



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

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

Monday, February 2, 2015
4:00 to 6:42 pm
O102P Governors Boardroom

Members Present:	Brent Hesje (Chair) Jeff Bailey Daryl Kruper Jeff Mason (teleconference) Diane Brickner	Dr. Glenn Feltham Allan Mah Kevin Nabholz (teleconference) Larry Spagnolo Allannah Wrobel	Hasib Baig Darcy Corcoran Valerie Berger Ray Pisani
Recorder:	Corie Phillips		
Resources:	Dr. Neil Fassina Lara McClelland	Dr. Ray Block Susan Cline	George Andrews
Regrets:	Mark Ohe Keith Meagher	Andy Clark	Randy McLeod

1. Call to Order

Brent called the meeting to order at 4:02 pm.

a) Approval of Agenda

Glenn provided an overview and instructions on how best to utilize the upgrades to the teleconferencing system. Glenn shared with the members how the system will better enable members to participate in meetings via teleconference.

Moved by Allan Mah that the agenda be approved as presented.

Carried

b) Approval of Minutes of December 8, 2014

Moved by Darcy Corcoran that the minutes of December 8, 2014 be accepted as presented.

Carried

c) Business Arising from Minutes

There was no business arising to report.

2. NAIT Executive Reports

a) Office of the President and CEO

Dr. Glenn Feltham advised that the strategic presentations for the meeting related to alignment – two documents will be presented: a first draft of NAIT's Strategic Plan, and NAIT's Academic Plan. Both documents are aligned to NAIT 2021, and help build the roadmap for achieving the vision. The Strategic Plan will be further discussed and refined at the Board retreat.

Glenn proceeded to provide a summary of his report as follows, with a focus on strategic items:

- Acknowledged the work of the Executive, President's Council, and the broader leadership of NAIT, for their continued work and support.
- Focus on four key areas: advocacy, capacity, pathways, and fundraising.
- Advocacy – central focus at the municipal, provincial, and federal level. Glenn will be making an upcoming presentation to Capital Region Caucus on February 5th. Most of his time is being spent on external, evident in Appendix A-1 Summary of Activities.
- Capacity – continued work with the Ministry of Innovation and Advanced Education, Ministry of Infrastructure, and the City of Edmonton to acquire lands on Blatchford and the Bus Barns adjacent to the Blatchford lands. The Centre for Applied Technology continues to progress well.
- Pathways – Lara is doing a great job moving the Collegiate for Science, Technology, and the Trades project forward. The focus has now shifted to curriculum, program delivery, and capital planning. Fundraising – with the launch of the Essential Campaign, so has been spending more time meeting with current and potential donors.
- Many Items of Interest to report as there are so many great things happening at NAIT!
 - Video award – Marketing & Communications had recent international success in sharing the NAIT story. Four awards, including gold for our brand video, at the Council of Advancement and Support of Education (CASE) 2015 communication awards. Glenn extended his congratulations to the team.
 - Career Fair – NAIT's campus-wide Career Fair, held on January 20th, was a great success. The event hosted 136 employees – the largest participation in Career fair history.
 - Council of President's - on January 28th, the public post-secondary institutions in Alberta formalized a Council of Presidents. The goal of this council is to work together toward building a stronger post-secondary system.
 - Grade 4 Students Edmonton Catholic School students spent some time recently in the Sandvik Centre for Machinist Technology. Glenn took the time to recognize all of the people at NAIT that stepped up to work with the students, in enhancing student pathways.
 - Social Media – more of a personal resolution, Glenn has joined both LinkedIn and Twitter. Glenn's hashtag is @GlennFeltham, and encouraged all those to follow him that want to see what is "#NiftyatNAIT."
 - Started a video series, in answer to questions received from the NAIT community. Glenn's initial video answered the question, What is a Polytechnic? and was also posted on Polytechnic Canada's main page.
 - Multi-faith chaplain service – starts this month, supports the institute's commitment to provide a holistic experience. The service will launch with 10 volunteer chaplains visiting Main Campus on a rotating basis. All leaders will be working together for the spirituality of our students.
- NAIT's risk profile remains reasonably stable. The two risks that show in red related to:
 - Sustainable Provincial Funding (future operating budgets) – with declining oil prices, and various signals from government, there is a high likelihood that provincial funding will decline significantly. This is a concern for NAIT as we need to grow and meet the needs of Alberta and achieve NAIT 2021.

- Negotiations with NASA start February 3, 2015 on non-monetary items (a language reopener). From NAIT's perspective, it is important that we focus on ensuring our contract supports long-term sustainability and the vision of NAIT 2021; and that the contract also supports our polytechnic governance model.

Brent added that he had the opportunity to attend the Ooks Hockey 50 Year Alumni celebration; Daryl added complements for the Long Service and Staff Recognition Ceremony, which is great for NAIT and the culture, and he proceeded to provide kudos to Glenn for setting that cultural standard.

b) Provost and VP Academic

Dr. Neil Fassina elaborated on Daryl's comments about the Long Service and Staff Recognition Ceremony summarizing that there were 95 staff members recognized in the 15, 25, and 35 year categories.

