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**2025 ANNUAL MEETING OF THE MEMBERS**

**Mohawk Students' Association**  
ANNUAL MEETING | OCTOBER 8, 2025

## ANNUAL MEETING AGENDA

TIME/ DURATION	ITEM	TOPIC	LEAD	INFORMATION	DISCUSSION	DECISION
1:30pm		<b>Part I – Welcome</b>				
30 min		Open Doors & Registration <ul style="list-style-type: none"> <li>MSA Members sign in</li> <li>Meeting MSA Board of Directors</li> </ul>	MSA Staff / Board	X	X	
2:00pm		<b>Part II – Open Session</b>				
	<b>1.0</b>	<b>INTRODUCTION</b>				
5 min	1.1	Land Acknowledgement	C. Yendt	X		
	1.2	Opening Remarks & Call to Order	C. Yendt	X		
	1.3	Attendance and Quorum Call	C. Yendt	X		
	1.4	Declarations – Conflict(s) of Interest	C. Yendt	X		
2:05pm	<b>2.0</b>	<b>ITEMS FOR APPROVAL</b>				
5 min	2.1	Agenda of Annual Meeting – October 8, 2025	C. Yendt		X	X
	2.2	Minutes of Previous Annual Meeting – October 9, 2024	C. Yendt		X	X
2:10pm	<b>3.0</b>	<b>OLD BUSINESS</b>				
5 min	3.1	Business Arising from the Minutes	C. Yendt			
2:15pm	<b>4.0</b>	<b>NEW BUSINESS</b>				
45 min	4.1 (10 min)	MSA – Who, What, Where, Why & How <ul style="list-style-type: none"> <li>Overview of Association via PPT</li> <li>Strategic Planning Process for 2026-2030</li> </ul>	P. Nemezio de Campos Silva	X	X	
	4.2 (10 min)	2025 MSA By-Laws <ul style="list-style-type: none"> <li>Overview of Bylaw Changes</li> <li>Motion to approve the amendments of the MSA By-Laws</li> </ul>	C. Yendt	X	X	X
	4.3 (5 min)	2024-2025 MSA Audited Financial Statement & Report <ul style="list-style-type: none"> <li>Overview of report</li> <li>Overview of financials</li> <li>Motion to accept the 2024-2025 Audited Financial Statements</li> </ul>	C. Yendt	X	X	X
	4.4 (10 min)	2025-2026 MSA Advocacy Priorities	P. Nemezio de Campos Silva / Various BOD	X	X	
	4.5 (10 min)	2026 MSA Student Leadership Structure & Opportunities	P. Nemezio de Campos Silva / Various BOD	X	X	
3:00pm	<b>5.0</b>	<b>CONCLUSION</b>				
2 min	5.1	Concluding Statements and Appreciation	C. Yendt	X		
	5.2	Adjournment	C. Yendt			X
3:02pm		<b>Part III – Town Hall</b>				
	<b>1.0</b>	<b>OPEN FORUM SESSION FOR STUDENTS</b>				
50 min	1.2	Townhall <ul style="list-style-type: none"> <li>Questions and concerns submitted by students</li> <li>Interactive session with your Board of Directors</li> <li>Prize Giveaway</li> </ul>	C. Yendt	X	X	
3:52pm	<b>2.0</b>	<b>CONCLUSION</b>				
5 min	2.1	Concluding Statements	C. Yendt	X		

## **Item 4.2 – 2025 MSA By-Laws**

### **Purpose**

This report outlines the key changes to the MSA's By-Laws that emphasize inclusivity, accessibility, governance flexibility, and alignment with the Ontario Non-Profit Corporations Act. Below also provides a rationale for each proposed change and their implications for the MSA and membership. A separate document is prepared for review to see the changes implemented in their entirety of the By-Laws

### **Summary of Changes**

#### **1. Article I – Interpretation (Definitions)**

- New/changed terms
  - Adds “Executive” (President and/or Vice Presidents) as ex-officio, non-voting Board participants
  - Introduces “Full Member” (replacing “Ordinary Member”) in the definition list
  - **Impact:** aligns the document with inclusive membership language and clarifies the Executive’s non-voting/advisory status on the Board

