NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

Minutes of the
One hundred thirty-fifth regular meeting of the
Board of Governors

Wednesday, May 14, 2014
4:00 to 7:35 pm
O102P Governors Boardroom

Members Present:	Brent Hesje (Chair)	Dr. Glenn Feltham	Jeff Bailey
	Jonathan Bilodeau	Randy McLeod	Darcy Corcoran
	Jeff Mason	Kerry Brown	Daryl Kruper
	Keith Meagher	Kevin Nabholz	Justin Nand
	Mark Ohe (teleconference)	Ray Pisani	Larry Spagnolo
Recorder:	Corie Phillips		
Others Present:	Dr. Ray Block	George Andrews	Lara McClelland
	Thomas Djurfors	Dr. Neil Fassina	Terry Sulyma
	Jeff Dumont	(teleconference)	James Guthrie
	Clayton Davis		
Regrets:	Allan Mah	Diane Brickner	Andy Clark

1. Call to Order

The meeting was called to order at 4:00.

a) Approval of Agenda

Glenn requested a revision to the agenda after the Human Resources Committee update under 3.8 as an in-camera discussion to review the tentative settlement with AUPE.

Moved by Randy McLeod that the agenda be approved as revised.

Carried

b) Approval of Minutes of February 3, 2014

Moved by Kerry Brown that the minutes of February 3, 2014 be accepted as presented.

Carried

c) Business Arising from Minutes

The two action items arising from the February 3, 2014 minutes were discussed under George and Lara's Executive reports.

2. NAIT Executive Reports

a) Office of the President and CEO

Dr. Glenn Feltham noted that the two strategic topics in the agenda for discussion followed directly from discussions at the board retreat. These topics are:

- o Growing our Programs – to ensure they are aligned with labour market demand and are the right size to meet Alberta's polytechnic needs.

- o The role of NAIT in working with industry in productivity enhancement, and the need to expand the Shell Centre for Manufacturing and the importance of applied research to fulfil this role.

Glenn provided a summary of his report as follows:

- The summary of activities in Appendix A-1 reflect a significant focus on external, totaling 44 meetings with government since the last Board meeting.

- Glenn also acknowledged the work of the Executive, President's Council, Academic Council, the broader leadership at NAIT, including NAITSA.

- Focus on four areas of strategic activities since the last meeting including: advocacy, capacity, financial sustainability, and pathways.
  - o Advocacy
    - With Premier Redford's resignation, and a process underway to choose a successor, there is uncertainty in the longer term direction for the province and post-secondary education.
    - Level of short term stability with Honourable David Hancock as both the Premier and Minister of Innovation and Advanced Education.
    - There is not an expectation of significant changes during the interim period with the exception of the continued advancement of Campus Alberta in the coming months.
    - Projects that are underway, and discussions on advancing NAIT and the post-secondary system, will continue.
    - Continued focus at the municipal, provincial, and federal level.
      - Continue to meet extensively with the city, both at the political and civil service level, primarily to advance our place on the Airport Lands with an upcoming meeting on May 16, 2014.
      - At the provincial level, we continue to work closely with our Ministry (including meetings with the Minister, Deputy Minister, and Assistant Deputy Ministers) as well as with others in the provincial government, to advance our agenda.
      - At the federal level, we have had several meetings to advance the skills and innovation agenda.
  - o Capacity
    - Airport lands – continue to work with our Ministry, Ministry of Infrastructure, and the City of Edmonton. Continued hope to sign a draft MOU in the coming months with the City that defines the lands that NAIT will acquire.
    - CAT Project – continue to work to complete project on time and on budget. The project is progressing well.
  - o Financial Sustainability
    - Continue to monitor the current year's financial performance. We are performing well relative to budget.
    - Continuing to focus on longer term sustainability.
  - o Pathways
    - Continue to focus on expanding pathways.

- Signed Memorandum of Action (MOA) with six other northern post-secondary institutions, with a strong focus on pathways.
- Canadian Armed Forces – working toward a national MOU with five other academic partners for transition programming from the Forces.
- Responded to a ministerial request by providing a proposal for the Collegiate by NAIT & Edmonton Catholic School Division to the Ministry of Education.

Glenn reviewed several items of interest as follows:

- Convocation – this year saw more students register for convocation than ever before. Approximately 1,400 graduates attended convocation. Glenn extended a thank you to all those involved.

- Program Expansion – Ministry announced funding for program expansion in seven program areas at NAIT.

- Task Force – completed his role as Chair of Alberta's Task Force for Teaching Excellence with the final report having been released on May 5, 2014. Glenn also encouraged members to take a copy with them on their way out if they wished. Glenn advised that he is very proud of the report, believes it provides significant opportunity for change and improvement, but that change of the nature contemplated in the report is difficult.

- Construction Management Degree – NAIT received approval to offer our new Bachelor of Technology in Construction Management degree program effective July 1, 2014.

- Award for Inclusiveness – NAIT received the Alberta Association for Community Living's highest award for ongoing, and exemplary, work to provide inclusive learning environments for its students.

- The risk report remains relatively stable. An important risk area continues to relate to labor negotiations. Later in the meeting there will be a discussion around the tentative deal with AUPE. We continue to await the results of an arbitration process with NASA. In relation to financial sustainability, we believe we are making the decisions that will allow us to be financially sustainable as we continue to focus on our long term vision, NAIT 2021.

b) Provost and VP Academic

Dr. Neil Fassina provided an overview of his report as follows:

- Four areas of primary focus including strategic alignment and planning, operational excellence, leadership development, and advocacy.

- Work continues in relation to the development of the academic plan. Focus will turn to a broader engagement of the academic portfolio to refine the plan in June followed by the alignment of the various sub-plans. Commensurate with this planning cycle will be increased emphasis on business intelligence and line of sight.

