minutes from the Presidential Term Limit Extension E-mail Vote as submitted.</b></p> <p>Motion by: Dipal Patel Seconded by: Andrew Dykstra</p> <p>All in Favour, Motion Carried.</p> <p>11.6.2. Minutes from February 14, 2022</p> <p><b>Motion to approve the meeting minutes from the February 14, 2022 Board of Directors Meeting as submitted.</b></p> <p>Motion by: Heather Morris Seconded by: Mellisa Moses</p> <p>All in Favour, Motion Carried.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;"> <p><i>Ian Mehlenbacher joined the meeting at 7:40 p.m.</i></p> </div>	
<b>SAC 11.7</b>	<p><b>Board Education: Internal &amp; External</b></p> <p>11.7.1. President's Report – Sam Jemison</p> <p>The President's Report was sent to the Board at an earlier date for the Board to review.</p> <p>Sam mentioned that much of her time and efforts was spent working alongside fifteen other student associations across Ontario, to write a letter to the College Employers Council, Ontario Public Service Employees Union, and the Ministry of</p>	

Colleges and Universities regarding the impending strike. Thankfully, both sides came to the bargaining table and a strike was avoided.

In addition, Sam informed the Board that she spent 10 days traveling with the Chair of the Niagara College board of Governors, Wendy Wing, as well as Sean Kennedy and Sean Coote, to tour the NC KSA campuses in Saudi Arabia. Sam believes that this trip further strengthened the relationship between NCSAC and NC. It was mentioned that NCSAC does not represent the students in Saudi Arabia, as there would be several challenges, including:

- Different education system
- Different climate: politically, logistically, legally
- Distance/time change
- Culture difference

It was mentioned that these are micro-campus, and the largest campus does have their own student association to represent the interest of the students in Saudi Arabia. It was also noted that it is much more effective for the students in Saudi Arabia to have their own student association at their campus, hiring local employees and invest in their local economies.

#### 11.7.2. Executive Director Report – Steve Kosh

The Executive Director's Report was given verbally to the Board.

Steve provided the Board with an Operational Report, addressing the COVID measures on campus regarding the newly announced provincial mask mandate being lifted. At Niagara, masks will continue to be mandatory on campus, at least until the end of the winter semester. The reason behind this decision was based on the fact that all students who began their studies in January were under the impression that masks would be mandatory for the duration of the term, and so since masks were mandatory at the beginning of the academic term, NC felt it was only fair to finish off the term with the same mandate in place. Steve believes that all colleges in Ontario are following this same ideology.

The Daily Health Screenings that were necessary for all staff and students to submit prior to entering campus will likely be eliminated at the end of the term. Also, due to the mandatory vaccination policy still in effect, the security guards on campus will remain at the entrance ways to ensure everyone is qualified to enter the campuses.

From a NCSAC perspective, currently we have staff on a rotating schedule in office once or twice a week. Through the summer, Steve will assess to see if that will be increased. Right now, another conversation is what to do about the campus pubs. There are quite a few factors that play into that decision, such as: COVID factors, staffing, internal bookings for Canada Summer Games, and lastly, student traffic on campus. Danny, Karen, and Steve are currently running numbers to see if opening the student pubs during the summer is a viable decision; Steve also noted that this decision will not be solely based on financials. This decision will be made by April.

Steve is currently working with some NCSAC staff to reorganize the Student Services department to rearrange some roles and create some new positions. As per NCSAC policy, the Board would need to approve any new job descriptions and pay ranges.

Regarding Transit, NCSAC was able to institute the bursary for January and February and there were 116 students who qualified and submitted their receipts on the platform. Steve is working with some additional students who may qualify