#### **2. Article III – Business of the Association**

- *Section 3.04 – Execution of Instruments*
  - 2024: cheques required two signatures, specifically Senior Manager Finance and ED (or as Board directs)
  - 2025: financial documents require any two authorized signatories (normally the ED plus another leadership team member appointed by the Board); Board may appoint additional signatories as required
  - **Impact:** streamlines financial controls and let’s the Board configure signatories without amending By-Laws every time

#### **3. Article IV – Directors and Officers**

- *Section 4.01 – Number of Directors*
  - 2024: voting directors 3-12
  - 2025: voting directors 3-15; voting membership must be ≥75% Full Members; total voting + non-voting complement may not exceed 20
  - **Impact:** slightly larger Board, student-majority guarantee, hard cap on overall size for effectiveness
- *Section 4.02 – Composition of the Board*
  - 2024: Listed specific student Officer positions (President/Secretary/Treasurer) as voting; Chair (non-voting) appointed by Board; ED (non-voting)
  - 2025: Voting Directors are appointed/elected by Full Members at a Members’ Meeting; Ex-officio (non-voting) includes Board Chair, ED & Board Secretary, and the Executive (elected/appointed by Full Members). If a Director no longer meets Full Member criteria, they are treated as Associate Members during their appointment and cease to be members upon finishing/leaving the role
  - **Impact:** Clarifies separation of Executive (employment/operational leadership) from Board governance; maintains student-led control while accommodating alumni involvement.
- *Section 4.03 – Qualifications*

- 2024: be an Ordinary Member, full-time enrollment (70% load) with ancillary fees; GPA  $\geq 70\%$  and no more than one failed course in the most recent semester; detailed full-time disability accommodations; and that the President be full-time and not take courses unless Board approves
- 2025: Must be or have been a Full Member; if currently a Full Member, GPA  $\geq 70\%$  (no “failed-course” limit); not employed by MSA unless resigning first; alumni may continue serving post-graduation upon written notice and Board confirmation
- **Impact:** Broadens eligibility (notably for alumni) while preserving academic-standing expectations for current students; simplifies the old full-time/failed-course rules.
- *Section 4.04 – Elections & Nominations*
  - 2024: For Directors and Officers; CRO must not be a Board member
  - 2025: Extends to Directors, Officers, and Executive; CRO appointed (no explicit “not a Board member” stipulation)
  - **Impact:** brings Executive roles into the same transparent election/appointment framework
- *Section 4.05-4.06 – Term & Resignation*
  - 2025 extends both to Executive (not just Directors/Officers) and mirrors resignation mechanisms; Board votes to accept resignations
  - **Impact:** reinforcing term references to new addition of roles that are non-voting members of the Board of Directors; reinforcing resignation language
- *Section 4.07 – Remuneration*
  - 2024: Directors/Officers entitled to a Directors fee; ex-officio not entitled to the fee but other remuneration as outlined in a job contract
  - 2025: Directors are volunteers (no remuneration; reimbursements allowed per policy); Executive remuneration set by outgoing Board; Chair and ED may be remunerated per relevant policy and evaluation by Board
  - **Impact:** eliminates Director stipends; clarifies paid roles are employment/leadership roles, not Board governance roles.
- *Section 4.08 – Removal*
  - 2024: Ordinary Members could remove Directors by Ordinary Resolution; Board could remove Officers by Special Resolution
  - 2025: Full Members replaced Ordinary Members in removal power; Board may remove Officers; elsewhere also include members of the Executive and ED in major decisions of removals
- *Section 4.09 – Vacancies*
  - Made substantive consistency alignment with Section 4.02 and Section 4.03 with Section 4.09; timelines and policy driven process

#### 4. Article V – Board Meetings

- *Section 5.02 – Quorum*
  - Cosmetic rewording; still 50% + 1 of voting Directors
- *Section 5.05 – Votes to Govern*
  - 2024 list included “Removal of an Officer and/or Executive Director”
  - 2025 explicitly lists “Removal of an Officer, Member(s) of the Executive or Executive Director”