- Provost's Leadership Team will begin turning their attention to the development of a growth plan for academic programs shortly. The plan will outline physical and technological infrastructure, people and talent and economic needs to be developed in collaboration with members of other portfolios. The seven programs approved for expansion are: Water and Wastewater Technology Program, Civil Engineering Technology Program, Construction Engineering Technology Program, Petroleum Engineering Technology Program, Chemical Engineering Technology Program, Electrical Engineering Technology, and Instrumentation Engineering Technology. Some of the programs will be launching as early as September 2014 with the rest to rollout by September 2015.

- The combined efforts of the scheduling group, the Registrar's office and the team of Deans is seeking ways for the institution to more effectively utilize our teaching resources such as classrooms and labs. In addition to providing opportunities for future growth, it will enable us to sort out any major challenges prior to occupying the CAT building in 2016.

- An initiative in early stages of development is the review and further development of metrics associated with program health, quality assurance, professional relevancy, and scholarly activity; intended to help program leaders generate diagnostic and strategic information relative to their programs relative to administration and quality assurance.

- Pathways – chair of a subcommittee of the senior academic officers in Campus Alberta that is seeking enhance the pathways for learners between academic institutions throughout the province.

c) VP Administration and CFO

Dr. Ray Block provided an overview of his report as follows:

- Third quarter results show a forecasted $4M operating surplus which excludes a one-time gain from extraordinary investment income.

- Hangar 4 - continued discussions with the Ministry of Infrastructure. NAIT has been advised that the delay of approval is due to the shuffle of Minister's in the portfolio.

- Enterprise Risk Management shown on page 344 – 350 is the new format displaying the heat map. Over time, the other Executive Committee members' reports will be migrated to this new format, ultimately ERM will be rolled out across NAIT. The ERM Steering Committee has on-going responsibility of ensuring that the appropriate risks and opportunities are being brought forward to the Board of Governors, through the Finance and Audit Committee, and Executive Committee. ERM is instrumental in assisting us to manage our business.

- The new federal Anti-Spam Legislation comes into effect on July 1, 2014 and NAIT's action plan is currently underway, which includes an overview of the key aspects of that legislation, its impact on NAIT operations, and recommendations for systems response are being implemented.

d) VP External Relations and CDO

- George Andrews followed up on his action item from the February meeting in relation to the request for both the projections and actuals of fundraising, etc. toward the Centre for Applied Technologies. George advised that we have raised $3.9 million thus far and a carry forward target of $15 million over the next 5 years.

  ACTION: A further request was made to provide the achieved percentage of the target for the Centre for Applied Technologies on an ongoing basis.

George provided an overview of his report as follows:

- Various stewardship activities and events occurred over the last quarter.

- Shell Manufacturing Centre – Productivity Enhancement Services experiencing an increase of approximately 10% for face-to-face registrations, online registrations more than doubling.

- The Economic Impact Report was released in Q3 and informed our brand image campaign's message. The department supported the promotion of the Economic Impact report with a news release disseminated across Canada, and info-graphic and web pages along with a data dashboard.

- Multi-audience, multi-channel image campaign in February, beginning with high profile sports during CBC's coverage of the Sochi Olympics.

- NAIT partnered with SAIT and BCIT on PanGlobal which distributes power engineering curriculum.

e) Chief Strategy Officer

Lara McClelland followed up on her action item from the February Board meeting where members requested information regarding the results of the surveys provided to students to determine their knowledge of the level of support around Mental Health. Lara expressed appreciation to NAITSA for sharing their student engagement survey results with her to be distributed at table to members asking such questions as the level of stress, anxiety, feelings of unpreparedness, feelings of being overwhelmed, and the support they feel as students at NAIT.

Lara McClelland provided an overview of her report as follows:

- Mental Health Advisory Committee – NAIT is working closely with NATISA to identify initiatives that best support the student population. There are also initiatives underway to support NAIT's faculty and staff. Such initiatives include:
  o Mental health first aid training which will certify eight NAIT staff members, ensuring all campuses are represented, to be certified as Mental Health First Aid Trainers to support the early identification of signs and symptoms of mental health issues within the student body. The individuals, through a train-the-trainer model, will build additional institutional capacity.
  o Hi-Five Program that supports students through the designation of safe places for them to receive support from NAIT staff, the program increases awareness and aims to eliminate the stigma associated with mental health.
  o A certified therapy dog named Flynn that helps students and staff cope with stress. Visits to Flynn are not only increasing, but the anecdotes of his positive impact are widespread across NAIT.
  o Employee and Family Assistance Program relationship has been renewed to reinforce support programs and services of greatest need to staff.

- Collegiate for Science, Technology and the Trades – Edmonton Catholic Schools (ECS) identified the Collegiate as a priority in their Capital Plan on March 18, 2014.

- Strategic Plan for NAIT 2021 – NAIT held engagement sessions with faculty, staff, students, industry and alumni in the months of February and March to garner feedback to meet the four promises and achieve NAIT 2021.

Brent expressed his sincere appreciation for the executive reports built with a strategic focus.

ACTION: A risk report naming the top five risks of the institution was requested to be included in future Board packages. It was recommended to engage the ERM to aide in compiling a broader institutional risk profile.

3. **Committee Reports**

   3.1 **Academic Council** (Glenn Feltham)

      a) Minutes of March 11, 2014
         Glenn provided an overview of the minutes and the presentation by Shauna

MacDonald on liberal arts education within a polytechnic.

Moved by Dr. Glenn Feltham that the Academic Council meeting minutes of March 11, 2014 be accepted as information.

Carried

b) Minutes of April 22, 2014
Glenn provided an overview of the minutes and the presentation by Jeff Bailey, which focused on delivery strategies of the electrician program within an open learning model. The presentation enabled a great amount of discussion to form the foundation to move forward the broader academic mission.

Moved by Dr. Glenn Feltham that the Academic Council meeting minutes of April 22, 2014 be accepted as information.

Carried

3.2 Campus Development Committee (Kevin Nabholz)

a) Minutes of May 1, 2014

Kevin Nabholz focused on updating the members on the Centre for Applied Technologies and its progress. Kevin advised that the majority of the trades have already been procured and awarded, with many of the confirmed contracts coming in under the proposed budget. The schedule for completion remains a risk as it is critical for the September 2016 occupancy plan. Kevin advised that interim reports will be provided to the CDC during the summer while the committee is not having regular meetings.

