



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

Minutes of the One hundred and Fifty-eighth regular meeting of the Board of Governors

Tuesday, May 26, 2020
4:00 to 6:00 pm

Via Zoom Meeting

Members Present:	Ray Pisani (Chair)	Daryl Kruper (Vice Chair)	Dr. Ray Block
	Chahd Alkahwaji	Valerie Berger	Vi Becker
	Tara Chahl	Jamie Corfield	Dr. Annemarieke Hoekstra
	Yasmin Jivraj	Priti Laderoute	Janet Riopel
	Marlea Sleeman	Karen Velasco	Paul Verhesen
	Kristina Williams	Pan Zhang	
Resources:	Dr. Sue Fitzsimmons	Sandra Marocco	Jeff Dumont
	Clayton Davis		
Regrets:	Kris Mauthe		
Recorder:	Sandy Timmer		

1 CALL TO ORDER

Mr. Ray Pisani, Board Chair, welcomed everyone to the fifth and last Board meeting of the academic year 2019-2020. We are once again, having a virtual meeting as we adhere to the social distancing guidelines due to the COVID-19 pandemic.

Mr. Pisani welcomed Mr. Andy Neigel, a new board member recently appointed to NAIT's Board of Governors. Mr. Neigel is the President and CEO for CAREERS: The Next Generation Foundation. He is also a member of the Skills for Jobs Task Force that the Provincial Government has implemented. Mr. Neigel is a NAIT alumni from the Forestry program and he also taught courses at NAIT. Mr. Neigel's perspectives will be a valued addition to the Board of Governors.

Mr. Neigel was appointed to the Board as Mr. Daryl Kruper is winding up his term on the Board which is to conclude on June 6th. Mr. Pisani thanked Mr. Kruper for his outstanding contributions

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to the Board and to NAIT over the past six years. It was noted that under Mr. Kruper's six years on the Campus Development Committee, three years as Chair, over a half billion dollars of capital expansion has occurred at NAIT! As Chair of the HR Committee and Vice Chair of the Board, Mr. Kruper has had a significant impact to the Board of Governors. Mr. Kruper also led the Search Committee as they worked through the search process for a new president for NAIT. These are all remarkable achievements for a Board member and the Board thanked Daryl for all that he has done. Mr. Kruper is also a proud NAIT alumnus.

Mr. Pisani then turned to today's meeting and what is to be covered. Mr. Pisani noted that much has transpired since the last Board meetings on February 28th and April 2nd. At the February 28th Board meeting, the Board received the transitional plan that management put forward and, after having a month to consider it and ask questions of management, the Board approved the plan on April 2nd. At the same time, Alberta was being faced with the growing COVID-19 pandemic. The campus closed in mid-March and staff were asked to work from home. Instructors learned to teach remotely in three days and all staff who could, shifted to working from home.

Mr. Pisani acknowledged the swift actions and capabilities of our IT staff to help instructors quickly move to online teaching and for assisting those staff who were able to work from home.

The pandemic has added more pressure to our budget. Today we will have the final budget presentation for the Board's approval, and this will be submitted to the Minister. Although the government recently extended the deadline submission to June 30, 2020, it is our intention to submit it before then.

Mr. Pisani noted the key items the Board will vote on today:

- The 2020/21 Budget and 2021/22 to 2022/23 Forecast
- The set-up of New and Renewal Year-end Funds and Reserves
- Approval of NAIT's amended Code of Ethics and Conduct Policy for approval by the Ethics Commissioner
- Proposals for two program terminations, a diploma program termination for a program that never started, and a new one-year program certificate to replace a recommended suspension of a two-year diploma program
- To better align with the Provincial Government, and for better clarity for reporting purposes, Management is recommending that we change NAIT's year-end to March 31 from June 30, subject to Ministerial approval
- We have tuition fees to approve for two new programs
- NAIT's Roles and Mandate Document has been refreshed and will be submitted to the Ministry for approval after Board approval
- With Daryl Kruper's time on the board winding down, we need to appoint a new chair of the Campus Development Committee effective June 7, 2020

Mr. Pisani advised that there will not be verbal reports from the Committee Chairs as a summary of the committee meetings is included in the meeting materials. There will also not be time for verbal reports from NAIT's Executive. If any Board member has a question about an Executive's report, please send it to them directly or through Sandy.