- **Impact:** aligns the votes to govern with the inclusion of new direct report staffing roles (“Executive”)

## 5. Article VI – Roles of Certain Officers and Employees

- Structural shift 2025 renumbering:
  - Section 6.01 Executive (Team) [new addition]
  - Section 6.02 President (spokesperson)
  - Section 6.03 Absence/Disability of the Executive (not just President)
  - Section 6.04 Secretary
  - Section 6.05 Treasurer (optional)
  - Section 6.06 Chair
  - Section 6.07 Executive Director
- Key role changes
  - Secretary
    1. 2024: Section 6.03 Secretary was a student Officer serving as secretary to the Board; taking minutes, notices, custody of seals/records, etc.
    2. 2025: Section 6.04 Secretary is the ED (or designate), centralizing corporate record keeping with staff for continuity and enhanced compliance measures
  - Treasurer
    1. 2024: a student Officer serving as Treasurer with reporting duties, etc.
    2. 2025: “if appointed” ~ more flexible; duties remain the same if the role exists
- **Impacts:** Professionalizes corporate secretariat/finance administration without undermining student leadership; ensures continuity across student turnover cycles.

## 6. Article VII – Protection/Indemnification

- Minor wording changes/updates (e.g., the Board will direct the Association to purchase and maintain D&O insurance) but substance is the same: limitation of liability, indemnification criteria, and solvency guardrails

## 7. Article VIII – Members

- *Section 8.01 – Membership*
  - 2024: “All Mohawk College students are members.”
    1. Classes: Ordinary (voting) and Associate (non-voting) with detailed eligibility (full-time, co-op, disability reduced load by deadlines)
  - 2025: “All Mohawk College students are members.”
    1. Classes: Full (voting) and Associate (non-voting).
      - a. Full Members: any student paying ancillary fees (and co-op on the same basis). Able to vote pursuant to their level of stakeholder interest (reference to privileges of membership policy)
      - b. Associate Members: alumni, external hires, etc. Entitled to notice/speaking at Chair’s recognition, no vote
  - **Impact:** terminology normalized; intent preserved; inclusive framing strengthened; broadening of student votership and eligibility to voting Directors on the Board (eligibility extended to part-time, continuing education, and apprenticeship)

- *Section 8.04 – Membership Fees*
  - 2024: Tied to the Ministry of Training, Colleges and Universities (MTCU) directive and Mohawk fee protocol
  - 2025: Refers to the binding directive of the Ministry (generic wording) and the Tuition & Ancillary Fee Protocol with Mohawk
  - **Impact:** future-proofs Ministry responsible for post-secondary education oversight name changes due to government or cabinet shuffle
- *Section 8.06 – Suspension/Removal*
  - 2024: Appeals go to a judicial committee per governance policies
  - 2025: Appeals go to the Board per governance policies
  - **Impact:** Simplifies appeal path and can be further expanded in Governance Policies around Appeals/Appeal Types

## 8. Article IX – Meetings of Members

- *Section 9.01 – Annual Meeting*
  - 2024: Included explicit reference to appointing auditors at the AMM
  - 2025: Streamlined wording (reports required by the Act and other business); the explicit “appointing auditors” phrase isn’t present here (Auditors still exist in Article XII)
- *Section 9.02 – Special Meetings*
  - 2024: Requisition by 5% of Ordinary Members; elections for Directors and Officers by March
  - 2025: Requisition by 5% of Full Members; elections/appointments for Directors, Officers, and Members of the Executive by March
- *Section 9.06 – Chair/Secretary/Scrutineers*
  - 2025: adds a clear fallback; if Chair not present within 15 minutes, Vice Chair becomes Chair; allows appointment of secretary/scrutineers who need not be members
  - **Impact:** Aligns terminology, clarifies Chairing contingency, and opens up neutral scrutineer options

## 9. Other Notes (Articles X-XVI; Schedule I)

- Schedule 1 – Revision History is formalized; earlier consolidation notes were front matter in 2024, now as a last appendix document
- Roles of order, referenda, amendments, repeal are substantively consistent (renumbering/text-tidying)

## Rationale for Membership Definition Overhaul

### *Language*

Shifting from “Ordinary” to “Full” removes ableist or othering connotations and clearly communicates that students who pay ancillary fees have equal standing in the Association. The *MSA By-Laws 2025* adopts “Full Member” and retains “Associate Member,” mirroring common practice across student associations that use these neutral terms to avoid hierarchy and stigma.