Jonathan Bilodeau advised that NAITSA has secured and arrangement with ETS to provide two electric buses to shuttle students between NAIT and City Centre until the LRT is opened.

Moved by Kevin Nabholz that the Campus Development Committee meeting minutes of May 1, 2014 be accepted as information.

Carried

b) Donor Recognition & Naming Grids

Kevin Nabholz advised that the purpose of the naming grids is to ensure that there is an equitable allocation of dollar values associated with rooms, shops, Labs, floors, wings and buildings. The additions to the naming grids presented below are consistent with other similar spaces on the approved naming grids, however to comply with our process, they are presented to the Campus Development Committee for review and recommendation to the Board of Governors.

Moved by Kevin Nabholz that the naming grids be approved by the Board of Governors as shown.

NAIT – Main Campus

GIFT LEVEL	NAMING OPPORTUNITY
$50,000	B101 - Classroom

$50,000	B106 - Classroom
$50,000	B107 – Classroom
$250,000	B108 – Computer Laboratory
$250,000	B110 – Computer Laboratory
$500,000	B112 – Laboratory
$100,000	B113 – Meeting Room
$50,000	B115 – Classroom
$250,000	B116 – Laboratory
$500,000	B117 – Laboratory
$100,000	B119A – Laboratory
$100,000	B119B – Laboratory
$250,000	B119 – Thermotron Environmental Chamber
$300,000	D109A – increase in valuation from $250,000
$5,000,000	ICT Building
$250,000	A176 – Technology Laboratory
$100,000	W110 – Student Lounge
$250,000	W113 – CAD Laboratory
$250,000	W115 – CAD Laboratory
$100,000	W120 – Student Lounge
$250,000	WA106 – Computer Repair Laboratory
$50,000	WA110 – Classroom
$50,000	WA112 – Classroom
$50,000	WA114 – Classroom
$100,000	WB102 – Computer Laboratory
$100,000	WB108 – Computer Laboratory
$50,000	WB114 – Classroom
$50,000	WB116 – Classroom
$100,000	WB120 – Computer Laboratory
$100,000	WB126 – Computer Laboratory
$100,000	WC102 – Computer Laboratory
$100,000	WC104 – Computer Laboratory
$100,000	WC106 – Electrical Laboratory
$50,000	WC112 – Classroom
$50,000	WC114 – Classroom
$100,000	WC118 – Computer Laboratory
$100,000	WC120 – Computer Laboratory
$100,000	WC122 – Computer Laboratory
$500,000	W202 - Videoconference Room
$100,000	W214 – Student Lounge
$100,000	W224 – Student Lounge
$500,000	WA2X1 – Wing
$500,000	WA2X3 – Wing
$250,000	WA202 – Laboratory
$250,000	WA206 – Laboratory
$250,000	WA210 – Laboratory
$50,000	WA212 – Classroom
$250,000	WA214 – Laboratory
$250,000	WA216 – Laboratory
$250,000	WB204 – Laboratory

$250,000	WB206 – Laboratory
$50,000	WB212 – Exam Room
$100,000	WB214 – Computer Laboratory
$250,000	WB216 – Networking Laboratory
$250,000	WC204 – Programming Laboratory
$250,000	WC206 – Multimedia Laboratory
$250,000	WC214 – Applications Laboratory
$250,000	WC216 – Programming Laboratory
$100,000	W303A & B – Project Room
$100,000	W310 – Student Lounge
$100,000	W311 – Laboratory
$100,000	W320 – Student Lounge
$100,000	WA302 – Computer Laboratory
$100,000	WA304 – Computer Laboratory
$250,000	WA306 – Network Laboratory
$50,000	WA308 – Project Room
$50,000	WA312 – Classroom
$50,000	WA314 – Classroom
$250,000	WA318 – Network Laboratory
$100,000	WA322 – Computer Laboratory
$100,000	WB304 – Computer Laboratory
$100,000	WB306 – Computer Laboratory
$100,000	WB308 – Computer Laboratory
$50,000	WB312 – Classroom
$50,000	WB314 – Classroom
$100,000	WB320 – Computer Laboratory
$100,000	WC302 – Computer Laboratory
$50,000	WC308 – Project Room
$50,000	WC312 – Classroom
$50,000	WC316 – Classroom
$250,000	WC320 – Digital Graphics Laboratory
$250,000	WC322 – Authoring Laboratory
$100,000	WC324 – Computer Laboratory

NAIT – Centre for Applied Technologies –

GIFT LEVEL	NAMING OPPORTUNITY
$1,000,000	0X1 - Corridor
$1,000,000	0X2 – Corridor
$250,000	In front of 053, 054, 055 – Corridor
$250,000	Between 012 & 014 – Corridor
$250,000	0X4 – Corridor
$250,000	0X6 – Corridor
$250,000	0X7 – Corridor
$250,000	0X8 – Corridor
$250,000	0X9 – Corridor
$50,000	001 – 32 seat Classroom
$500,000	002 – novaNAIT Wet Lab
$500,000	005 – novaNAIT Wet Lab