We will have a presentation on the Budget from Mr. Dumont and the NAIT Executive will then have a presentation on our relaunch plans for the fall.

1.1 Approval of the Agenda

Mr. Pisani asked if there were any changes to the agenda and no changes were made. He asked if any Board members had a conflict of interest to declare with the agenda items and no conflicts were raised.

Moved by Kristina Williams that the agenda be approved as presented.

Carried

1.2 Approval of the Minutes of the Meeting held on April 2, 2020

Moved by Yasmin Jivraj that the minutes of the Meeting of April 2, 2020 be accepted as presented.

Carried

1.3 Approval of the Minutes of the Meeting held on February 28, 2020

Moved by Yasmin Jivraj that the minutes of the Meeting of February 28, 2020 be accepted as presented.

Carried

1.4 Business Arising from Minutes

There was no business arising from either of the previous two meetings.

2 CONSENT AGENDA

Mr. Pisani asked if any members wished to remove any item from the Consent Agenda to the main agenda and no items were moved.

2.1 Accepting Minutes and Receiving Committee Reports

The following items were approved by consent agenda, as there was no request to move any item(s) to the regular agenda.

2.1.1 Academic Council – Minutes of the Meeting on April 20, 2020 (*Item 4.1.1*)

2.1.2 Academic Council – Minutes of the Meeting on March 30, 2020 (*Item 4.1.2*)

2.1.3 Academic Council – Termination of the Bachelor of Applied Business Administration - Accounting (Applied Degree) (*Item 4.1.3, and Appendix A*)

Moved by Dr. Ray Block that the Board of Governors approve the termination of the Bachelor of Applied Business Administration – Accounting (Applied Degree) effective December 31, 2020.

2.1.4 Academic Council – Termination of the Advanced Accounting Post-Diploma Certificate (*Item 4.1.4, and Appendix B*)

Moved by Dr. Ray Block that the Board of Governors approve the direct termination of the Advanced Accounting Post-Diploma Certificate as it was never implemented.

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- 2.1.5** Academic Council – Dental Assisting Technology (Diploma) Program Suspension (*Item 4.1.5, and Appendix C*)

Moved by Dr. Ray Block that the Board of Governors approve the suspension of the Dental Assisting Technology (Diploma) program with the suspension to take effect July 1, 2021 and end June 30, 2022 to enable the transition to the Dental Assisting Certificate.

- 2.1.6** Academic Council – Dental Assisting (Certificate) Program Approval (*Item 4.1.6, and Appendix D*)

Moved by Dr. Ray Block that the Board of Governors approve the new Dental Assisting (Certificate) Program effective July 1, 2021.

- 2.1.7** Campus Development Committee - Minutes of the Meeting on April 14, 2020 (*Item 4.2.1*)

- 2.1.8** Board Executive Committee – Minutes of the Meeting on April 27, 2020 (*Item 4.3.1*)

- 2.1.9** Board Executive Committee – Minutes of the Meeting on March 3, 2020 (*Item 4.3.2*)

- 2.1.10** External Relations Committee – Minutes of the Meeting on April 9, 2020 (*Item 4.4.1*)

- 2.1.11** Audit Committee - Minutes of the Meeting on May 5, 2020 (*Item 4.5.1*)

- 2.1.12** Audit Committee - Compliance Certificate–January 1-March 31, 2020 (*Item 4.5.2*)

- 2.1.13** Finance Committee - Minutes of the Meeting on May 14, 2020 (*Item 4.6.1*)

- 2.1.14** Finance Committee - Minutes of the Meeting on May 5, 2020 (*Item 4.6.2*)

- 2.1.15** Finance Committee – Approval of Changing NAIT’s Year-End to March 31 from June 30 (*Item 4.6.4*)

Moved by Val Berger that the Board of Governors approves a move from a June 30 year-end to a March 31 year-end date beginning March 31, 2021, subject to Ministerial approval.

- 2.1.16** Finance Committee – Tuition Fee Recommendations for New Programs (*Item 4.6.6*)

Moved by Val Berger that the Board of Governors approves the Tuition Fee Recommendations for New Programs as presented.