### *Inclusion*

Recognizing all students as MSA members, then distinguishing participation rights through Full versus Associate privileges in the Governance Policies, better reflects diverse student pathways (part-time, co-op, and accessibility-supported reduced loads) and affirms every student's voice in democratic processes. Compared to *2024 MSA By-Laws*, the *2025 MSA By-Laws* clarifies this recognition in more inclusive, consistent language so no one's membership status is diminished by enrollment type.

### *Alumni*

Allowing alumni to serve as Directors (where they have been Full Members) and to complete terms after graduation strengthens continuity, mentorship, and institutional memory. At the same time, student control is preserved by requiring that at least 75% of voting Directors are Full Members, ensuring the Board remains student-led while welcoming alumni contributions as appropriate.

### **Recommendation**

It is recommended that members approve the *2025 MSA By-Laws* in full. These updates modernize membership language, strengthen inclusivity, and clarify Board and Executive roles while preserving student-led governance. Staging the implementation of membership changes (October 2025) and Board/Executive changes (May 2026) ensures a smooth transition and continued accountability to the student voice.

### **Motion to Consider**

**Be it resolved that (BIRT)** the Members approve and adopt the proposed changes to the *MSA By-Laws* as presented.

### **Be it further resolved that (BIFRT):**

#### **1. Board Composition and Executive Changes**

- The provisions relating to Board structure and Executive roles will **come into effect on May 1, 2026**.
- This includes:
  - *Article IV (Directors and Officers)*: §§ 4.01, 4.02, 4.03(b)–(d), 4.04, 4.05, 4.06, 4.07, 4.08, 4.09.
  - *Article V (Board Meetings)*: § 5.05.
  - *Article VI (Roles of Certain Officers and Employees)*: §§ 6.01–6.10.
  - *Article I (Interpretation)*: § 1.01(g) (definition of “Executive”), as it relates to Executive participation on the Board.

#### **2. Membership Changes**

- The provisions relating to membership will **come into effect on October 8, 2025**.
- This includes:
  - *Article VIII (Members)*: §§ 8.01–8.06.
  - *Article I (Interpretation)*: §§ 1.01(b), 1.01(k), and 1.01(n).
  - Cross-references in *Article IV* § 4.02(d), *Article IV* § 4.08(a), and *Article IX* § 9.02.

#### **3. Implementation Authority**

- The Executive Director, acting as Secretary, is authorized to:
  - (i) Publish and circulate a consolidated version of the By-Laws showing the staged effective dates.
  - (ii) Implement an elections and communications plan aligned to the above dates.
  - (iii) Make non-substantive housekeeping edits (e.g., numbering, cross-references) and report these edits to the Board.

### **Item 4.3 – 2024-2025 Audited Financial Statements**

#### **Summary of Audit**

Doane Grant Thornton LLP has audited the financial statements for the year ended April 30, 2025. On October 9, 2024, the Membership approved MacGillivray Chartered Accountants to audit the 2024-25 fiscal year. The partners and staff from MacGillivray Brampton merged with Doane Grant Thornton LLP on February 1, 2025. The 2024-25 audit was conducted with the same team from MacGillivray as approved by the Membership on October 9, 2024.

The audited financial statements include the statement of financial position, statement of operations, statement of changes in fund balances, and statement of cash flows. The Independent Auditors Report concluded that the financial statements present fairly, in all material respects, the financial position of the Organization as of April 30, 2025, and results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (“ASNPO”).