	<p>as well. For January and February, the total cost of operating the bursary was approximately \$12,000, which was a lot less than what was projected. Steve did mention however that he expects that there will be a lot more students who qualify for the bursary in March and April and this will give NCSAC a good indication of how many passes we will be selling. This information will be brought to the April Board of Directors meeting. NCSAC will be able to see an actual number and will then be tasked with the decision of whether or not the transit bursary program is something that NCSAC can afford to operate throughout the summer months.</p> <p>Steve also mentioned that NCSAC continues to work with the Niagara Regional Transit on transit passes and trying to get the high school price for NC students. Currently, the Region has asked for a lot of student data, which has been forwarded by the college. There will be a meeting scheduled for early next week and Steve will likely be able to come to the April Board meeting and inform the Board if NC will receive the high school pricing.</p> <p>The Ancillary Fee Protocol Committee held a preliminary meeting last week with Adam Dusome, those fees will be finalized by mid-April, at which time they will be presented to the NCSAC Board of Directors at the April Board Meeting, and then finally they will be presented to the NC Board of Governors for final approval.</p> <p>Lastly, Steve noted that the 2022 NCSAC Elections are now complete and offered his congratulations to Sam Jemison, who will be returning as President, Dipal Patel who will be the Board of Governors Student Representative, and Urooj Rajput who will be the Director of Business Management Studies for the 2022-2023 academic year.</p> <p>11.7.3. Ownership Linkage Report – Sam Jemison</p> <p>Sam provided a brief update regarding the 'DM Us' Instagram Campaign. It was mentioned that there has been limited interaction. It was also noted that Sam will be working to create some strategic questions to ask students through this campaign.</p>	
<p><b>SAC 11.8</b></p>	<p><b>Risk Limit Monitoring Reports</b></p> <p>11.8.1 Asset Protection – Steve Kosh</p> <p>This agenda item was tabled to the April Board of Directors meeting.</p> <p>11.8.2 Financial Condition – Steve Kosh</p> <p>This agenda item was tabled to the April Board of Directors meeting as there are Capital Requests coming up next month for Board approval.</p> <p>11.8.3 Staff/Volunteer Treatment – Steve Kosh</p> <p>Review of NCSAC's treatment of staff and volunteers is covered in the NCSAC Board Policies under the Global Risk Limit Policy. It states:</p> <p><i>Specifically, the President and Executive Director shall, individually based on their own areas of responsibility, provide evidence to the Board that the following areas of the operations are managed in ways that are prudent, ethical and legal:</i></p> <p>[...]</p> <p><b>1.2. Treatment of staff and volunteers.</b> <i>This includes paid and unpaid and students. There must be a complete set of internal human resource policies in place</i></p>	

	<p>covering employment rules, fair treatment, job descriptions, benefits, discipline, training, accountability and grievance processes.</p> <p>Steve stated that the NCSAC staff receive competitive wages for the Niagara Regional professionals and that the full-time staff also receive a benefit package along with competitive vacation time, as well as 2 mental health days. Steve did also make note that cost of living also plays a factor when determining staff wages; typically, every 4-5 years wages are assessed based on the cost of living in Niagara. Additionally, during the pandemic, NCSAC approached the Board and asked them how to handle staff during the pandemic, and it was stated that NCSAC wanted to take care of their staff.</p> <p>Regarding volunteers, Steve explained that NCSAC no longer utilizes 'volunteers' and instead pays a student Street Team and Student Co-ordinators for their hours. This ensures that our team members are reliable and also shows them that NCSAC values their work.</p>	
<p><b>SAC 11.9</b></p>	<p><b>Ends Policy Development &amp; Monitoring</b></p> <p>11.9.1 Progress Report on Achievement of Strategic Ends from CEO's – Sam Jemison</p> <p>Sam reviewed the Strategic Ends Priorities Policy with the Board and provided examples on how NCSAC is achieving these priorities:</p> <p>POLICY TYPE: STRATEGIC PRIORITIES  POLICY TITLE: LEVELS 1 and 2  Date Adopted by Board: April 17, 2019</p> <p>Ends Policy –  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  Students will enjoy:</p> <ol style="list-style-type: none"> <li>2.1. Good Health (health services, affordable products, nutrition, etc.)</li> <li>2.2. Social Interaction (involvement, travel, access, etc.)</li> <li>2.3. Skills Development (employment, leadership, etc.)</li> <li>2.4. Are heard/have a voice (with the College and other external bodies)</li> </ol> <p><u>2.1. GOOD HEALTH</u>  Sam stated that NCSAC still promotes good health by offering students the Health Plan, with remote mental health supports, affordable food on campus, financial and food insecurity projects, as well as offering free lawyer services.</p> <p><u>2.2. SOCIAL INTERACTION</u>  NCSAC works with multiple departments at NC to offer in-person activities and events as well as continuing to host virtual events and operating the clubs' portfolio.</p> <p><u>2.3. SKILLS DEVELOPMENT</u>  NCSAC offers many employment opportunities for NC students as well as on campus clubs.</p> <p><u>2.4. ARE HEARD / HAVE A VOICE</u>  NCSAC continues with Board collaboration, general on-line channels, chats, websites, social media, Instagram Ask Me Anything's, as well as advocating for students on a provincial level.</p>	
<p><b>SAC 11.10</b></p>	<p><b>Board Self-Evaluation</b></p>	