- 2.1.17** Finance Committee - Quarterly Financial and Investment Report for the Quarter Ended March 31, 2020 (*Item 4.6.7*)

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2.1.18 Governance Committee - Minutes of the Meeting on March 13, 2020 (*Item 4.8.1*)

2.1.19 Governance Committee – Approval of the Mandate and Roles Document (*Item 4.8.2*)

Moved by Yasmin Jivraj that the Board of Governors approve, subject to the approval by the Premier and Minister of Advanced Education, the proposed Mandate and Roles Document for NAIT, with such non-substantive changes that management of NAIT considers necessary or advisable.

2.1.20 Governance Committee – Approval of the Appointment of the Chair of Campus Development Committee (*Item 4.8.3*)

Moved by Yasmin Jivraj that the Board of Governors approve the appointment of Paul Verhesen as Chair of the Campus Development Committee to be effective June 7, 2020.

2.1.21 Governance Committee – Asynchronous Vote of the Board of Governors of March 25, 2020 to approve the process for the appointment of Vice Chair of the Board (*Item 4.8.4*)

2.1.22 Human Resources Committee - Minutes of the Meeting on April 14, 2020 (*Item 4.9.1*)

Moved by Janet Riopel that the Consent Agenda items be approved as presented.

Carried

3 NAIT EXECUTIVE MANAGEMENT REPORTS

3.1 Office of the President and CEO

3.1.1 Risk Report

3.1.2 President's Activities

3.2 VP Academic and Provost

3.3 VP Administration and CFO

3.4 VP Industry Partnerships and CMO

3.5 Executive Director, Human Resources

Moved by Annemarieke Hoekstra that the written Executive Management reports be accepted for information.

Carried

4 COMMITTEE REPORTS

4.1 ACADEMIC COUNCIL

- Written Committee Chair's Report provided in meeting package

4.2 CAMPUS DEVELOPMENT COMMITTEE

- Written Committee Chair's Report provided in meeting package

4.3 EXECUTIVE COMMITTEE OF THE BOARD

- Written Committee Chair's Report provided in meeting package

4.4 EXTERNAL RELATIONS COMMITTEE

- Written Committee Chair's Report provided in meeting package

4.5 AUDIT COMMITTEE

- Written Committee Chair's Report provided in meeting package

4.6 FINANCE COMMITTEE

- Written Committee Chair's Report provided in meeting package

4.6.4 Finance Committee – NAIT 2020/21 Budget and 2021/22 to 2022/23 Forecast

Ms. Val Berger reviewed the 2020/21 Budget and 2021/22 to 2022/23 Forecast with the Board. Ms. Berger advised that with the Transformation Plan as presented to the Board in February, NAIT was on track to have a balanced budget for 2020/21. The impact that the COVID-19 global pandemic has had on NAIT has been significant on both the in-year financials and also in preparing the 2020/21 Budget.

As NAIT closed its campus in March because of the pandemic, we have also seen a dramatic decline in revenue as all of the ancillary revenues were halted. This included areas such as food services and parking. The institute was also required to provide refunds to students whose classes were cancelled due to the pandemic. While costs in some areas were reduced because of the closure, it was not enough to offset the significant declines in revenue.

Preparing the budget for 2020/21 was especially challenging due to the unknown costs related to COVID-19. With the restrictions of coming on to campus, we are working to understand student behaviour with the move to distance learning. There is also the threat of a second wave of the virus over the summer or early fall.

(Motion made after Budget presentation in Tab 5)

4.6.5 Finance Committee – Set-up of New and Renewal Year-End Funds and Reserves

Ms. Berger reported that at every year-end, the Finance Committee reviews the various internally restricted reserves and recommends appropriations as required. The Finance Committee was advised that there is a new reserve being recommended to reinvest net revenues from the sales of the Individual Learning Modules (ILMs) back into the development of future ILMs. The ILM sales are estimated to be \$250,000 net revenue.

