



MSA
MOHAWK STUDENTS' ASSOCIATION

MSA
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STATE OF THE ASSOCIATION

2017/2018 ANNUAL REPORT

MSA
MOHAWK STUDENTS' ASSOCIATION



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NASA

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WELCOME FROM THE MSA BOARD OF DIRECTORS

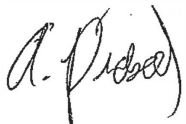
The Mohawk Students' Association (MSA) mission is to enhance all students' college experiences through leadership, support and advocacy. In keeping with this mission, we strive to provide the best services, programs, and resources to help students succeed. The MSA is both designed for, and led by, students.

This 2017/18 State of the Association document provides a broad overview of the MSA and its accomplishments over the past year. This annual report includes highlights of the MSA's range of student services, contributions to our community, and a review of the organization's financial standing at year-end. We're also excited to share some high-level results from a college-wide student engagement survey – the largest stakeholder consultation project in the MSA's history. We look forward to taking meaningful action to improve the MSA in keeping with the evolving wants and needs of Mohawk's students.

Thank you to the 2017/2018 Board of Directors for their hard work and contributions over the last year. Finally, thank you to our staff, student employees and Student Reps who make it possible for us to be successful in our role as student advocates.

On behalf of the MSA, I am honoured to present the 2017/18 State of the Association annual report.

Thank you,



Andrew Pidsadny
President, Mohawk Students' Association (2018/19)

2017/18 BOARD OF DIRECTORS

Samantha Hoover, President

Kyle Datzkiw, Past President

Tien Nguyen, Vice President,
Marketing and Communications

Ireland Stevens, Vice President, Fennell

Jonah Schaufler-Biback, Vice President,
Stoney Creek

Andrew Pidsadny, Vice President, Finance

Katie Agnew, Vice President,
Health Sciences

Jennifer Huegel, Director, Media and
Interdisciplinary Studies

Brayden Spjuth, Director,
Community and Urban Studies

Trevor Nagy/Justin Hayter, Director, Technology

Tommy Williams, Director, Business

MISSION, VISION & VALUES

MISSION

To enhance all students' college experiences through leadership, support and advocacy.

VISION

We, respectfully, support and advocate for our students through strong leadership, teamwork, and communication to promote their academic success.

Using our core values, we will demonstrate our commitment to continuously develop services, programming, and entertainment to promote student success.

We will always advocate for each of our students to promote fairness and equity as part of their Mohawk experience.

VALUES

- Accountability to our membership for all of our decisions and actions,
- Advocating for the benefit of our membership,
- Respecting students and their diversity in interests and needs,
- Integrity in our business activities and community affiliations,
- Leadership through example and opportunities.

ABOUT THE MSA

WHAT IS THE MOHAWK STUDENTS' ASSOCIATION?

The MSA is governed by an elected group of Mohawk students. Those students comprise the Board of Directors, and set direction for the operations of the MSA while providing advocacy and support to all Mohawk College students.

WHY DOES THE MSA EXIST?

The Mohawk Students' Association serves students through five key areas: Advocacy, Student Services, Communications & Events, Food & Beverage, and Administration. The MSA advocates on behalf of our student members through our monthly Board meetings, membership on many college committees, approval of ancillary college fees, and most importantly, our Student Rep system which allows us to connect with our membership.

MSA services include the Health and Dental Plan, HSR Bus Pass, emergency loans, legal counselling, food bank, equipment loans, career closet, grad photos, and much more.

Our facilities include the Student Centre at the Fennell Campus, which is the home of our main administrative offices. The Arnie and several MSA-operated food outlets are also located in the Student Centre. The MSA has offices at both the Stoney Creek Campus and at the Institute for Applied Health Sciences at McMaster University.

HOW DOES THE MSA REPRESENT MOHAWK STUDENTS?