$250,000	004 – Geological/Environmental Lab
$100,000	006 – Rock Storage
$250,000	007 – Map & Microscope Lab
$500,000	010 – Waste Water Treatment/Chemical Testing Simulation Lab
$500,000	011 – Geological Engineering Mineral Prep Lab
$500,000	012 – Waste Water Treatment/Chemical Testing Simulation Lab
$500,000	016 – Process Equipment Simulation Lab
$500,000	017 – Well Operations Lab
$500,000	018 – Oilfield Equipment Simulation Lab
$50,000	026 – 32 seat Classroom
$500,000	027 – Geotechnical Testing Lab
$500,000	029 – Soil Testing Lab
$1,000,000	031 – Soil and Concrete Testing Lab
$50,000	050 – Aggregate Storage
$50,000	053 – 32 seat Classroom
$50,000	054 – 32 seat Classroom
$50,000	055 – 32 seat Classroom
$500,000	1X1 – Corridor
$100,000	1X2 – Corridor
$250,000	1X4 – Corridor
$5,000,000	1X5 – Mainstreet
$3,000,000	1X7 – Student Commons
$250,000	1X8 – Corridor
$250,000	1X15 – Corridor
$250,000	1X16 – Corridor
$250,000	1X18/1X19 – Corridor
$250,000	1X20 – Corridor
$50,000	101A – 32 seat Classroom
$100,000	101B – 64 seat Classroom
$100,000	101C – 64 seat Classroom
$50,000	101D – 32 seat Classroom
$50,000	101E – 32 seat Classroom
$50,000	101F – 32 seat Classroom
$50,000	101F – 32 seat Classroom
$50,000	101G – 32 seat Classroom
$50,000	101H – 32 seat Classroom
$100,000	102 – 64 seat Classroom
$25,000	104B – Debrief Room
$50,000	104C – Reception/Multipurpose
$500,000	104E,F,FB – Sim Theatre #1
$500,000	104G,H,HA – Sim Theatre #2
$500,000	104J,K,KC – Sim Theatre #3
$500,000	104L,M,MA – Sim Theatre #4
$500,000	104N – 3D Immersive Environment Learning Room
$250,000	104P – Ambulance Box
$100,000	104Q – Simulation Room #5
$100,000	104R – Simulation Room #5
$100,000	104S – Simulation Room #5
$100,000	104T – Simulation Room #5

$25,000	104U – Debrief Room
$500,000	110 – MRI Simulation Lab
$50,000	111 – 32 seat Classroom
$100,000	126 – 64 seat Classroom
$100,000	129 – 64 seat Classroom
$100,000	131 – 64 seat Classroom
$250,000	152 – Geomatics Depot
$3,000,000	172 – Food Services – seating area
$3,000,000	180E – Student Services
$1,000,000	191 – Theatre
$1,000,000	193 – Café and Seating
$25,000	160 – Tutorial Room
$50,000	103 – Respiratory Therapy Break Out Room #4
$50,000	105 – Respiratory Therapy Break Out Room #1
$25,000	117 – Respiratory Therapy Storage
$50,000	118 – Respiratory Therapy Break Out room #2
$500,000	119 – Respiratory Simulation Lab #2
$50,000	120 – Respiratory Therapy Break Out room #3
$50,000	121 – Respiratory Therapy Break Out room #5
$500,000	123 – Respiratory Simulation Lab #1
$50,000	106 – EMT Break Out Room #4
$500,000	107 – EMT Simulation Lab
$50,000	109A – EMT Break Out Room #1
$50,000	109B – EMT Break Out Room #2
$25,000	115 – EMT/RT Storage
$50,000	116 – EMT Break Out Room #3
$500,000	112 – DMS Simulation Lab #1
$25,000	113 – DMS Storage
$500,000	114 – DMS Simulation Lab #2
$100,000	2X1 – Corridor
$100,000	2X2 – Corridor
$1,000,000	2X3 – Corridor
$2,000,000	2X5 – Balcony
$2,000,000	2X6 – Balcony
$500,000	2X8/2X8A – Balcony/Student Commons
$2,000,000	2X9 – Corridor
$50,000	2X9B – Student Commons
$50,000	2X9C – Student Commons
$100,000	2X12 – Balcony
$100,000	2X13/2X14 - Corridor
$500,000	2X15 – Balcony
$250,000	2X17/2X18 – Corridor
$500,000	2X19 – Corridor
$250,000	2X21/2X22 – Corridor
$250,000	2X23 – Corridor
$500,000	2X24 – Corridor
$250,000	2X26 – Corridor
$250,000	2X27 – Corridor
$500,000	2X28 – Corridor

$250,000	2X30 – Corridor
$250,000	2X31 – Corridor
$500,000	2X32 – Corridor
$100,000	2X33/264 – Corridor/Student Commons
$250,000	2X34/2X35 - Corridor
$1,000,000	To HP - Pedway
$1,000,000	To parkade - Pedway
$2,000,000	200 – Student Commons
$500,000	200A – Student Lounge
$500,000	200B – Student Lounge
$500,000	200C – Meeting Room
$1,000,000	202 – Meeting Room
$250,000	204 – Meeting Room
$250,000	205 – Meeting Room
$250,000	206 – Meeting Room
$2,000,000	207 – Student Project Centre
$500,000	208 - Lounge
$25,000	212 – Tutorial Room
$25,000	214 – Tutorial Room
$50,000	215 – 32 seat Classroom
$500,000	216 – Banking & Stock Trading Simulation Lab
$50,000	217 – 32 seat Classroom
$250,000	220A – Student Lounge
$50.000	227 – Student Commons
$50,000	230 - 32 seat Classroom
$100,000	231 – Student Commons
$500,000	232 – OHS Program Room
$50,000	233 – 32 seat Classroom
$100,000	234 – 64 seat Classroom
$250,000	235 – EDDT Lab #2
$50,000	236 – 32 seat Classroom
$250,000	237 – EDDT Lab #2
$100,000	238 – 64 seat Classroom
$50,000	239 – 32 seat Classroom
$100,000	240 – 64 seat Classroom
$100,000	243 – 64 seat Classroom
$100,000	244 – Student Commons
$100,000	245 – 64 seat Classroom
$100,000	248 – 64 seat Classroom
$50,000	249 – 32 seat Classroom
$50,000	253 – 32 seat Classroom
$50,000	256 – 32 seat Classroom
$50,000	258 – 32 seat Classroom
$50,000	262 – 32 seat Classroom
$50,000	263 – 32 seat Classroom
$50,000	265 – 32 seat Classroom
$50,000	266 – 32 seat Classroom
$50,000	267 – 32 seat Classroom
$100,000	268 – 64 seat Classroom

