



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

Minutes of the One hundred forty-eighth regular meeting of the Board of Governors

Tuesday, December 12, 2017
4:00 to 6:00 pm

O102P Governors' Boardroom

Members Present:	Ray Martin (Chair)	Daryl Kruper (Vice Chair)	Dr. Glenn Feltham
	Yasmin Jivraj	Mary Lynne Campbell	Calli-Rae Barker-Poole
	Jeffrey Mason	Annemarieke Hoekstra	Joel Benitez
	Matthew Woodley	Silvie Forest	
Resources:	Dr. Ray Block	Kevin Shufflebotham	Dr. Sue Fitzsimmons
Regrets:	Ray Pisani	Valerie Berger	Vi Becker
Recorder:	Sandy Timmer		

Mr. Martin welcomed everyone to the second meeting of the academic year and noted that the meeting will be followed by the Festive Dinner where we will honour retired board members.

Mr. Martin noted important items the Board would focus on in the meeting:

- The approval of the Annual Report
- Suspension and deletion of certain academic programs
- Approval of additional funding for the Productivity and Innovation Centre

The Board will also have a presentation from Dr. Feltham on our understanding of campus development in our emerging vision document, NAIT 2021+.

The meeting was then called to order by Mr. Martin.

1. Call to Order

Mr. Martin called the meeting to order at 4:00 p.m.

1.1 Approval of Agenda

Dr. Feltham noted that item 3.1.6 under Academic Council will be deferred to a future Board meeting.

Moved by Mary Lynne Campbell that the agenda be approved as presented.

Carried

1.2 Approval of the Minutes of the Meeting held on October 10, 2017

Moved by Jeff Mason that the minutes of the Meeting of October 10, 2017 be accepted as presented.

Carried

1.3 Business Arising from Minutes

Dr. Feltham noted that we have retained an expert in board governance to review our governance including our bylaws and how we conduct board meetings. An update will be provided at the next Board meeting in February.

2. NAIT Executive Reports

2.1 Office of the President and CEO

2.1.1 Risk Report

2.1.2 President's Activities October 11-December 12, 2017

Dr. Feltham provided an overview of his report that is included in the meeting materials. Dr. Feltham wished to acknowledge the work of Executive, President's Council and Academic Council as well as the broader leadership at NAIT. Glenn noted that in his Risk Report, an additional column has been added to reflect any changes since the last report. Glenn briefly touched on his activities over the past two months since the last board meeting. He commented that he recently had a tour of the Productivity and Innovation Centre (PIC) with various individuals. The building is coming along extremely well and should be ready by April 2018 as anticipated. A further update on the PIC building will be provided to the Board at the February meeting.

Dr. Feltham's main focus for the coming months is to continue updating our vision document, NAIT 2021 in order to build on NAIT 2021+. Glenn has held five Town Halls to begin informing staff on NAIT 2021+ and how their input will be important to this new document. As well, it became necessary to adjust the President's Council group as it was both too large and too small. A smaller President's Advisory Group was formed that includes senior management and these members are also included in the more expanded President's Council group. President's Council now includes all leaders who have direct reports so that they can be informed by Executive and share that information with their staff.

NAIT continues to work on financial sustainability. It will be somewhat more challenging in the coming year due to a reduction in government funding and the tuition freeze but we continue

Board of Governors Meeting – December 12, 2017

to work on ways to find savings. Post-secondary institutions have been asked by the Ministers of Advanced Education and Finance to provide a list of actions estimates of cost savings for the institution by December 15th. A response was provided to the ministers on December 14th.

Our relations with all three levels of government continue to deepen and NAIT has been host to several provincial government announcements as well as a recent federal government announcement by Minister Sohi at the Calgary campus. The Mayor also hosted a conference at NAIT today.

Dr. Feltham was very pleased to announce that Ernest's Dining Room once again received a ranking of one of Canada's Top 100 restaurants as voted on by Open Table diners! NAIT also received the prestigious Top Employer award again this year.