The Mohawk Students' Association (MSA) is the governing body for all students. The Board of Directors is made up of 11 elected and appointed student positions. Vice-Presidents represent each campus, with Directors representing academic Schools. The MSA works to advocate on behalf of their members in a number of ways such as approval of fees, addressing student concerns, representing the student voice on College committees and by participating in behavioral or academic appeals. The Board of Directors also facilitates the Student Rep program, and is available for drop-in meetings with all Mohawk students who wish to share questions or concerns.

Outside of campus life, the MSA networks with peers at other post-secondary institutions and meets regularly with key figures at the municipal, provincial and federal levels to discuss current issues and represent student interests on behalf of its members.

The MSA Board of Directors meets on the third Wednesday of every month. The presentation and open portions of the meetings typically start at 6:00 p.m. and are open to all students. Elections for the MSA Board of Directors are held in February-March of each year. If seats become vacant during the year, they are filled through an application and interview process.

Questions about the MSA and/or representation can be directed to the MSA Board of Directors. Contact information is available online at www.mohawkstudents.ca or from the MSA Office at your campus.

OUR FACILITIES

FOOD COURT

The MSA operates a variety of food outlets in the Fennell Campus Student Centre that offer a range of fresh, affordable options for students. In the 2017/18 year, these outlets included Brewed Awakenings, Urban Fork, Pizza Pizza and The Lunch Box. Brewed Awakenings serves freshly brewed coffee, baked goods, healthy snacks, and grab-and-go soups and sandwiches. The Urban Fork serves both breakfast and lunch, specializing in hot foods fresh off the grill. Pizza Pizza/The Lunch Box offers made-to-order salads, wraps, and sandwiches as well as pizza and calzones. The MSA also operates a Booster Juice franchise located in the DBARC.

HEATH STUDY LOUNGE

The Heath Study Lounge is operated by the MSA and staffed by students. This space was created in response to student demand, and includes more than 50 seats for quiet, individual study. The space also includes three group meeting rooms that can be booked by students at no cost.



Heath Study Lounge



The Cellar

THE ARNIE

The Arnie is a popular hang-out space for students, and hosts a wide range of events including movie screenings, Common Hour events, concerts, and other performances. On a typical day, the Arnie sees hundreds of students drop in for lunch, or to meet with their classmates.

THE CELLAR

With seated table service and a rich history, The Cellar provides students with a restaurant experience on campus. The Cellar offers a full eat-in menu and a range of draught beer options and local microbrews.

CLUBS ROOM

The Clubs Room is a flexible space where students can connect with peers who share the same interests and hobbies, as part of an approved MSA Club. The space is available for booking at no cost to student clubs. The Clubs Room is also used to facilitate Grad Photos each semester.

STUDENT ENGAGEMENT SURVEY

2017/18

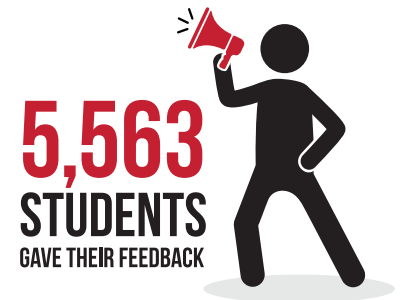
In March 2018, the MSA launched the largest student consultation project in the history of the Association. The MSA asked students to share their thoughts on four key areas: Student Government/Advocacy, Food & Beverage Operations, Student Services, and Communications & Events. This consultation effort aimed to:

- Measure student satisfaction with MSA programs, services, and advocacy
- Identify opportunities to expand, change or improve services
- Gauge awareness of MSA services and opportunities for involvement
- Identify the most effective methods to share information with students
- Determine the best direction for student-focused events
- Gain a better understanding of campus demographics

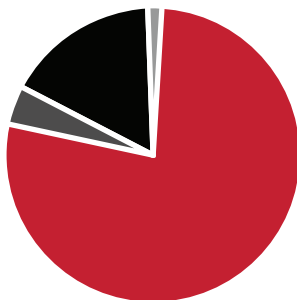
Student feedback was collected using a combination of online and in-person methods. A digital communications campaign focused on social media channels and email

was used to direct students to fill out the full survey online. Simultaneously, the MSA student "Street Team" helped promote the survey directly to their peers on campus, using a tablet with an abbreviated version of the survey. There were also six focus groups hosted across Mohawk's three main campuses.