$50,000	270 – 32 seat Classroom
$50,000	271 – 32 seat Classroom
$100,000	279 – 64 seat Classroom
$100,000	280 – 64 seat Classroom
$100,000	282 – 64 seat Classroom
$100,000	284 – 32 seat Classroom with Line of Site Computer Stations
$100,000	286 – 32 seat Classroom with Line of Site Computer Stations
$100,000	287 – 32 seat Classroom with Line of Site Computer Stations
$100,000	288 – 32 seat Classroom with Line of Site Computer Stations
$100,000	289 – 32 seat Classroom with Line of Site Computer Stations
$100,000	290 – 32 seat Classroom with Line of Site Computer Stations
$1,000,000	3X11 – Balcony
$1,000,000	3X13 – Corridor
$500,000	3X14 – Balcony
$250,000	3X18 – Corridor
$250,000	3X25 – Corridor
$25,000	310 – Meeting Room
$100,000	311 – Studio
$50,000	312 – Meeting Room
$25,000	313 – Meeting Room
$25,000	314 – Meeting Room
$100,000	315 – Studio
$100,000	317 – Studio
$25,000	318 – Tutorial Room
$100,000	319 – Studio
$100,000	320 – Studio
$100,000	321 – Studio
$100,000	322 – Studio
$25,000	328 – Tutorial Room
$250,000	330 – IDT Storage/Library
$500,000	331 – ARC Detailing Lab
$100,000	332 – ARC Storage
$500,000	333 – ARC Detailing Lab
$100,000	4X1 – Corridor
$500,000	4X3/4X4 – Corridor
$250,000	4X6/4X8 – Corridor
$250,000	4X9 – Corridor
$50,000	4X9A – Student Commons
$500,000	4X10/4X10B –Corridor/Student Commons
$250,000	4X11 – Corridor
$250,000	4X13 – Corridor
$500,000	Runs along 416 & 422 - Corridor
$250,000	4X15/4X16 - Corridor
$250,000	401 – Student Commons
$100,000	402 – 64 seat Classroom
$100,000	403 – 64 seat Classroom
$100,000	405 – 64 seat Classroom
$100,000	406 – 64 seat Classroom
$50,000	407 – Tutorial Room

$250,000	416 – Studio
$100,000	418 – 64 seat Classroom
$250,000	422 – Architecture Studio
$100,000	423 – 64 seat Classroom
$250,000	424 – Student Commons

Carried

Moved by Kevin Nabholz that the donor recognitions be approved by the Board of Governors as shown.

Carried

Donor Recognition

NAIT Centre for Applied Technology
- Theatre (CAT191; 10 year term) – Dow Chemical Canada ULC ($1,000,000 cash)
- Student Commons (CAT 2X8; 10 year term) – PCL Constructors Inc. ($500,000 cash)

NAIT Centre for Sustainable Energy Technology (D)
- Classroom (D109A; 10 year term) – TD Bank Group ($300,000 cash)

NAIT Centre for Chemical Studies (G)
- Laboratory (G105; 10 year term) – Dow Chemical Canada ULC ($50,000 cash)

NAIT Centre for Engineering Technology (L)
- Classroom (L169; 10 year term) – ConocoPhillips Canada ($100,000 cash)

NAIT Centre for Piping Systems Technology (P)
- Laboratory (P108; 10 year term) – WorleyParsonsCord Ltd. ($500,000 cash)

NAIT Centre for Steel Technologies (Z)
- Laboratory (Z70; 10 year term) – WorleyParsonsCord Ltd. ($500,000 cash)

Carried

3.3   Executive Committee (Brent Hesje)

a)   Minutes of February 6, 2014

Brent advised that the February Executive meeting was focused on measuring effectiveness of the February 3, 2014 board meeting and the retreat that followed.

Moved by Brent Hesje that the Executive Committee meeting minutes of February 6, 2014 be accepted as information.

Carried

b)   Board Retreat Summary
Brent noted the board retreat notes attached for members in Appendix A-2 for their perusal. Glenn expressed his appreciation for the feedback and guidance received at the board retreat from the group.

3.4   External Relations Committee (Larry Spagnolo)

a) Minutes of April 21, 2014
Larry Spagnolo provided a summary of the minutes for the members as follows:
- o PC party currently undertaking a process to choose a successor. The nomination period for candidates is May 15th to May 30th with the first vote taking place on September 6th.
- o NAIT plans on extending invitations to the leader hopefuls for a NAIT 101 and tour.
- o The idea was posed for NAITSA to run a student initiated leader's debate for the leadership race in the fall.
- o Advisory Advisory Subcommittee met on March 13, 2014 and all of the members are fully engaged. The subcommittee had agreement on three items including (1) branding and organizational brand is very well recognized; (2) adding external members to the advisory subcommittee was a good idea; and (3) support for the three-prong approach being underpinned by creating advocates in everybody.

Moved by Larry Spagnolo that the External Relations Committee meeting minutes of April 21, 2014 be accepted as information.
Carried

3.5 **Finance & Audit Committee** (Kerry Brown)

a) Minutes of April 23, 2014
Kerry Brown provided a summary of the minutes for the members as follows:
- o Finance and Audit Committee adopted an annual work plan as a tool to help guide both management and FAC members.
- o AON Reed Solutions was awarded a two-year contract for insurance with a potential for a further extension of three additional years. NAIT participates along with 15 other institutions in a consortium group for insurance brokerage and risk services.
- o Dr. Chris Dambrowitz is the Associate Vice President, novaNAIT and he conducted a very informative presentation on the Applied Research, Innovation and New Venture at NAIT. It was suggested that Dr. Dambrowitz conduct a similar presentation to the full Board.
- o Enterprise Risk Management Plan – Artur Arruda has been hired as the Director of Enterprise Risk Management at NAIT. Artur started in February, and was previously with the Government of Alberta, in a similar role. The implementation plan for ERM was reviewed and outlines deliverables, timelines, as well as long-term integration of ERM at NAIT. Kerry, along with the other F&A members, were pleased to see the progress that is being made and looks forward to future updates.
- o Internal Audit – Karen Bennett spoke to Management's response to the internal audit that was conducted on NAIT's international recruitment portfolio. Ross Wilson also provided an update on current audit activities which include Ethics Governance Framework, a review of NAIT's Capital Project Procedures Manual and NAIT's cash office. The reports are anticipated in the fall.