The Staff and Children's Christmas Party on December 2nd was attended by approximately 2600 staff and families. Once again, it was Glenn's pleasure to be Santa Claus!

NAIT's culture of philanthropy continues to grow with 31% of staff contributing to the "NAIT It Forward Campaign" which goes to student bursaries and support.

Dr. Feltham discussed NAIT's risk profile and noted that it remains reasonably stable.

We have begun the search for a new Vice President External Relations. Vi Becker has agreed to sit on the selection committee. In the interim, Glenn is Acting VP External Relations.

Dr. Feltham's report was accepted by the Board and no concerns were raised.

2.2 VP Administration and CFO

Dr. Ray Block discussed NAIT's financial sustainability and added to Dr. Feltham's earlier comment on the government's request for spending restraint for the institution.

The Department acknowledged that the request was specifically made for expenditure reduction strategies; however, increased revenue strategies to reduce the deficit would be appreciated as well.

Eight pillars of NAIT's sustainability plan are outlined in Dr. Block's report. Reference to these pillars, as well as NAIT's Sustainability Task Force, along with additional expenditure reductions strategies totaling \$250K, will be included in our formal response. This will include a reduction in discretionary elements such as hospitality, professional development and training for a saving of \$100,000 and a further \$150,000 through the implementation of a hiring chill.

Dr. Block commented that there is not a lot of time between now and March 31st to impact the provincial deficit. In addition, NAIT has already adjusted for additional costs for taxes from the carbon levy, costs associated with the trades restructuring and the reduction of our lights-on funding by over a half a million dollars.

A positive item to note is that the government recently announced a 1% reduction in LAPP premiums for both employees and employers effective January 1, 2018. This is a savings to NAIT of \$2 million per year and a saving for this fiscal year of \$1 million. This would help us

Board of Governors Meeting – December 12, 2017

reach a break-even budget assuming the anticipated transfer of land of \$14 million is completed by June 30th.

This concluded Dr. Block's report to the Board and no questions were raised.

2.3 VP External Relations and CDO

As noted earlier, Dr. Feltham is the Acting VP External Relations and CDO until a new vice president is hired. The search for the new candidate will be underway early in 2018. Glenn was pleased to advise that the goal of \$100 million for the NAIT: The Essential Campaign has been reached and we will celebrate this achievement in June.

We are working with the department of Corporate and International Training (CIT) and Continuing Education to ensure appropriate programming is in place for PIC as well as their role in the PIC financial sustainability model.

Dr. Feltham advised that a marketing and communications campaign focused on PIC will be rolled out in the New Year to attract industry to PIC. We have seen excellent success with the Essential Campaign and NAIT's brand recognition.

The Board will be kept apprised on the VP External Relations search.

No issues were raised on this report for Dr. Feltham.

2.4 Provost and VP Academic (combined report)

Dr. Sue Fitzsimmons reviewed selected sections of the combined report for the VP Academic and Provost portfolios. Sue noted that she is involved in strategic initiatives with PIC being at the forefront. She is working with her team to ensure that PIC meets all the needs of industry. Sue reiterated Dr. Feltham's earlier comments on the building construction and she anticipates staff moving into PIC this summer.

A market study is being undertaken by an external provider. There will also be a Customer Relations Management (CRM) platform implemented. A formal organization and accountability structure will be developed. There will be "navigators" working across all industry sectors to attract industry users as we shift our thinking to serve clients in all areas of industry.

We have an Advisory Group for PIC which includes industry members such as Brent Hesje, James Cumming and Kerry Brown, who are all past board members but who also have extensive knowledge of what industry would want out of a facility like PIC.

A question was raised if research in the cannabis industry would be considered for PIC. It was indicated that nothing specific has been formulated yet; however, we are investigating this further.

Kevin Shufflebotham reported on the Provost portfolio and noted that growth in credit programming continues to increase with the School of Business showing the most growth. However, as expected, programs related to the energy sector have continued to decline in enrolment.