The MSA incentivized student participation with a range of available prizes including gift cards, campus parking permits, and a grand prize of a one-semester tuition reimbursement up to \$3,000. Over the eight-week data collection period, 5,563 students gave their feedback.

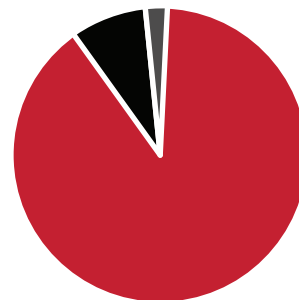


Respondents by Campus



■ Fennell (78.5%) ■ Stoney Creek (4%)
■ IAHS (17%) ■ Other (0.5%)

Respondents by Enrollment Type



■ Full Time (90%) ■ Continuing Education (2%)
■ Part Time (8%)

THE RESULTS

STUDENT SERVICES

Overall, respondents had a positive sentiment regarding the MSA and its suite of student services. It was suggested that the MSA employ more face-to-face promotional tactics regarding services, such as visits to classrooms. The HSR bus pass was consistently ranked as having high importance to students, despite some mixed opinions. The Health & Dental Plan also received consistently high rankings, and respondents expressed interest in learning more about the service through seminars and how-to guides.

Respondents also identified an opportunity to introduce new services geared toward international students, and providing additional support for navigating the College's administrative services.

Highlights:

- 56% of respondents said that the HSR Bus Pass and the Health & Dental Insurance are the most important services offered by the MSA
- 41% of respondents ranked Used Textbooks as being one of the top three important services
- Less than 5% of respondents said they thought that ZipCar was an important service



2018/19 MSA President, Andrew Pidsadny

GOVERNANCE & ADVOCACY

Students were asked a series of questions focused on how the MSA can support them through advocacy efforts on- and off-campus. Overall, students were supportive of efforts focused on reducing student fees, enhancing campus environments, improving accessibility, and providing grants/bursaries.

Students also indicated that more awareness of advocacy services is needed, particularly as it relates to the Student Rep program, student elections, and support for academic appeals.

Highlights:

- 70% of respondents said they are aware of elections for MSA Board positions, but only 42% knew they can connect with their MSA representative for support
- 72% of respondents said Student Fees are the number one area that the MSA can advocate for students
- 53% of respondents want the MSA to advocate for better campus environments

THE RESULTS

FOOD & BEVERAGE

Students were asked to share their opinions on food offerings, affordability and timing at MSA food outlets. Overall, respondents' perception of the MSA's food outlets was positive and frontline staff were rated highly for customer service. There was a common interest in having more food options that support students' lifestyles, accommodate dietary restrictions, and that are culturally relevant (i.e., halal). Overall, food outlets were rated highly for affordability and variety, with room for improvement in portion sizes and consistency.

Highlights:

- 80% of respondents said they were happy with customer service at MSA food outlets
- 64% of respondents said they prefer a casual dining atmosphere
- 45% of respondents said they prefer to pay up to \$7.50 for lunch on campus
- 77% of respondents said they are comfortable with waiting 2-7 minutes for their lunch to be prepared



Mohawk College students in The Cellar

COMMUNICATIONS & EVENTS

Respondents had an overall positive view of MSA events and engagement, though it was noted there is room for improvement in promotions to help students differentiate between the MSA and the College. E-mail, website and social media were identified as the most effective ways to share information with students.

Respondents indicated that the MSA should schedule events at a variety of times throughout the day and early evening to accommodate different class schedules. It was also suggested that the MSA consider ways to engage students in more events off campus. The results also demonstrated students' interest in attending events focused on personal and professional development.