Moved by Kerry Brown that the Finance and Audit Committee meeting minutes of April 23, 2014 be accepted as information.
Carried

b) 2014/15 Tuition Fees

Kerry advised that a Tuition Working Team (TWT) was convened under the Financial Sustainability Task Force, which was comprised of representatives from NAIT's Students' Association (NAITSA), Finance, Government Relations, and the JR Shaw School of Business; with the team co-chaired by the Chief Strategy Officer and the Provost and Vice President Academic in May 2013. The uniqueness of the student body being involved from day one was reiterated to the group. Kerry extended his appreciation to both Dr. Neil Fassina and Lara McClelland as co-chairs who skillfully guided the working team with authentic engagement and transparency as their core process principles. The work has been presented to the Student Consultation Committee, the Student Association Senate and is supported by a signed memorandum of understanding between NAITSA and NAIT.

ACTION: Additional documentation will be provided to show how the new system (related to tuition) will work, and the economic impact of the changes.

Moved by Kerry Brown, based on the assurance from Dr. Feltham that these changes will be neutral or positive in terms of the total amount of tuition that is raised relative to what would be raised under the current system:

(i) *The Board of Governors approve the proposed tuition methodologies that assesses tuition differentially based on program bands as defined by (1) graduate's starting salary by program, (2) labour market demand by program, (3) employment rate by program, and (4) direct and indirect costs by program.*

(ii) *The Board of Governors approve the proposed tuition methodology that provides a guarantee to students that their tuition will be held constant for the standard completion time of their program provided there is system capability, it is not cost prohibitive upon further analysis, that is supported within the Tuition Fee Regulation, and that exceptions for lengthening the time of guaranteed tuition will be assessed on a case by case basis.*

(iii) *The Board of Governors approve the proposed tuition methodology in which CPI is more heavily applied to bands 3 and 4 recognizing that adjustments may need to be made for compliance purposes.*

(iv) *The Board of Governors approve the proposed tuition fees for the 2014/15 academic year.*

Carried

Moved by Glenn Feltham that the meeting move to an in-camera session.

Carried

Moved by Glenn Feltham that the proposed agreement between NAIT and AUPE be approved by the Board of Governors.

Carried

Present for voting Jeff Mason, Daryl Kruper, Randy McLeod, Keith Meagher, Kerry Brown, Justin Nand, Glenn Feltham, Brent Hesje, Jonathan Bilodeau, Kevin Nabholz, Darcy Corcoran, Jeff Bailey, and Ray Pisani

Abstained from voting Jeff Mason and Darcy Corcoran

Moved by Glenn Feltham that the meeting exit the in-camera session.
Carried

c) 2014/15 to 2016/17 Comprehensive Institutional Plan & Budget Information

Kerry informed members that the CIP is an accountability document that identifies emerging priorities, a financial sustainability plan, strategic goals and outcomes, performance metrics and targets. The CIP positions NAIT to continue on its path of achieving NAIT 2021.

Glenn provided an overview of the CIP focusing on the three primary objectives that the CIP achieves as follows: tightens the connection between the strategic vision (NAIT 2021) and the institution's operations; identifies the broad institutional strategies, financial plan, priority initiatives and performance metrics to achieve NAIT 2021; and ensures compliance with the Government of Alberta's legislation and the Ministry of Innovation and Advanced Education (IAE) CIP Guidelines. Glenn advised that NAIT is forecasting a $12.4 million deficit in 2014/15 and a number of strategies are in place to mitigate this deficit and enable a balanced budget by 2016/17 including: efficiencies in administrative practices, increased revenue from apprenticeship seats, increased revenue from a new tuition fee model, efficiencies in applied research, increased focus on revenue generation. There are new elements included as required by the Ministry including: a community section that describes how the institution will work with the immediate and large communities; an internationalization section that describes how institutions use international education as a tool to enhance Alberta's learning and innovation system; letter of expectation to ensure NAIT continues to align its outcomes and initiatives with its approved Letter of Expectation; and, performance measures with a greater emphasis on alignment of performance metrics to the institution's goals. The new elements in the CIP as requested by NAIT's Strategic Steering Team include: new performance measures focused on the promise to staff and the promise to students, NAIT's inaugural student engagement survey is underway and data from this survey will inform a student satisfaction and engagement measure, along with an additional metric "if staff like their job"; targets for performance metrics have been reviewed and revised with a greater emphasis on what is realistic, attainable and appropriate in the current environment, while considering target opportunities; and where appropriate, stretch targets have been identified for the institution.

Moved by Kerry Brown that the Board of Governors:

> *Subject to approval by the Premier and Minister of Innovation and Advanced Education, the approval of the 2014/15 Budget as presented within NAIT's 2014/15 to 2016/17 Comprehensive Institutional Plan, reflecting a budgeted deficit of $12.4 million, with the actual deficit incurred during the year to be drawn from NAIT's Internally Restricted Net Assets. Furthermore, the expectation is that Administration mitigate the actual amount of the deficit to the extent possible during the course of the year and will provide quarterly updates to the Finance and Audit Committee and the Board of Governors on the financial progress throughout the year.*

Approval of the 2014/15 – 2016/17 Comprehensive Institutional Plan, with such non-substantive changes that management of NAIT considers necessary or advisable.

Carried

d) Appropriation of Reserves – Department of Corporate, International, and Continuing Education Reserve

George provided an overview of the development of the Department of Corporate, International, and Continuing Education (DCICE) advising that course materials are included in the DCICE budgets. The many benefits of setting up the reserve include ensuring money exists to develop course material for an area that NAIT plans to grow to achieve sustainability, etc.

Moved by Kerry Brown that the Board of Governors, for the fiscal year ending June 30, 2014, approve setting up an internal reserve for the purpose of developing Department of Corporate, International, and Continuing Education (DCICE) course material. The reserve is to be refreshed annually out of the year-end financial statement close and approval process, and will be calculated based on 10% of DCICE net revenues (contribution). The first reserve will be set up for June 30, 2014, and based on net revenues from the 2013/14 fiscal yearend.