The 2024-25 audit has confirmed a consolidated net income of \$99,367 which is comprised of a net operating loss of \$203,434 and a capital income of \$302,801. Of the \$203,434 loss, the unrestricted operating loss, which is income generated from the general operations including Administration, Governance & Advocacy, Student Services, Events & Communities and Communications & Engagement and Food Experience Teams, was \$193,393.

The Health & Dental Plan Program, which represents the Internally Restricted portion of operations, saw a loss of \$10,041, which is in line with the approved budget deficit of \$20,000. Total fees collected were \$4,138,340 (\$258.06 fee) and total premiums paid were \$4,148,381 (\$255.47 premium). The Internally Restricted portion for the Health & Dental Plan on April 30, 2025, is \$221,201, down from \$231,242 reported on April 30, 2024.

The Capital Fund had a net income of \$302,801. \$566,845 were collected in fees (i.e. 15% of the Programs, Services & Student Government Fee) along with non-cash revenue of \$44,000, Amortization of Deferred Grant (related to a historical contribution from the College to support capital projects). The only expense in the Capital department is Depreciation which was \$308,044.

Below is a summary of the **2024-25 capital assets purchased and disposals/donations**:

<b>Furniture, Fixtures &amp; Equipment:</b> Furniture Project Phase II, including the Board Room, Cellar Rejuvenation Project, Microwave Station and Givex (Point of Sale) System, Hospitality	\$283,339
<b>Leasehold Improvements:</b> Boardroom Space, Microwave Project	\$121,393
<b>Disposals/Donations:</b> Various piece of office furniture, Arnie & Cellar chairs, Maitre’D Point of Sale System)	\$40,944

Total student fees collected in 2024-25 were \$4,123,877 compared to \$4,073,193 collected in the previous year. Below is a summary of the various student fees collected along with their annual fee.

Below is a summary of the **2024-2025 ancillary fees collected compared against the annual fee**:



Fee Description	2024-25 Annual Fee	2024-25 Fees Collected	2023-24 Annual Fee	2023-24 Fees Collected
Programs, Services & Student Government Fee	\$219.50	\$3,780,721	\$215.20	\$3,682,112
triOS Fee	\$63.80	\$172,390	\$62.56	\$221,688
Continuing Education Fee	\$0.18/Student Contact Hour	\$118,560	\$0.18/Student Contact Hour	\$115,753
Apprenticeship Fee	\$11.03	\$35,260	\$10.81	\$37,157
Presto Revenue	.5% of the 2.25% UCTP* Admin Fee	\$16,946	.5% of the 2.25% UCTP* Admin Fee	\$16,483

(\*note: UCTP University/ College Transit Pass)

The MSA's financial position continues to be strong with cash holdings of \$9,502,895 which allows the Association to be flexible, support new endeavors and make enhancements to existing services and spaces. The MSA has made significant strides to enhance the existing spaces this past fiscal and has invested in opportunities (specifically via the Deloitte Strategic Space & Capital Redevelopment Plan) to enhance future spaces. While a more fiscally challenging year lies ahead, related to the enrolment decrease, the MSA is in a good financial position to make the necessary changes to ensure students continue to receive the best support, services and spaces that they have grown accustomed to seeing from their MSA.

#### **Motion to Consider**

**Be it resolved that (BIRT)** the Membership accepts receipt of the 2024-2025 financial audit of the Mohawk Students' Association as presented.

## **Item 4.4 – 2025-2026 MSA Advocacy Priorities**

### **Introduction and Background**

The initial concept of *Advocacy Priorities* at the MSA dates to the final year of the COVID-19 Pandemic and the “post-pandemic” period. In a context with multiple challenges and many services transitioned into virtual or were discontinued, students experienced substantial issues that were shared with the MSA. The Board drew their attention towards repeating patterns and themes, initially focused on inequities and precarities faced by international students.

Many of the issues persisted in subsequent years, and multiple Boards have identified some of these advocacy themes as ongoing and high impact to college students. MSA’s history of advocacy work in a structured manner is rather recent, and the process of identifying priorities is ever evolving. Last term’s priorities were *Experiential Learning*, *Cost of Living*, and *International Students’ Experience*. All the three priorities were implemented in continuity to the most impactful and broad gaps still identified from the year before.