Ms. Berger advised that while student housing is still a significant priority for NAIT, with the recent budget impacts and likely a delay in student housing development, it was recommended to use a portion of those reserve funds for a new Technology Transformation Fund to support work-from-home technology needs for staff and blended learning initiatives. It is being recommended to move \$5M from the \$9.7M Student Housing Reserve to the new Technology Transformation Fund and the balance to the unrestricted accumulated operating reserve.

The Strategic Investment Fund is an on-going reserve to support strategic opportunities that arise. It is being recommended to approve a top-up allocation to the June 30, 2020 unallocated balance to \$3M.

(Motions made after Budget presentation in Tab 5)

Ms. Berger advised that a potential new member for the Investment Advisory Sub-committee (sub-committee of the Finance Committee) is being considered. Ms. Maria Holowinsky has an extensive and impressive background in the investment management field and would be a strong addition to the sub-committee. Kerry Brown – chair of the sub-committee, Dr. Block and Mr. Dumont will meet with Ms. Holowinsky.

4.7 FOUNDATION TRUSTEES

- The Foundation did not meet this quarter

4.8 GOVERNANCE COMMITTEE

- Written Committee Chair's Report provided in meeting package

4.8.5 Governance Committee – Approval of NAIT's Code of Ethics and Conduct Policy

Ms. Yasmin Jivraj, Chair of the Governance Committee, advised that NAIT's Code of Ethics and Conduct Policy has been in place for one year. During that time, we have received feedback from staff members on the contents of the Code. We have also

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reviewed the Codes of Conduct of other post-secondaries and this has resulted in several updates to our Code of Ethics and Conduct Policy.

Ms. Jivraj noted that the Governance Committee reviewed the existing Code at their meeting in March with the recommended amendments. The Governance Committee supported the recommended changes. The amendments were then provided to the Ethics Commissioner's office to review prior to the revised Code coming to the Board for approval. Any amendments to the Code of Ethics and Conduct Policy must be approved by the Office of the Ethics Commissioner pursuant to the *Conflicts of Interest Act*.

Ms. Jivraj invited Heather Murray, NAIT's legal counsel, to provide additional comments. Ms. Murray advised that some changes made to the Code included to provide clarity that some sections would not apply to contractors to NAIT who are paid by our Accounts Payable department.

The proposed amendments that were sent to the Ethics Commissioner inadvertently removed the provision for Board members to declare other employment or appointments. The Ethics Commissioner brought this to our attention, and this was corrected.

Ms. Murray reviewed the other amendments and noted that a statement was added that for conflicts with the Collective Agreement and the Code of Ethics, the Collective Agreement would override the Code. A clause was added regarding interpersonal relationships that states it is not appropriate for a person who has direct authority over another to have a personal relationship with that person.

Provisions were added to the Code indicating that in stated circumstances, concurrent employment or activities would be considered pre-approved by NAIT unless the concurrent employment or activities would otherwise create an actual or perceived conflict. However, the Ethics Commissioner specifically requested that academic full-time staff not have other external full-time employment, and that change was made to the proposed amendments. An appeal provision was added for staff to appeal a decision of a conflict of interest regarding external employment.

If a staff member has stated a conflict of interest with the HR Department due to concurrent employment or activity, unless there is a significant change, there is no need to declare the conflict every year.

There were no concerns on the changes being made to the Code of Ethics and Conduct Policy.

Moved by Yasmin Jivraj that the Board of Governors approve the recommended amendments to NAIT's Code of Ethics and Conduct Policy, subject to final approval by the Ethics Commissioner.

4.8.6 Committee and Chair Appointments

Mr. Ray Pisani was pleased to advise the Ms. Val Berger has been declared the Board Vice Chair effective June 7, 2020 once Daryl Kruper's term on the Board and as Vice Chair concludes on June 6, 2020.

The Governance Committee will be reviewing the Skills Matrix of our public board members along with the current committees' membership to see if any changes need to be made. With Mr. Kruper's departure on June 6th, we will need to replace the Chair for the HR Committee. In the interim, Mr. Pisani will chair the HR Committee until a new Chair can be appointed. Mr. Paul Verhesen has been named as the Chair of the Campus Development Committee effective June 7th.

4.9 HUMAN RESOURCES COMMITTEE

- Written Committee Chair's Report provided in meeting package

Moved by Ray Pisani that the Board of Governors accept the written Committee Chair reports as circulated for information.