Carried

e) Appropriation of Reserves – Applied Research Reserve

Ray provided background information stating that net revenues that are generated by applied research activities are associated with external funders and are not automatically tracked to ensure if funds further associated applied research. The annual NAIT contribution of research strategic funds – an internal amount of dollars that NAIT has assigned to carry out applied research is held by novaNAIT business unit on behalf of the Institute and its schools, and is allocated strategically for research following consultation with Deans and the Provost. Various benefits were reviewed including ensuring resources exist to promote future growth for an area that NAIT has prioritized as essential to achieving the NAIT 2021 vision.

Moved by Kerry Brown that the Board of Governors, that for the fiscal year ending June 30, 2014, approve setting up an internal reserve for the purpose of furthering our Applied Research mandate. The reserve is to be refreshed annually from two sources. First, for applied research activities funded externally, net revenues from project work, or residual revenues from external grants after research is completed. Second, applying the internally funded annual research strategic funds to the Internal Reserve.

Carried

f) Appropriation of Reserves – Strategic Investment Fund Reserve

Ray provided background information stating that NAIT had an unallocated amount remaining at June 30, 2013 in the Strategic Investment Fund. Funds were transferred toward the ONPA building purchase earlier this year, with further funds being allocated towards the Essential Campaign. Therefore, additional funds will be required to top up the unallocated amount.

Moved by Kerry Brown that the Board of Governors, that for the fiscal year ending June 30, 2014, approve replenishing the Strategic Investment Fund (SIF) to $6M of uncommitted funds.

Carried

g) Appropriation of Reserves – Student Housing Reserve

Ray provided background information stating that NAIT has already incurred costs to assess the feasibility of housing on Campus, and while a financially feasible model has not yet been determined, we expect to find such a model. Funding to carry out a detailed study to determine a financially viable model that provides a level of housing that meets NAIT's objectives and to provide recommendations for a specific development concept and delivery model has been approved by Executive Committee.

Moved by Kerry Brown that the Board of Governors, that for the fiscal year ending June 30, 2014, to approve setting up an internal reserve for our Student Housing project in the amount of $5 million.

Carried

h) Financial Reports for Quarter Ended March 31, 2014 reflecting actual revenue of $264.9M, and actual expenses of $235.6M, for an excess of revenue over expenditure of $11.3M prior to gains due to a change in investment policy.

Moved by Kerry Brown that the Board of Governors accept the March 31, 2014 Financial Report as information.

Carried

i) Investment Portfolio Performance for March 31, 2014
TD Asset Management relationship building.

Moved by Kerry Brown that the Board of Governors accept the March 31, 2014 Financial Report as information.

Carried

3.6 **Foundation Trustees** (Kerry Brown)

a) Minutes of April 23, 2014

Moved by Kerry Brown that the Foundation Trustees meeting minutes of April 23, 2014 be accepted as information.

Carried

3.7 **Governance Committee** (Randy McLeod)

a) Minutes of February 26, 2014

Moved by Randy McLeod that the Governance Committee meeting minutes of February 26, 2014 be accepted as information.

Carried

b) Minutes of April 28, 2014
Randy advised members that the Board bylaws are currently being revised and will be brought forward to the broader Board in 2014/15. There will be an upcoming Board vacancy starting in June with the term of Kerry Brown ending, but there is a

three-month grace period available to enable applications to be received and to enable a smooth transition for the new member. The current ad is set to close on May 16, 2014, a request for extension of the closing date has been requested to enable all interested applicants to apply.

Moved by Randy McLeod that the minutes of the Governance Committee meeting of April 28, 2014 be accepted as information.

Carried

c) Board Committee Appointment
Randy advised members that as of March 20, 2014, AUPE provided a new representative for the NAIT Board of Governors. Jeff Mason has extensive IT experience and will bring great value to the Board as was evident at the recent Board retreat. Jeff has provided his top three choices for a committee appointment and has been advised of the vacancy on Governance Committee.

Moved by Randy McLeod that Jeff Mason be appointed to the Governance Committee of the Board of Governors.

Carried

d) Mandate and Roles Document

Randy stated that the Premier and Minister of Innovation and Advanced Education (IAE) has asked post-secondary institution Board Chairs to review, revise and re-sign their respective Mandate and Roles document to ensure compliance with the *Alberta Public Agencies Governance Act*. The proposed changes to the document include a name change of the ministry to Innovation and Advanced Education (IAE); addition of new legislation relevant to post-secondary institutions; two new statements requested by IAE relating to support and promotion of Campus Alberta and compliance with the *Post-Secondary Learning Act* for recruitment of Board members; and alignment with NAIT 2021, the new vision statement, promises and the four pillars. Both Executive Committee and NAIT's General Counsel have reviewed the document.

Moved by Randy McLeod that the Board of Governors:

Subject to approval by the Premier and Minister of Innovation and Advanced Education, the approval of the proposed Mandate and Roles document for NAIT, with such non-substantive change that management of NAIT considers necessary or advisable.

Carried

e) Centralized Scheduling Policy

Randy informed members that this policy was a response to a request from the Board's inquiry regarding the utilization of space at NAIT and, secondly, the development of the policy was developed in response to an outdated process of managing scheduling via paper and pencil. This marks a shift to a system of centralized scheduling impacting more than 650 instructors. Randy informed members that by centralizing and moving the scheduling process to an electronic format, implications can be determined almost immediately. NAIT is currently already in a centralized scheduling environment to align scheduling through the Board, Executive, and onwards. The scheduling office is currently working within the parameters it needs to in the 2014/15 academic year. Forthcoming will be a procedure and

guideline to accompany the policy. The software required for such is already in-house and there is no impact on the 2014 budget for costs. The policy ensures that parameters are established that support the centralization of the scheduling function which results in the production of high-quality student timetables, efficient and effective scheduling of Instructional Space and optimization of facilities usage.

Moved by Randy McLeod that the Centralized Scheduling Policy be approved by the Board of Governors.