Board of Governors Meeting – December 12, 2017

Kevin will be making adjustments to the academic restructure in response to concerns raised by stakeholders. Overall, the changes have been successful, but some changes are needed. A report to Executive will come in January and then reported to the Board.

3. Committee Reports

3.1 Academic Council (*Glenn Feltham*)

Dr. Feltham reported on the last meeting of Academic Council. He noted that Academic Council will be involved in the development of NAIT 2021+ related to our academic mission.

Two new Co-op programs were recommended for approval. A recommendation for program suspensions were also made for two certificate programs in emergency management. The timeframe for the suspended programs will allow registered students in those programs to complete them. The updated programs will then be reintroduced into the curriculum. Dr. Feltham advised there was no anticipated impact to staff from these suspensions.

3.1.1 Minutes of the Meeting on November 20, 2017

Moved by Dr. Glenn Feltham that the Board of Governors accepts the Academic Council meeting minutes of November 20, 2017 as information.

Carried

3.1.2 Industrial Sector Emergency Management Certificate: proposed program suspension

Moved by Dr. Glenn Feltham that the Board of Governors approves the suspension of the Industrial Sector Emergency Management Certificate.

Carried

3.1.3 Public Sector Emergency Management Certificate: proposed program suspension

Moved by Dr. Glenn Feltham that the Board of Governors approves the suspension of the Public Sector Emergency Management Certificate.

Carried

3.1.4 Instrumentation Engineering Technology Co-op Diploma: proposed new program

Moved by Dr. Glenn Feltham that the Board of Governors approves the proposed program for Instrumentation Engineering Technology Co-op Program.

Carried

3.1.5 Chemical Technology Co-op Diploma: proposed new program

Moved by Dr. Glenn Feltham that the Board of Governors approves the proposed program for Chemical Technology Co-op Program.

Carried

3.1.6 Scholarships and Bursaries Policy

This motion was tabled for the next Board meeting.

3.2 Campus Development Committee (Ray Martin)

Mr. Martin provided a report from the Campus Development Committee as the previous Chair, Allan Mah, has retired as a board member.

Mr. Martin advised that the Committee discussed the possibility of having GO Productivity involved in PIC. As they have national brand recognition and there is little cross-over with potential clients, discussions are taking place.

The discussions with the City on the Westwood bus barns agreement is nearing a conclusion. The City has made concessions on certain issues that concerned NAIT, specifically, off-site contamination. The Board will be apprised as this reaches a final agreement.

The Committee received a revised proposal from the potential partner for student housing. The proposal is being reviewed by KPMG and they will report to the Committee in February with their recommendations.

Other capital projects that were discussed including the T and L Buildings and their renovation schedule and budget. As well, PIC was reviewed for budget and timing on its build as it will need to be substantially completed by April 2018. The Committee was advised that all three main capital projects are running on time for the schedule and are on budget.

The Committee was also advised that the new “Alert” emergency notification system is expected to go live in January. This is an updated notification system. The Health and Safety Department is continuing to implement and refresh the strategic plan that will provide a road map for achieving a transformative safety culture at NAIT and help to make NAIT a leader in health and safety.

The Calgary campus will be closed June 30, 2018 and the programs there will be transferred to Edmonton. Staff were also given the option to relocate to Edmonton.

3.2.1 Minutes of the Meeting on November 21, 2017

Moved by Ray Martin that the Board of Governors accepts the minutes of the Campus Development Committee meeting of November 21, 2017 as information.

Carried

3.2.2 Naming of L Building

Mr. Martin advised that consistent with NAIT’s naming nomenclature, a building should be named that indicates what the major user is. In that regard, the name recommended for the L Building is “Continuing Education and Industry Training Centre”.

Moved by Ray Martin that the Board of Governors approves the building name, “Continuing Education and Industry Training Centre” for NAIT’s L Building.