Carried

5 BUDGET PRESENTATION

Dr. Ray Block advised that NAIT management has endeavoured to keep the Board informed as we moved along with the proposed transitional changes that were presented to the Board on February 28th. The Board then approved those plans at its meeting on April 2nd.

As the COVID-19 pandemic started to impact Alberta in mid-March and NAIT had to swiftly adjust to the Government's directions to close campuses and switch to teaching and working remotely, a new world emerged. NAIT was able to move all programs online within three days so that our students did not fall behind. As mentioned by Mr. Pisani, our IT staff quickly assisted our teaching staff with technology to remotely instruct our students. They also assisted our administration with technology so that most areas of NAIT were able to continue operating.

Dr. Block wished to acknowledge the outstanding work of our Emergency Operations Centre (EOC) and the Emergency Response Communications Team (ERCT). They were brought together quickly and kept our NAIT community informed as the fluid impacts of the pandemic were felt across our campuses.

Although we had planned for some staff reductions in the transitional plan with the voluntary departure program and budget reductions, the pandemic also affected other staff who could not work from home when the campuses closed. Dr. Block noted that it has been a difficult time for staff as we were not able to physically say goodbye to those who took the voluntary departure program or whose jobs were lost with the implementation of the transition plan.

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We have worked through our budget and adjusted as necessary for the effects of both the funding cuts and the impacts of COVID-19. Dr. Block invited Jeff Dumont to speak to the Budget presentation.

Mr. Dumont provided an overview of the budget to be submitted to Government by May 31, 2020. He noted that there were several factors that have influenced our budget, with the two largest impacts coming in the past eight months. With our government grants since 2013/14 not keeping pace with inflation and then tuition being frozen for five years, our budget has gone from a surplus to a deficit budget. The economic challenge in 2017/18 in Alberta exacerbated this situation with large reductions in apprentice registrations as well as the loss of our lights-on funding for the new CAT building. The reduction in apprentice registrations also led to severance costs for multiple years.

While NAIT faced these strains to the budget, we used a strategic but moderate approach to return to a balanced budget by 2019/20, or a three-year plan.

In September 2019, the Government released the “Blue Ribbon Report” on Alberta’s finances and it stated that government needed to cut its funding to post-secondary institutes. These funding changes from the Report led us to develop our Transformation Plan. We had to be aggressive but strategic in the Plan. The Blue Ribbon Report forced us to look at our processes, productivity and defining our core functions. We had to make changes in 2019/20 to bring us back to a balanced budget, which we were on track for.

And then COVID-19 hit. As a global pandemic, it impacted and affected everyone across the world. The price of oil dropped to an all-time low which greatly affected the Alberta economy. Essentially, everything came to a halt. This included our operations by hollowing out our many revenue streams and adding significant uncertainty to this year’s budget process. This now added another layer to trying to meet the goal of a balanced operating budget by 2020/21. However, NAIT’s budget approach remains strategic and aggressive.

With these budget challenges also comes opportunities to accelerate certain aspects of the Transformation Plan as we work to Build Back Better. We’ve made improvements to our technology and realized we can do distance teaching for many of our programs and will work to develop blended models where possible for remote and in-person teaching. Many staff who are working from home have indicated that they prefer to do so.

Mr. Dumont advised that as the Government replaced the Comprehensive Institutional Plan (CIP) with the new Investment Management Agreement (IMA), we now have performance targets to meet. If those targets are not met, there are funding penalties attached to them. The initial performance measures are:

- Reducing total expenditure levels
- Reducing the administrative expense ratio
- Increasing student enrollment numbers for domestic, international and indigenous students

Mr. Dumont also advised that we also were just recently advised that the Government moved the due date for budget submissions to June 30th from May 31st. As many post-secondaries expressed concerns with the deadline, COVID-19 and targets, the Government has listened and moved the submission date. However, it is NAIT’s intention to submit our budget prior to that date.

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As we have not yet received the anticipated land grant funds of \$30M, NAIT now expects to have a deficit for the fiscal year of approximately \$34M. This is due to \$16M in one-time severance costs for staff reductions from the reduced government funding; and, \$18M due mainly to significant revenue declines because of the campus closure.