- 86% of respondents said they prefer to receive information from the MSA by email
- For social media users, 42% prefer to get information on Facebook and 25% prefer to get updates through Instagram
- 58% of respondents said they would like to attend events that feature live music
- 42% of respondents said they would like to attend events focused on networking and career building
- 51% of respondents said they prefer to attend events in the evening, while 43% said they preferred events in the late afternoon



TAKING ACTION

In response to the feedback received through the 2017/18 Student Engagement Survey, the MSA has developed a set of recommendations that will guide improvements to the organization.

GOVERNANCE & ADVOCACY

- Continue to advocate on behalf of students to keep fees within reason
- Work with Mohawk College to increase and enhance study space at all campuses
- Redesign the Student Rep program to focus on strong engagement rather than quantity of Reps
- Work with Student Reps and Faculty to increase participation in student elections

STUDENT SERVICES

- Complete an evaluation of all MSA services to reassess services that are underutilized
- Develop a Student Services Advisory Committee
- Increase promotions for student services to raise awareness of the full suite of offerings available from the MSA
- Create a dedicated staff position to support services and activities at all campuses and partner locations
- Explore opportunities to offer specialized services for international students in collaboration with community resources and college departments

FOOD & BEVERAGE OPERATIONS

- Expand menu options that appeal to international students and students with dietary considerations (i.e., gluten-free, vegetarian and vegan)
- Reassess current food outlets and design menus that meet student needs in terms of wait times and prices
- Offer a casual dining atmosphere, in line with fast food restaurants, cafés, and bar & grill restaurants

COMMUNICATIONS & ENGAGEMENT

- Improve consistency and balance in communicating all areas of the MSA
- Complete an organizational rebrand to re-establish the MSA as a student resource on campus
- Investigate and implement a tool for email communication
- Balance the offerings of events between fun (i.e., music, comedy) and development/personal improvement (i.e., career and networking, health and wellness).
- Offer events at a variety of times throughout the day and evening to accommodate different class schedules

THE YEAR IN REVIEW

The Mohawk Students' Association provides trusted, helpful, and relevant services to support students through the full college cycle. Highlights of some of these services for the 2017/18 year include:

LEGAL AID SERVICE

The MSA Legal Counsellor, William Reid, provides free legal advice to students on a number of topics including landlord/tenant issues, family law, and other relevant areas. He is on campus one afternoon per week to meet with students. In the 2017/18 year, William had 418 appointments. William also assists the MSA with student legal seminars including a seminar geared towards international students to help them understand Canadian law.

FOOD BANK VISITS



The MSA food bank is a vital service on campus that allows students to focus on their studies, instead of worrying about where their next meal is coming from. Students who register may pick up a pre-packaged bag, twice per month. Each bag contains breakfast foods

and non-perishable items such as pasta and sauce, canned vegetables, soups and fruits, as well as snack items and personal hygiene items. In 2017/18 the food bank had 362 visitors. A number of College departments and individual students and staff helped support the food bank with cash and in-kind donations totalling more than \$28,000.

EMERGENCY LOANS

The MSA provides short-term, interest-free emergency loans to students in need, whether they are waiting for OSAP, in between pay-cheques, or just short on funds. Students may receive a loan of \$150, once per semester. In dire emergencies,

with the support of the College's Counsellors and Student Success Advisors, a few students each year have their loans converted to grants. In 2017/18, loans were received by 262 students, with a total value of \$39,500.

EQUIPMENT LOANS

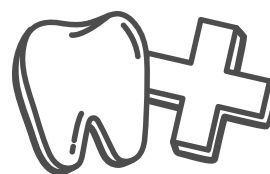
Students who forget their required classroom equipment may borrow a number of items from the MSA, free of charge, for a period of two days. Available equipment includes lab coats, safety glasses, calculators, and other items specific to academic programming at each campus. This year, 4,470 items were borrowed across all campuses.