Carried

3.2.3 Approval of Naming Grids and Donor Recognition

Mr. Martin wished to acknowledge the recent donation from Sandvik Coromant of \$750,000 to NAIT.

Moved by Ray Martin that the Board of Governors approve the addition to NAIT's Naming Grids and Donor Recognition as recommended at the Campus Development Committee meeting on November 21, 2017.

Carried

3.3 Executive Committee (Ray Martin)

Mr. Martin reported that at the last Executive Committee meeting on October 11th, the Committee discussed the upcoming student survey which will be piloted first and then rolled out for every class.

The Committee was also apprised that the two upcoming vacancies for board members, which are now vacant with the retirement of Keith Meagher and Allan Mah, would be posted in the coming weeks on the government website.

The Committee also discussed the implementation schedule for the committee evaluation and board evaluation instruments and it was agreed that the surveys would be completed in advance of the Board Retreat in April and a special meeting of the Governance Committee would be called before the Retreat so that the results could be reviewed and a report provided at the Retreat.

3.3.1 Minutes of the Meeting on October 11, 2017

Moved by Ray Martin that the Board of Governors accepts the minutes of the Executive Committee meeting of October 11, 2017 as information.

Carried

3.4 External Relations Committee (Ray Martin)

As Vi Becker was unable to attend the meeting today, Mr. Ray Martin provided a report from the External Relations Committee on its last meeting held on November 16, 2017.

Mr. Martin was pleased to note the excellent brand recognition of the NAIT "Essential" campaign. NAIT is second in brand recognition behind the U of A. As Dr. Feltham noted earlier, our NAIT: The Essential Campaign is wrapping up and has surpassed its \$100 million goal.

The three levels of government also continue to include NAIT as a prominent place to hold announcements.

Recently, the new leader of the federal NDP, Jagmeet Singh, visited NAIT along with MP Linda Duncan and met with Dr. Feltham and Mr. Martin. Today, Mayor Don Iveson held a conference in the CAT building. As well, Minister Amarjeet Sohi recently used the NAIT Calgary campus to host a federal government announcement. These are all important to NAIT's recognition as a leader in polytechnic education.

Board of Governors Meeting – December 12, 2017

3.4.1 Minutes of the Meeting on November 16, 2017

Moved by Ray Martin that the Board of Governors accepts the minutes of the External Relations Committee meeting of November 16, 2017 as information.

Carried

3.4.2 Record of the Meeting on September 14, 2017

As quorum was not reached at the meeting on September 14th, the record of that meeting was accepted by the Committee at its meeting on November 16, 2017.

Moved by Ray Martin that the Board of Governors accepts the record of the External Relations Committee meeting of September 14, 2017 as information.

Carried

3.5 Audit Committee (Yasmin Jivraj)

Yasmin Jivraj provided a report on behalf of Val Berger on the meeting of the Audit Committee held on November 28th.

Ms. Jivraj advised that the Committee received a report from the Chief Information Officer that indicated over 70% of staff have completed the cyber-security training videos. As there are various types of cyber-attacks that can be received by the institute, equipping staff with the knowledge and awareness of what to look for will help to reduce potential breaches of our network as has happened at some other institutes.

The Committee also heard from NAIT's General Counsel and was advised that two new pieces of legislation will have an effect on the institute. Bill 27 – Amendments to the *Conflicts of Interest Act*; and Bill 30 – the *Act to Protect the Health and Well-being of Working Albertans*, each will have impacts to NAIT and these changes are being looked into.

Also, the Committee reviewed the risk report and risk registers for the Academic, Administrative and External Relations departments.

The other major item the Committee reviewed is the Annual Report for 2016-2017. A presentation on the Annual Report will be provided next by Dr. Feltham.

The Committee also heard from the Internal Auditor and the audits he has performed. Recommendations for improvements are being made as necessary.

3.5.1 Minutes of the Meeting on November 28, 2017

Moved by Yasmin Jivraj that the Board of Governors accepts the minutes of the Audit Committee meeting of November 28, 2017 as information.