The priorities for the 2025-2026 term are **Work Integrated Learning**, **Affordability & Cost of Living**, **International Students’ Policies and Supports**. The priorities are not ranked or listed in any order.

### **Purpose**

To inform the membership of the rationale behind the creation and maintenance of advocacy priorities, as well as the events that lead Advocacy Committee to endorse these years suggested advocacy priorities. The goals are to keep up the traction on these key areas and continue to address the gaps and impacts of students, providing a broad scope of opportunities to advocate to different spheres of influence and governance. The main ways that we can exert influence over these stakeholders are through advocacy lobbying, sharing data, raising awareness, policy recommendations, and budgetary adjustment recommendations.

### **Rationale**

The rationale behind setting these priorities comes from the ongoing gaps experienced by students, the current advocacy work that the MSA board has done, and through the lenses of the Advocacy Framework having *Accessibility*, *Affordability*, and *Equity* as its pillars.

- **Work Integrated Learning**
  - Similar rationale as “Experiential Learning” from the previous year, the change is to reflect nomenclature that is more consistent with documentation and federal regulations (WIL)
  - Places more emphasis on one of the biggest outcomes of seeking college education: to be job ready and successfully transitioning into specialized workforce on different fields
  - Ongoing concerns shared with the college regarding inequity faced by students on placements, co-ops, and other WIL settings
  - Advocacy and lobby work with partners and the Federal Government for opportunities to mitigate or offset educational-related costs
- **Affordability & Cost of Living**
  - Housing crisis in Ontario having a major impact on post-secondary students
  - Vulnerabilities and exposure to precarious living conditions and predatory housing market

- Working with the Municipal Government for better tenants' rights regulation, supports, awareness and reporting structure
  - Advocacy and lobby work with partners and the Federal Government to address post-secondary students as vulnerable persons and how cost of living impacts this group disproportionately
  - Recommendations to the Federal Government to expand grocery-relief policies and to combat food insecurity impacting students
  - Internal work withing the MSA from the previews term to expand food-insecurity related services, such as the breakfast program and snack on wheels
- **International Students' Policies and Supports**
    - Multiple inequalities faced by international students in WIL settings
    - Barriers to opportunities during undergraduate journey and to secure a PGWP
    - Inequitable experiences based on which campus international students might attend
    - Affordability challenges and sudden policy changes that impact PSE success
    - Challenges are particularly exacerbated in Ontario. Student not being set up for success
    - Extreme vulnerability to predatory recruitment practices and "bad agents" under the current regulations
    - MSA has engaged in submitting consultation and feedback to IRCC via different formats e.g., lobby meetings, through CASA membership, reaching out to IRCC to answer surveys
    - Ongoing asks for a more sustainable plan to support current and future students
    - Vulnerable demographic overly impacted by challenges to affordability and WIL

## **Conclusion**

These Advocacy Priorities capture ongoing themes that highly impact Mohawk College students' experience and success and they reflect current work that the MSA Board has being doing with stakeholders, and are in alignment with the approved Advocacy Framework.

## Item 4.5 – 2026 Student Leadership Structure & Future Opportunities

### Purpose

The final governance restructure is being undertaken to strengthen the role of membership as the foundation of the MSA. Our members are the ultimate authority and decision-makers within the organization. This restructure ensures that:

- **Clarity of Voice:** members have a direct and defined role in shaping the MSA's priorities and direction
- **Accountability:** the Board and leadership are directly accountable to members, with transparent processes for oversight and decision-making
- **Representation:** structures are streamlined to ensure that all student voices are represented fairly and effectively, without unnecessary complexity. Also, ensuring leadership opportunities across equity-seeking groups
- **Sustainability:** the governance model is designed to meet present needs and future growth, while upholding the rights and responsibilities of members
- **Empowerment:** membership remains at the center of the Association's authority, with meaningful opportunities to participate in governance through elections, meetings, and policy approval

This final phase of restructuring reaffirms that the MSA exists by students and for students, with membership as the cornerstone of its democratic governance.