4,470
ITEMS BORROWED

STUDENT HEALTH AND DENTAL PLAN

The MSA has contracted Studentcare to provide affordable health and dental benefits for our students. At a cost of \$180 per year, students have coverage for eligible prescription medications, dental services, and medical practitioners such as physiotherapists, chiropractors, and massage therapists. Coverage also includes travel insurance, and more. Over 14,000 students were included in the plan for the 2017/18 year, and 147 dependants were enrolled. Overall, health claims totalled \$620,765 and dental claims totalled \$944,785.



\$1,565,550
IN HEALTH & DENTAL
CLAIMS

HOME AND AUTO INSURANCE

The MSA has partnered with The Personal Home and Auto Group to provide discounted insurance rates to all Mohawk College students. In the 2017 policy year, 399 students requested quotes with 133 students opting in to the service. In total, there were 513 active policies for the year.



SOCIAL MEDIA

In the 2017/18 year, the MSA operated social media accounts through Facebook, Twitter and Instagram to connect with students about services, events and other important information. Here are a few statistical highlights from the year:



MSA Facebook	MSA Instagram	MSA Twitter
Number of Posts: 284	Number of Posts: 104	Number of Posts: 257
Total Page Likes: 9,488	Total Followers: 2,665	Total Followers: 7,125
Total Post Engagements: 107,204	Total Impressions: 254,829	Total Impressions: 856,700
Total Organic Reach: 92,340		

HEATH STUDY LOUNGE

The Heath Study Lounge was created as a student-driven initiative to provide more study space on campus. Students can study in open areas on a walk-in basis, and can also book group rooms at no cost. Through 2017/18 group spaces were booked in advance during 48% of operating hours.

CONSIGNMENT TICKETS

The MSA sells attraction tickets at a discounted rate to students, staff, alumni and the community. Attractions include Canada's Wonderland, Wild Water Works, Darien Lake and the African Lion Safari. During the 2017/18 year, a total of 176 consignment tickets were sold.



SPECIAL EVENTS

Throughout the year, the MSA hosts events and activities attended by thousands of students at all three campuses. This includes a range of activities, including some designed to help students de-stress and others that support academic success. Events executed during the 2017/18 year include:

Concerts	7
Common Hour Events - Fennell	18
Other Special Events - Fennell	49
Other Special Events - Stoney Creek & IAHS	79
Total Events & Activities - All Campuses	153

MAJOR CONTRIBUTIONS



Eva Rothwell Centre



**STUDENT
LIFE**



A BETTER COMMUNITY DAY

A Better Community Day, also known as 'ABC Day' or 'ABCD', is an event that partners volunteers with local not-for-profit organizations to facilitate a day's worth of positive action in the community. Each year, ABC Day contributes over \$10,000 in donations to community organizations.

ABC Day started as a grassroots volunteer initiative led by the 2015/16 MSA Board of Directors, and has since grown into an annual Hamilton community event. The vision behind ABC Day is to make tomorrow's Hamilton better than today's through volunteer activities across the city.

The inaugural ABC Day took place on April 3, 2016 with nearly 100 participating students and community members who signed up to support one of three local organizations. Since then, the event has grown each year.

ABC Day 2017/18 offered volunteer opportunities with ten different organizations: Able Living Services, Mohawk College's Sustainability Office, Stewards of Cootes Watershed, Kiwanis Boys & Girls Club, Escarpment Project: Redhill Valley, Escarpment Project: James Street Stairs, Mohawk College's Student Life department, Eva Rothwell Centre, Hamilton-Burlington SPCA, and Food4Kids.

More than 150 volunteers participated, resulting in over 600 hours of volunteering. The MSA also donated \$9,500 to 19 community organizations for ABC Day 2017-2018.