	<p>11.10.1. Accountability of the CEO's (BMD #2a) – Kathryn Carandang</p> <p>Kathryn reviewed the Accountability of the CEO's Policy with the Board.</p> <p>11.10.2. Monitoring CEO Performance (BMD #2b) – Urooj Rajput</p> <p>Urooj reviewed the Monitoring CEO Performance Policy with the Board.</p>	
<p><b>SAC 11.11</b></p>	<p><b>Board Decisions</b></p> <p>11.11.1. Board Policy Amendment: Board Chair's Role (BP #2c) – Sam Jemison</p> <p>It was proposed that the following point (2. e) be removed from the Board Chair's Role Policy, and instead added to the President's Job Description found in the Elections Policy.</p> <p style="padding-left: 40px;">2. e) <i>It will be to the discretion of the President to decide the number of delegates that will attend a student conference presented by an organization that NCSAC is a fee-paying member. This decision must be based on key learning principles being presented and the relevance to each board member's position and availability of funds and budgetary guidelines.</i></p> <p><b>Motion to approve the revised NCSAC Policies as presented by the NCSAC By-law and Policy Committee.</b></p> <p>Motion by: Dipal Patel Seconded by: Urooj Rajput</p> <p>All in Favour, Motion Carried.</p> <p>11.11.2. Board Training Recommendations – Sam Jemison</p> <p>Sam expressed her desire to gain feedback from the Board on what types of Board Training recommendations that have for NCSAC to offer the incoming 2022-23 Board of Directors. Sam stated that NCSAC does want to be in a constant state of review and improvement to best train our Board. With the next year's Board May Retreat around the corner, NCSAC wants to know what you think we can do better to help prepare directors for their roles.</p> <p style="text-align: center;"><i>What was good and we should continue doing? What was bad and you think we should omit? What was lacking and you think we should add?</i></p> <p>We want to ensure the next years board can benefit from all you have learned this year. It has been hard to give you the full experience remotely, but we hope that we have given you enough of the experience, investment, and training required for you to walk away from NCSAC confident in what you learned and the impact you had.</p> <p>The following ideas were provided by the Board:</p> <ul style="list-style-type: none"> <li>• Training sessions - Aprio</li> <li>• Board Accountability</li> <li>• Time Management</li> <li>• In-person collaboration opportunities</li> <li>• Review By-laws and Policies</li> <li>• How to interact with students</li> <li>• Meeting etiquette</li> </ul>	

	<p>It was noted by a Director that they believe that NCSAC provided great training sessions and that a lot of the onus falls on the individual Director to ensure they are competent in their role.</p>	
<b>SAC 11.12</b>	<p><b>Strategic Plan Monitoring</b></p> <p>11.12.1. Strategic Plan (Representing Student Interests) – Dipal Patel</p> <p>Each Board meeting, a particular section of the NCSAC Strategic Plan will be reviewed.</p>	
<b>SAC 11.13</b>	<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>	
<b>SAC 11.14</b>	<p><b>Adjournment</b></p> <p><b>Motion to adjourn the meeting at 8:50 p.m.</b></p> <p>Motion by: Kathryn Carandang          Seconded by: Andrew Dykstra</p> <p>All in Favour, Motion Carried.</p>	

Approved:

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 Board Chair

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 Board Secretary