For 2020/21, we are budgeting \$339.5M in revenues and \$338.9M in expenses for a small budget surplus (which includes the \$30M land grant funds).

The COVID-19 factors built into the 2020/21 Budget include:

- Reduced revenues due to closed facilities and lower student numbers
 - \$33M decline in credit program tuition
 - \$5M decline in Continuing Education tuition
 - \$6M decline in Industry Training
- The above is offset by \$20M in lower expenses although we cannot shed expenses as quickly or cheaply as lost revenue
- \$6M decline in commercial and ancillary net revenues

Mr. Dumont noted that NAIT maintains a strong balance sheet and has the net assets and cash flows to manage this crisis. He cautioned that should a second wave of the pandemic occur later this year or this situation is prolonged, it would deteriorate our financial position, so careful management is critical.

We also need to understand student behaviour for the fall and what our registrations will look like. We are working towards a partial campus opening in the fall with restrictions. We do not anticipate a full campus opening until January 2021. We will still continue to teach as many programs as possible online for the time being. There is still uncertainty for years 2 and 3 with the budget. Reputational risk is also top of mind while we plan a relaunch for fall. We will also have to look at alternative revenue streams.

A discussion ensued with Mr. Dumont after his presentation on various aspects of the budget. The budget being approved is for our current fiscal year, that is to June 30, as the new fiscal year-end of March 31 has not yet been approved by the Minister.

Moved by Val Berger that the Board of Governors the approve the budget 2020/21 and forecasts for 2021/22-2022/23, with such non-substantive changes that management of NAIT considers necessary or advisable.

Carried

Moved by Val Berger that the Board of Governors approves of the changes to the Funds and Reserves as presented.

Carried

6 PRESENTATION

6.1 *Turning the Dial* (vs. flipping the switch)

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Dr. Ray Block introduced the presentation from NAIT's Executive Management Committee on the relaunch and recovery plans for the fall. As mentioned earlier, from this crisis, we also learned how nimble we can be. We have a once-in-a-lifetime opportunity to think about what we want when we come back, and we want to come back better than before. Our relaunch approach will be paced and methodical and we will make decisions that are in the best interests of NAIT.

We have created guiding principles, objectives and statements to steer our short- and longer-term future. This will be a careful turn of the dial as opposed to a quick flip of the switch. This presentation was shared with the Audit and Finance Committees and their feedback was helpful.

We will continue to safeguard the health and safety of our students, staff, industry partners and on-campus stakeholders with the relaunch. We will also continue to provide an exceptional student experience with strong student outcomes. This also applies to our industry partners to ensure there is a strong industry/client outcome. We will provide a flexible and accommodating workplace for staff. There will be clear and coordinated communications for the NAIT community on the activities taking place based on the principles and vision of NAIT's Executive Management Committee.

There have been two committees created who are under NAIT's Executive Management Committee. They are the Relaunch Coordination Team (RCT) who will ensure coordinated action plans, and the Relaunch Advisory Committee (RAC) which is comprised of members from all areas across NAIT who will advise the RCT based on the guiding statements, principles and assumptions that have been created.

Dr. Sue Fitzsimmons then addressed our polytechnic education mandate. The pandemic has made us look at what will and what will not change for NAIT. We are committed to our polytechnic differentiators which include:

- Deep industry involvement
- Experiential learning
- Close connections between students and instructors
- Preparing students to succeed in industry

We are also committed to the entire educational career span of students. As an institute of technology, we must embrace the rapidly advancing virtual world. We believe we can remain true to our polytechnic roots while at the same time stepping more fully into the virtual world as we educate and support students on their journey towards career success. It was pointed out that it is not a vision to move from instructor-supported to fully independent learning. But we do have a vision to blend the physical and the virtual in ways that provide strong supports to students and better prepares them for an evolving world.

We issued a student survey recently for their feedback on how NAIT was able to adapt their programs online because of the pandemic. A significant response from the students indicated that the majority of students prefer a combination of virtual and in-class instruction as well as a combination of self-directed and instructor-led learning. Most want to continue their learning with classes in the spring, summer or fall.