To date, ABC Day has received media coverage in local news outlets, including the Hamilton Spectator and Hamilton Mountain News. The MSA's fourth annual ABC Day will once again build on the success of previous years. The 2018/19 ABC Day is scheduled to take place on Saturday, April 6, 2019.

MAJOR CONTRIBUTIONS



2018/2019 MSA Board of Directors

COMMUNITY DONATIONS

Each year, the Board of Directors makes several donations to community causes that are important to Mohawk students. Donations also support on- and off-campus events and activities that enhance academic and personal success for Mohawk students.

In addition to monetary donations, the Board of Directors donates space for activities and events in the Student Centre that support academic programming and student employment. All donation requests are submitted to the Board by students, and are then reviewed for approval.

Monetary Donations

- Leadership Summit for Women: \$2,000
- NOWIT Student Trip: \$3,000
- Mountaineer Mental Health Month & Suicide Prevention Council: \$1,500
- Best Buddies: \$150
- Student Leadership Development Series: \$1,000
- Fit to Pitch: \$250
- Food4Kids: \$500
- International Department Holi Celebration: \$1,143

Total Contributions: \$9,543

In-Kind Donations

- Popsicle Stick Bridge Competition
- International Student Welcome
- Photo Night
- Explore Program Gala
- Backpack to Briefcase
- Computers to Eva Rothwell Centre
- McKeil School of Business – Day One Convocation
- Carpe Noctem Events (2)
- Wellness Expo
- Special Olympics
- Fit to Pitch
- Engineering Meet the Grad Night
- ECE February Flurry Conference
- Lunar New Year Event
- Engineering Technology Manufacturing Industry Night
- BASEF

Total Value: \$9,000

FINANCIAL REPORT

BY TOMMY WILLIAMS, VP FINANCE

MacGillivray Chartered Accountants & Business Advisors (MacGillivray) have audited the financial statements of the Mohawk Students' Association (MSA) for the year ended April 30, 2018. Jim Horn and Gail Almond led the audit and have audited the MSA's financial statements for the previous seven years, originally under Horn Almand Chartered Accountants before joining MacGillivray on November 1, 2016.

- These financial statements were audited in accordance with Canadian Generally Accepted Auditing Standards. It is MacGillivray's opinion that the financial statements present fairly, in all material respects, the financial position of the Mohawk Students' Association and the results of its operations for the year ended April 30, 2018 in accordance with Canadian Accounting Standards for not-for-profit organizations.
- Included in the audit are the statement of financial position, statement of operations, statement of changes in fund balances, and statement of cash flows.

Based on the 2017-18 budget, the Board decided not to increase to the Student Activity Fee which remained at \$200 per academic year. The Student Activity Fee saw an increase of 4.4% over the previous fiscal year for a total of \$3,281,214. Included in the Student Activity Fee is \$108,260 from MCACES and \$26,660 from the Apprenticeship Fee.

Year	Student Activity Fee
2015/16	\$190.00
2016/17	\$200.00
2017/18	\$200.00

This year's audit has confirmed the following changes in fund balances:

Account	Result
Net Income	\$264,814
Operating Fund	\$367,434
Capital Fund	\$102,620
Medical Plan Fund	\$37,652

The major expenses for fiscal 2017/18 were:

Expense	Cost
Office Renovation	\$20,700
Digital Monitor Relocation	\$17,300
Furniture for the Arnie and Cellar	\$13,100
Combi Oven	\$21,100
Cellar Murals	\$8,300
Pool Tables	\$6,400

The Association's financial position continues to be strong with \$2,118,356 in cash and \$1,799,171 in investments as of April 30, 2018. The Health Care Plan had a deficit of \$37,652. This was a conscious decision made by the Board to allow the premium paid by students to remain at \$180.00 while offering more value to the students within the plan at a cost of \$181.18. The Internally Restricted Fund balance continues to be in a surplus position of \$354,390 as of April, 30, 2018 allowing the Board future opportunity to include value added services within the plan.