Carried

3.5.2 Annual Report

Ms. Jivraj invited Dr. Feltham to provide a brief presentation to the Board on the Annual Report.

Dr. Feltham discussed the key aspects of the Annual Report. He noted that this is an important fiduciary duty of the Board to review and approve the Report. Dr. Feltham noted that key performance metrics were used that speak to the goals in the Comprehensive Institutional Plan (CIP) that is submitted to Government in the spring.

Dr. Feltham reviewed the enrolment information for the credit and apprentice programs where there have been increases but also decreases.

Declines in the enrolment for apprenticeship programs will affect the revenue results as well as the revenue constraints due to the tuition freeze. The institute continues to look for ways to increase revenue while keeping expenses in line. We are not expecting any increases in funding from Government for the foreseeable future. We will have to do more with less. We still have to meet the needs of Albertans and our students. As the economy continues to struggle towards improvement, NAIT is impacted more so than some other institutes as we are closely tied to industry.

With the challenges to the bottom line, major capital projects may be delayed as we await provincial funding when the economy takes an upturn; as well, salaries for employees will not be increasing.

We will endeavour to ensure PIC is purposeful and revenue-generating once it is open.

A draft of the Annual Report is included in the meeting materials. Dr. Feltham then concluded his presentation and turned the meeting back to Ms. Jivraj.

Moved by Yasmin Jivraj that the Board of Governors approve NAIT's Annual Report for the fiscal year ended June 30, 2017, with such non-substantive changes that management of NAIT considers necessary or advisable.

Carried

3.5.3 Compliance Certificate – July 1, 2017 to September 30, 2017

Moved by Yasmin Jivraj that the Board of Governors accept the Compliance Certificate for the period of July 1-September 30, 2017 as information.

Carried

3.6 Finance Committee (Yasmin Jivraj)

Ms. Jivraj reported for Ms. Berger on the Finance Committee meeting held on November 28, 2017.

As discussed previously, the Committee was advised that we would be forecasting an operating deficit of \$1.2 million for the fiscal year. The reduction in LAPP premiums on January 1st will further reduce this forecasted deficit. However, this forecast is contingent on the land transfer occurring before the end of the fiscal year. Senior leadership is working on keeping

Board of Governors Meeting – December 12, 2017

expenses in line and ensuring all new initiatives are sustainable. Ms. Jivraj noted that cash, cash equivalents and portfolio investments totaled \$388.5 million for the quarter ended September 30, 2017.

The Financial Sustainability Task Force's main responsibility is to monitor the growth of NAIT to ensure it meets our strategic vision but in a financially sustainable way. The Task Force is comprised of leaders from various academic and administrative units across NAIT. The Committee will have a more detailed update on activities of the Task Force in the first quarter of 2018.

The Productivity and Innovation Centre has a capital budget of \$85.5 million but that budget relates to the capital costs of the facility. The budget is monitored by the PIC Oversight Committee. However, NAIT's Industry Services Guidance Team has identified additional funds that will be needed for PIC. Information on the additional funds required is in the meeting materials. It has been identified that \$3.3 million is required for the facility. Approval by the Board for this amount will be requested.

3.6.1 Minutes of the Meeting on November 28, 2017

Moved by Yasmin Jivraj that the Board of Governors accepts the minutes of the Finance Committee meeting of November 28, 2017 as information.

Carried

3.6.2 NAIT's Financials and Quarterly Investment Report for the Quarter Ended September 30, 2017

The financial report and investment report were reviewed by Ms. Jivraj and the Board. As noted earlier, we will have an operating deficit unless the transfer of land occurs.

Moved by Yasmin Jivraj that the Board of Governors accepts NAIT's financial statements and investment report for the quarter ended September 30, 2017 as information.

Carried

3.6.3 Productivity and Innovation Centre (PIC) Budget

Ms. Jivraj reviewed the requirement of additional funds for the Productivity and Innovation Centre.