Dr. Neil Fassina proceeded to provide an overview of his report as follows:

- Growth – the Provost's Leadership Team initiated development of growth plans for academic programs; the first draft of an interim growth plan for fall of 2015 is complete; the long term growth plans are targeted for completion in July 2015. F
- Enhanced pathways – activities are divided into four primary categories. The first is the development of pathways into, within, and beyond, NAIT. The second category of pathway activities is making them more prominent and accessible for students. The third category is advocacy, seeking to enhance the pathways for learners between academic institutions throughout the province starting with business. Neil is both the Chair of a subcommittee of the senior academic officers in Campus Alberta, and of the Edmonton Coalition of Post-Secondary Institutions. The fourth category involves pathways between and among credit and non-credit offerings at NAIT.
- Enhanced Program Health and Quality Assurance – the annual review and five-year comprehensive review process should be finalized before May 2015 at which times all credit programs will undergo a staggered five year comprehensive review.
- SAIT has appointed a new Provost and VP Academic, an individual who Neil has worked with previously, so this should enable a continued partnership already established.

c) VP Administration and CFO

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

- Ray extended his sincere appreciation to Valerie Berger and acknowledged the outstanding job she is already doing as Chair of the Finance and Audit Committee. The transition has been smooth and seamless and it has been great for all of the staff who support the Committee.
- Pleased with NAIT's financial results for the second quarter ended December 31, 2014. The approval of the Board to obtain financing for the CAT construction project of \$150M has allow NAIT to start the project earlier, resulting in more favorable construction costs. The additional benefit arose by locking in a borrowing rate of 1.84% for five years.
- The Investment Advisory Committee Meeting met on January 16th, which is a subcommittee of Finance and Audit Committee, comprised of both internal and external membership. The purpose of the subcommittee is to ensure proper governance of NAIT's investment portfolio.

- On December 15th, a Special PC meeting was called to discuss the 2015/16 – 2017/18 budget process and timelines. Hyperion implementation, and Financial Sustainability Task Force activities. Budget uncertainty continues to be a challenge until we are advised of our targets and the provincial budget is tabled.
- The sale of the St. Albert campus closed in December. The property sold for \$2.8M, with net proceeds of \$2,726,500. This proceeds reflect favorably to the appraised value.
- Additional lawyer hired in General Counsel, Brandon Amirie, will commence employment on February 23rd.
- Hyperion (Planning, Forecasting, and Budgeting) – have moved into the Build Phase of the project, with the current implementation plan being scheduled for February 16, 2015 to Finance staff only, then to all staff involved in the yearly budget process on February 23, 2015.
- Broadband expansion over dark fiber (The Edmonton Urban Network) – work interior to NAIT campus and in preparation of civil work completing late next spring is now being planned. The goal over the winter is to ensure that the backbone fiber is in place and ready to carry a signal as soon as the LRT connection is made. Completion is estimated for the end of May.
- CAT – preparation of CAT opening and programs delivering content to student owned devices, planning is underway on three fronts.
- Land acquisition – continued discussions on the acquisition of expansion lands for NAIT are ongoing.
- LRT construction – now expected to be in service in May 2015. The opening of the line continues to be delayed by issues with the switching software for the new line.

d) VP External Relations and CDO

George Andrews provided an overview of his report as follows:

- Alumni Association Advisory Council established in place of the Alumni Council on October 7th. This Council will be responsible for advising on and providing strategic direction over the content of the service, events, and programming offered to NAIT's Alumni by the Alumni Relations team. The department continues to reach out to Alumni as a way to re-engage and reinvigorate.
- Focus of the Department of Corporate, International and Continuing Education has been on the establishment of quality curriculum. Continued refinement of non-credit curriculum development model to ensure that it is efficient, effective, meets the needs of both CIT and CED, and aligns with the model currently in place related to credit development at NAIT.

Glenn added that there are conversations continuing with AIT in regards to the owner/production of curriculum for the Trades (ILMs).

e) Chief Strategy Officer

Lara McClelland provided an overview of her report as follows:

- Collegiate for Science, Technology, and the Trades
 - Will be Alberta's largest educational partnership between K-12 and post-secondary education in Alberta, and the only integrated pathway focused on science, technology, engineering and math in Canada.

- Proposed as a 2,500 student high-school with dedicated program streams aligning to NAIT's pillars, work integrated learning, innovative locally developed courses, transformative program delivery, and world-class labs and equipment.
- The partners involved in program delivery development include Edmonton Catholic School District (ECSD), Edmonton Public School Board (EPSB), NAIT, and CAREERS: The Next Generation.
- The three partners have come together and developed a common vision, operating model, scope, and operating costs, all which are defined in the Business Case, attached in Appendix E.
- Mental Health Awareness – NAIT's focus on positive mental health and wellbeing aligns tightly with our values and promises to staff and students. Over the past six months, 112 staff and students have completed the Mental Health First Aid training and certification. NAIT has certified eight trainers who lead the sessions, across all three campuses.
- Labour Market Demand and Program Growth – NAIT's academic programs are now aligned to national occupational classification (NOCs). Through this analysis, NAIT is able to identify the magnitude and directionality of program growth – for the next ten years – for the majority of its programming in order to meet labour market needs.
- Benchmarking – focus on revising our benchmarks and targets for key metrics. Validation of the benchmarks has been completed and will ultimately be included as new benchmarks for our core metrics in the 2015/16 – 2017/18 CIP.