FINANCIAL AUDIT



Gail C. Almand, CPA, CA
Brian L. Braun, CPA, CA
George Karteros, CPA, CA
Jamie R. Mitchell, CPA, CA, CBV
David J. Straughan, CPA, CA

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Mohawk Students' Association

We have audited the accompanying financial statements of Mohawk Students' Association, which comprise the statement of financial position as at April 30, 2018, and the statements of operations, changes in fund balances, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Mohawk Students' Association as at April 30, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in blue ink that reads 'MacGillivray Brampton'.

Mississauga, Ontario
September 19, 2018

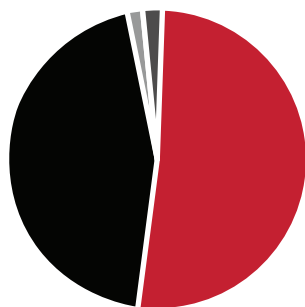
CHARTERED PROFESSIONAL ACCOUNTANTS
LICENSED PUBLIC ACCOUNTANTS

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www.macgillivray.com

FINANCIAL BREAKDOWN

2017-2018 FUNDING

The chart below provides an overview of the MSA's primary sources of funding/revenue.



- Student Activity Fee: (63%) **\$3,251,214**
- Food, Beverage & Catering Operations: (32%) **\$1,625,098**
- External Revenue: (1%) **\$59,163**
- Other User Fees: (4%) **\$235,104**

2017-2018 EXPENSES

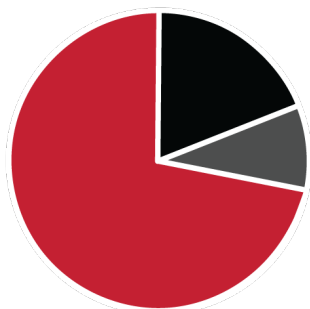
The chart below illustrates how funds were spent, broken down into key areas of operation.



- Capital: (13%) **\$633,695**
- Administration, Staffing & Facilities: (30%) **\$1,490,549**
- Student Government: (5%) **\$221,350**
- Student Services: (4%) **\$182,047**
- Communications & Events: (12%) **\$582,380**
- Food, Beverage & Catering: (36%) **\$1,788,093**

2017-2018 RESERVES

The Health Plan reserve is a restricted fund that is used only to cover costs of the Health Plan over and above the collected premiums. The Contingency Fund is used only to cover operating costs in the event of significant shortfalls in revenue or for a major unbudgeted expenditure. The remaining reserve funds represent the MSA's investments, and liquid assets that support day-to-day operation.



- Contingency Fund: (19%) **\$750,000**
- Health Plan Reserve: (9%) **\$354,389**
- Operating Funds & Investment Surplus: (72%) **\$2,813,138**

A complete list of audited financial statements is available online at www.mohawkstudents.ca/agm