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Dr. Fitzsimmons was thrilled to report that over 1,000 staff were recognized by students for their incredible work to keep the classes going for their students and keeping them engaged during the move to the virtual classrooms.

We will continue to provide mostly online learning for the fall and allow students to catch up where needed. We will also be prepared to pivot with the pandemic as required.

Dr. Fitzsimmons then turned the presentation over to Sandra Marocco to speak on our Industry Solutions.

Ms. Marocco indicated that going forward, we will need a more disciplined and integrated approach for our work with industry, because of the drastic changes created due to COVID-19.

A phased and planned approach will help NAIT's Industry Solutions business not just survive but thrive.

Ms. Marocco noted that our services to industry must be driven by industry's most important needs. Industries that we will focus on will be those most critical to Alberta's economic recovery. Our lean structure will enable our ability to adapt and respond as our clients' and industry needs change. We will focus on business intelligence and data-driven decision-making will guide our priorities.

With the changing global trends, we will stay current especially related to the supply chains of our clients and the lasting acceleration to digital adoption that may give rise to needs around new skills, training etc. We will have less reliance on face-to-face business delivery. Our clients will still be the centre of what Industry Solutions does. We will have flexible, agile and adaptable working environments imbedded in our core.

Ms. Marocco asked Mr. Jeff Dumont to speak on our support areas.

Mr. Dumont advised that many areas across NAIT support the ability of the institute to achieve objectives with our two main lines of business – polytechnic education and Industry Solutions. Foundational to everything NAIT does is our people – our staff. Because of the pandemic – when we relaunch – we will do so with an altered culture and fewer people. We will have diminished and diminishing resources, including staff. We will need to have all support areas firmly aligned. As stated earlier, the pandemic is also a catalyst for positive change.

We have supports both front-facing and behind the scenes. Both are essential to NAIT's operations. Regardless of the support services being provided, NAIT's vision is to have supports that are efficient, technology-enabled, and lead to rewarding relationships.

The vision for support services includes the removal of unnecessary barriers and, through improving approaches to provide assistance, enabling increased nimbleness going forward. There will be issues to address and these issues will be managed in a controlled environment.

We will need to ensure we have thoughtful and strategic HR practices. Mr. Dumont then invited Mr. Clayton Davis to speak to the Human Resources component of the relaunch.

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Mr. Davis noted that NAIT's culture is evolving and we will need to guide that change. We are building on what we learned and will empower our leaders and teams to determine what is possible. We will keep health and safety of our staff top of mind with the various cleaning protocols we have in place with a relaunch.

We have mental health programs available for our staff to help them manage through these unprecedented times.

We have great leaders who will work hard to keep NAIT a world-leading polytechnic, a top employer, and provide an outstanding learning experience for our students.

There were no questions for NAIT's Executive on the presentation.

7 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

Moved by Vi Becker that the Board move to an in-camera session.

Carried

No declarations of conflicts of interest were raised from any Board members.

7.1 Presidential Search Update

Mr. Davis indicated that the new President has signed the contract, the Minister has approved it, and the new President will be starting on August 24, 2020.

7.2 Post-secondary Review

Discussed. The Government is doing a review of the post-secondary system in Alberta.

Moved by Andy Neigel that the Board exit the in-camera session.

Carried

8 CORRESPONDENCE

For information.

9 BOARD MEMBER CONTACT LIST

For information.

10 NEXT BOARD MEETING

The next Board Meeting and Retreat date will be Friday, October 16, 2020 at 4:00-7:00 p.m., and the Board's Strategic Planning Meeting will be Saturday, October 17, 2020 (time TBC).

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Mr. Pisani wished to thank Dr. Ray Block for all that he has done for NAIT as this is his last Board meeting. Dr. Block has guided the institute both as its CFO and for the past six months as its President and CEO. Dr. Block has had some of the most challenging months facing the institute and the post-secondary system, but he has steadfastly guided NAIT through these turbulent times. Mr. Pisani extended gratitude on behalf of the Board of Governors to Dr. Block.

11 ADJOURNMENT

Moved by Daryl Kruper that the Board of Governors meeting be adjourned at 6:18 p.m.

Carried



Ray Pisani – Chair, Board of Governors



Sandy Timmer – recorder