Moved by Yasmin Jivraj that the Board of Governors approves the additional budget of \$3.3 million for the NAIT Productivity and Innovation Centre (PIC).

Carried

3.7 Foundation Trustees (Yasmin Jivraj)

Ms. Jivraj indicated that the Foundation did not meet this quarter.

3.8 Governance Committee (Ray Pisani)

As Mr. Pisani was unexpectedly called away, Dr. Feltham reported on Mr. Pisani's behalf on the meeting of the Governance Committee.

Board of Governors Meeting – December 12, 2017

Dr. Feltham advised that at the last Board meeting, a question was raised on whether Board business could be more efficiently conducted. Management investigated this further. Dr. Feltham reported that an independent legal counsel who is a governance expert has been retained to look into how we compile meeting materials and how our meetings are organized so that we can be as efficient as possible while still providing board members with the necessary information. They will also look at our general governance and Board Bylaws. A report from external counsel will be provided at the next Board meeting in February.

Terms of Reference for all committees were reviewed. Minor changes were made related to voting for the Board Vice-Chair. The Finance and Audit Committees did make some changes to their Terms of Reference as there had been some overlap.

As we are now without two board members due to retirement, the posting for the two NAIT board positions is now up on the government website. It is unknown when those positions will be filled but we are anticipating in the next couple of months. We are also still anticipating the re-appointment of Ms. Berger for a second term. As we are without a Chair for the Campus Development Committee, the Committee discussed the appointment of an interim chair. The Governance Committee recommends appointing Daryl Kruper as interim Chair of the Campus Development Committee. He has previous experience on that committee and has been involved in the committee's meetings in his role as Board Vice-Chair.

As Ms. Berger is awaiting re-appointment, we have advised the ministry that we would like to have Ms. Berger remain as interim Chair of the Finance and Audit Committees in a non-voting role. We will be asking for Board approval on this recommendation. The Committee also recommends indemnification for Ms. Berger in this role until she is re-appointed as a NAIT Board member.

The Committee was also asked to review and approve indemnification of an external member for the Investment Advisory Sub-Committee (IASC). Mr. Alexander Jones has extensive experience in the investment industry and was recommended by the chair of IASC. The Finance Committee has approved Mr. Jones' appointment to the IASC. Mr. Jones' background information is included in the board meeting materials.

3.8.1 Minutes of the Meeting on November 9, 2017

Moved by Dr. Glenn Feltham that the Board of Governors accepts the minutes of the Governance Committee meeting of November 9, 2017 as information.

Carried

3.8.2 Appointment of Daryl Kruper as Interim Chair of Campus Development Committee

Moved by Dr. Glenn Feltham that the Board of Governors approves the appointment of Daryl Kruper as Interim Chair of the Campus Development Committee until such time as a permanent Chair is appointed.

Carried

3.8.3 Indemnification of Alexander Jones – Investment Advisory Sub-Committee External Member

Moved by Dr. Glenn Feltham that the Board of Governors approves the indemnification of Alexander K. Jones as a member of the Investment Advisory Sub-Committee of the Finance Committee.

Carried

3.8.4 Approval of the Terms of Reference for Board Committees

3.8.4.1 Audit Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the Audit Committee as presented.

Carried

3.8.4.2 Finance Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the Finance Committee as presented.

Carried

3.8.4.3 Campus Development Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the Campus Development Committee as presented.

Carried

3.8.4.4 External Relations Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the External Relations Committee as presented.

Carried

3.8.4.5 Governance Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the Governance Committee as presented.

Carried

3.8.4.6 Human Resources Committee Terms of Reference

Moved by Dr. Glenn Feltham that the Board of Governors approves the Terms of Reference for the Human Resources Committee as presented.

Carried

3.8.5 Appointment of Val Berger as non-voting Interim Chair of the Finance and Audit Committees

Moved by Dr. Glenn Feltham that Val Berger assume the non-voting Interim Chair of the Finance Committee position until such time as the Minister makes a determination with

respect to the application of Val Berger for re-appointment to the Board, effective December 24, 2017.