Carried

f) Investment Advisory Subcommittee Terms of Reference

Randy advised that it is becoming best practice to provide the greatest amount of rigor on the investment side. There is a willingness of Kerry Brown to serve on the advisory subcommittee which will be a huge asset to NAIT. The Terms of Reference will be revisited annually along with the portfolio performance.

Ray Block advised that a meeting of the Finance and Audit Committee will follow the Board meeting to officially appoint the membership and included input from the JR Shaw School of Business.

Moved by Randy McLeod that the Investment Advisory Subcommittee Terms of Reference be approved by the Board of Governors, with the implementation to occur within the next 90 days.

Carried

3.8 Human Resources Committee (Daryl Kruper)

a) Minutes of April 11, 2014

Daryl Kruper provided an overview of the items on behalf of Diane Brickner, Chair. The April 11, 2014 meeting was an update an overall discussion on current negotiations and the collective bargaining environment was reviewed. On April 17th, negotiations with AUPE re-commenced.

Moved by Daryl Kruper that the Human Resources Committee meeting minutes of April 11, 2014 be accepted as information.

Carried

b) Minutes of April 21, 2014

Daryl advised that a further update on current negotiations was provided and negotiations continued throughout the day with AUPE. At days' end, it was decided by the bargaining teams to continue to negotiate with the next scheduled meeting set for May 7th.

Moved by Daryl Kruper that the Human Resources Committee meeting minutes of April 21, 2014 be accepted as information.

Carried

c) Minutes of April 24, 2014

Daryl summarized the meeting as follows:

- Local Authorities Pension Plan presentation by Meryl Whittaker, President and CEO of LAPP. The presentation focused on pension reform timelines, details of the proposed pension reforms and advised that employees were encouraged to review the www.lapp.ca website which provides continuous updates along with a pension calculator to determine how an individual employee is affected by the proposed changes. If any members wished to have a copy of the presentation, they were asked to contact Corie Phillips.
  - On May 5, 2014, Honourable Doug Horner put pension reform on hold for a few months while the Standing Committee on Alberta's Economic Future conducts a further review of government's planned changes to public sector pensions. A report back to the legislature is anticipated for the first week of October 2014.
- Health & Safety Update – renamed Health and Safety Services on May 1st. The delivery of occupational health and safety continues to be a foundational part of the department's work with the name change representative of the holistic nature of the services the department provides. The North American Occupational Health and Safety Week was held from May 4th to May 10th to share some of the leading work that is underway across NAIT in health and safety, David Myrol from McLennan Ross presented on May 7th with a few Board members in attendance including Keith Meagher and Allan Mah.
- Leadership Development – launch of inaugural offering of our Senior Leadership Development program. The high level development opportunity is offered in a one-week intensive format being offered for the first time during the last week of May at Olds College. Currently, four levels of developmental opportunities focusing on people matter, leadership development, essentials of leadership, and senior leadership are administered through the Human Resources department.

Moved by Daryl Kruper that the Human Resources Committee meeting minutes of April 24, 2014 be accepted as information.

Carried

4. **Student Board Member Certificate Presentations**
   Dr. Glenn Feltham and Brent Hesje expressed their appreciation of the student Board members; namely, Jonathan Bilodeau and Justin Nand for their contributions to the Board over the past year.

5. **Presentation and Discussion**

   5.1 **Growing our Programs** (Lara McClelland)
   Lara provided the objective of achieving NAIT 2021 supported with Strategic Business Intelligence is to meet the current and emerging needs of Alberta through graduating successful and lifelong learners that meet the needs of industry. NAIT is building a forecast demand model that better aligns its volume of graduates to meet the occupational demands of industry.

   The Government of Alberta developed an Occupational demand and Supply Outlook that forecasts occupational shortages or surpluses for over 300 occupations in Alberta between 2013 and 2023. NAIT consulted with the Government of Alberta staff in developing its forecast demand model that will align programs to an occupational category. The result will be an estimate of the number of graduates NAIT needs to

produce to meet is proportionate share of occupational shortages. NAIT's proportion or market share of the shortage was determined based on the annual proportion of NAIT program graduates to all program graduates in the province, averaged over the last four years.

NAIT is the only Alberta post-secondary institution aligning student supply with occupational demand on an evidence-driven basis by using the Occupational Demand and Supply Outlook. NAIT's program demand model will be shared with the programs' respective Chair and Dean for validation in discussions with their industry contacts and/or Program Advisory Committees. This will allow the model to be revised according to direct industry feedback.

The forecast demand model takes into account the following assumptions: NAIT's market share of program graduates is proportional to the total number of graduates in the identical program across post-secondary institutions in Alberta; the worker shortages included in the Government of Alberta's Occupational Demand and Supply Outlook will be met through new graduates, as opposed to migration; and the student retention rate for each program will remain constant, resulting in the same average volume of graduates. Through May – July, the focus will be on the alignment of NAIT programs to occupational categories.

Glenn shared with members that he is very excited about this as it is central to meeting our promise to Alberta is being the right side and aligning with Alberta's needs.

6. **Correspondence**
   Provided for information purposes only.

7. **Board Member Contact List**
   Revision to end date for Jeff Mason's term.

8. **Next Board Meeting**
   The schedule for 2014/15 will be set in the Summer of 2014.

9. **Adjournment**
   Keith Meagher provided kudos to NAIT for instilling safety as a culture as evident during the North American Occupational Safety and Health (NAOSH) week, where attendees were provided with an opportunity to interact with Flynn and be informed about the various mental health initiatives, reaches out its importance to society.

   Brent provided a tremendous amount of kudos to the members for their extra time in attending meetings and their continued commitment to NAIT.

   Glenn wished all members an amazing summer and extended thanks for their continuous feedback to shape the future direction. Glenn also reminded those who were interested, to take a copy of the Task Force report on their way out.

   Moved by Justin Nand that the meeting be adjourned at 7:35 pm.

   Carried

_____   _____
Corie Phillips, Recorder   Brent Hesje, Chair