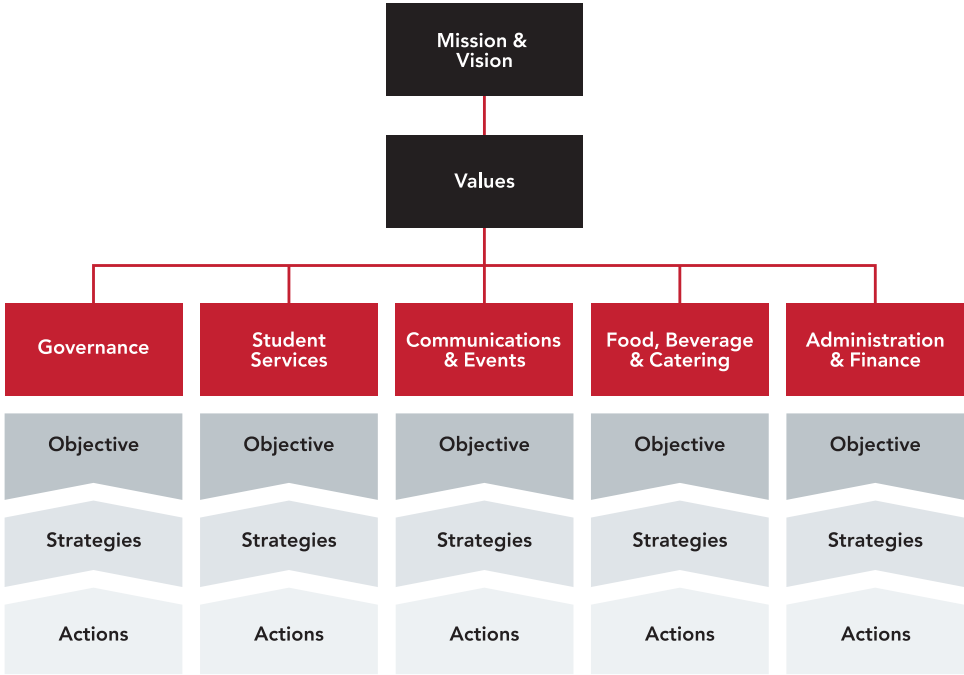
MOVING FORWARD

2017-2020 STRATEGIC PLAN

In October 2017, the MSA Board of Directors formally endorsed the 2017-2020 Strategic Plan. The 2017-2020 Strategic Plan establishes realistic, achievable goals that will make a positive impact on the overall quality of the student experience at Mohawk College.

The Strategic Plan provides a roadmap for decision-making, and will enhance continuity across multiple Board terms by setting a high-level direction for the organization while allowing for flexibility as the post-secondary environment evolves.

The Strategic Plan is designed around the five key areas that set a strong foundation for the organization: Governance, Student Services, Communications & Events, Food, Beverage & Catering, and Administration & Finance. For each area, the Board of Directors has established an objective that represents a multi-year outcome that is achieved as a result of implementing the Strategic Plan.



As shown above, each department objective is supported by a series of related strategies that will act as the blueprint for achieving the goals of the Strategic Plan. The strategies also include a set of actions that enable year-over-year progress in implementing the Strategic Plan, and realizing its objectives.

To learn more, visit www.mohawkstudents.ca/strategic-plan to read the full 2017-2020 Strategic Plan.

2018/2019 STRATEGIC PRIORITIES

Each April, the MSA staff and Board of Directors develop an annual implementation plan that reaffirms the organization's commitment to the objectives and strategies identified in the Strategic Plan. For the 2018/19 year, the MSA will focus on the following strategies:

GOVERNANCE

- Increase engagement of students through the Student Rep program
- Modify the Board structure to improve communication and ensure that the satellite campuses are further engaged
- Identify a clear advocacy framework for student and campus issues and increase promotion of the MSA advocacy role

STUDENT SERVICES

- Increase awareness among students of available services
- Undertake an analysis to understand and respond to gaps in service provision for students
- Develop and evaluate a new program and service delivery model for all Mohawk Campuses and partner locations



Frosh 2018, MSA Plaza

COMMUNICATIONS AND EVENTS

- Create and support programs, activities, and events to engage students at all campuses
- In partnership with the Board and Management team, develop an organization-wide communications strategy, including individual plans for each division
- Successfully complete and implement an organizational re-branding exercise

FOOD, BEVERAGE & CATERING

- Establish a profitability framework for food, beverage, and catering
- Conduct an ongoing review of food offerings to ensure menus reflect changes in campus demographics, and consumer demand
- Regularly monitor and communicate data and feedback on operations to the Board
- Successfully complete the Food, Beverage and Catering revitalization project and launch the production kitchen

ADMINISTRATION

- Undertake a space utilization planning process
- With the Management team, identify opportunities to utilize available data to form recommendations for financial, service and activity growth for the MSA
- Undertake a complete review of current MSA process and systems, and develop new and/or change processes where necessary
- Develop programs and initiatives focused on improving recruitment, retention and overall staff engagement.



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