Carried

Moved by Dr. Glenn Feltham that Val Berger assume the non-voting Interim Chair of the Audit Committee position until such time as the Minister makes a determination with respect to the application of Val Berger for re-appointment to the Board, effective December 24, 2017.

Carried

3.8.6 Indemnification of Val Berger as non-voting Interim Chair of the Finance and Audit Committees

Moved by Dr. Glenn Feltham that the Board of Governors approves the indemnification of Val Berger as non-voting Interim Chair of the Finance Committee and the Audit Committee, effective December 24, 2017.

Carried

3.9 Human Resources Committee (Daryl Kruper)

3.9.1 Record of the Meeting on November 15, 2017

As quorum was not reached, the meeting was identified as an informal meeting and will be ratified at the next meeting.

Mr. Kruper reported that although the meeting did not reach quorum, the Committee members present received a presentation from the Director of Health and Safety Services and their plans going forward.

With the changes to the marijuana laws coming in July, the Committee was updated on what NAIT is doing to address these changes for both staff and students to ensure a healthy and safe work and learning environment. NAIT's policies will need to be amended and this is under review and further updates will be forthcoming.

As also noted earlier, legislative updates with respect to Bill 27 and Bill 30 will have significant impacts on NAIT. As we receive more information on these two Bills, the Board will be updated.

4. Presentation and Discussion

• NAIT 2021⁺ and NAIT Campus Development – Dr. Glenn Feltham

Campus development is central to achieving NAIT's vision to become one of the world's leading polytechnics. In this presentation we will discuss: our development history; campus development envisioned in NAIT 2021; what has been achieved; opportunities that have emerged; and elements of a campus development vision for the future.

Dr. Feltham provided the Board with a presentation on NAIT's campus development, from its earliest days, to today, and into the future.

Board of Governors Meeting – December 12, 2017

Moving to a one-campus model as envisioned in NAIT 2021 made sense for the institution six year ago. The subsequent move to a one-campus-plus model was a natural progression. Having the Spruce Grove campus allows NAIT to provide programs that would not be suitable at an inner-city campus.

We continue to work with the City on obtaining lands on Blatchford as well as the Westwood Bus Barn lands. We are nearing completion of the agreement on the bus barns.

Having access to the LRT at main campus is also critical for getting staff and students to NAIT.

After NAIT 2021 was developed, we continued to advance capital priorities. And new priorities emerged including the Skills Centre, PIC, Crane & Hoisting, and the NAIT Collegiate. We have already achieved two of these recent priorities.

Now we have to look at the broader vision for NAIT beyond 2021 and our campus for the future. One of the key priorities included in this broader vision is having student housing on campus.

Dr. Feltham concluded that the Campus Development Committee will be taking the lead on where the campus will go from now to beyond 2021 with input from all Board members.

As we continue to build on the new vision, the Board will have input at the Board Strategic Planning session in April.

Dr. Feltham concluded his report and brief discussion was held with the Board.

5. In-camera Session with Board of Governors

Moved by Mary Lynne Campbell that the Board move to an in-camera session.

Carried

Moved by Matthew Woodley that the Board exit the in-camera session.

Carried

6. Correspondence

For information.

7. Board Member Contact List

For information.

8. Next Board Meeting

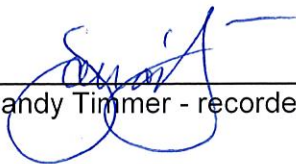
The next Board Meeting date will be Tuesday, February 27, 2018 at 4:00 p.m. The meeting location will be advised (either Governor's Boardroom O102P or Governor's Boardroom in the Tower).

9. Adjournment

Moved by Dr. Glenn Feltham that the Board of Governors meeting be adjourned at 5:57 p.m.



Ray Martin – Board Chair



Sandy Timmer - recorder