3. Committee Reports

3.1 Academic Council

Dr. Glenn Feltham advised members of the shift of focus of Academic Council to focus on strategic, high-level discussions, critical to our overall Academic mission.

a) Minutes of November 18, 2014

Glenn summarized the minutes and presentations on: The Learning and Teaching Commons, which provides support for learning and teaching, by Dr. Susan Fitzsimmons; and pathways by Neil.

Moved by Dr. Glenn Feltham that the Academic Council meeting minutes of November 18, 2014 be accepted as information.

Carried

b) Minutes of January 20, 2015

Glenn summarized the minutes and presentations on: The Academic Plan, and Enabling Skills (the skills or competencies we expect graduates to possess, beyond technical skills).

Moved by Dr. Glenn Feltham that the Academic Council meeting minutes of January 20, 2015 be accepted as information.

Carried

3.2 Campus Development Committee

a) Minutes of January 14, 2015

Kevin provided an overview of the minutes as follows:

- The Student Housing working committee has developed two building options with different construction costs and quality levels. The difference in the costs impact the financial outlook and the differing quality levels impacts on the aesthetics of the building.
- NAIT currently operates its Crane and Hoisting Equipment Operator programs on a parcel of land in Nisku; the lease on the land expires in June 2016. NAIT is currently assessing options for the program in collaboration with Alberta Transportation, Alberta Infrastructure, and Alberta Innovation and Advanced Education.
- Campus Restack presentation outlined the substantial number of staff from current facilities that will be relocated into CAT. This will leave a significant amount of vacant space in a number of buildings which will need to be renovated and restacked in order to make use of the vacant space.
- Heavy Equipment Technician program expansion work is underway with renovations of the Government of Alberta hangar to accommodate the expansion of the program.
- Staff that have moved in to the Princess Elizabeth Building have commented positively on the space.
- Parkwest Building and Patricia Campus renovations for two leased properties adjacent to Patricia Campus to enable program expansion in pipe trades and electrical technologies.
- CAT is on time and on budget and is progressing well.

Moved by Kevin Nabholz that the Campus Development Committee meeting minutes of January 14, 2015 be accepted as information.

Carried

b) Donor Recognition & Naming Grids

Kevin 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 Board of Governors approve the naming grids and donor recognitions be approved as shown.

NAIT – Main Campus –

GIFT LEVEL	NAMING OPPORTUNITY
\$225,000	A104 - Laboratory

NAIT Centre for Heavy Equipment (A)

- Laboratory (A104; 10 year term) – First Truck Centre Edmonton Inc. (\$225,000 cash)

NAIT Medical Building (F)

- Clinic (F204, North Entrance; 10 year term) – Quikcard Charitable Foundation (\$100,000 cash)

Insulator Building (RH)

- Laboratory (RH106, North Entrance; 10 year term) – International Association of Heat & Frost Insulators & Allied Workers Training Trust Fund (\$75,000 cash)

Carried

3.3 Executive Committee

- a) Minutes of December 15, 2014

Moved by Brent Hesje that the Executive Committee meeting minutes of December 15, 2014 be accepted as information.

Carried

3.4 External Relations Committee

- a) Minutes of January 16, 2015

Larry Spagnolo reviewed the minutes as follows:

- Changing landscape, both of Government and the Post-Secondary system, continuing meetings of the Executive with all three levels of Government
- Favorably reviewed the benchmarking tool and progress today in moving the NAIT brand and the value and understanding of a polytechnic education.
- Encouraged management to continue on the course of integrating all areas of External Relations (branding, alumni relations, and advocacy) to support fundraising initiatives.
- Alumni engagement through techlife, mailouts, invitations to NAIT events, and various alumni-specific events.
- Established 2015 priorities: (1) be prepared for changes within Government, and be a part of the discussions, regardless of their magnitude, by being a part of the solution; and (2) influencing outcomes, enabling NAIT to succeed in the future as a world-class polytechnic.
- Productive meeting of Branding Advisory Subcommittee, with both internal and external members, who provided great feedback on NAIT's Marketing and Communications. They affirmed that Essential and the polytechnic focus is resonating.

Moved by Larry Spagnolo that the External Relations Committee meeting minutes of January 16, 2015 be accepted as information.

Carried

3.5 Finance & Audit Committee

a) Minutes of January 21, 2015

Valerie Berger reviewed the meeting minutes as follows:

- Daryl Allenby provided information on IT initiatives and the IT Strategic Plan. A further discussion around the plan is scheduled for the April meeting.
- Enterprise Risk Management – Artur Arruda advised that positive work continues, the Committee will review the consolidated risk report in April, including NAIT's strategic risks and consolidated reports for various Executive.
- Internal Audit Update – presentation by Ross Wilson stating that within the quarter – two audits were completed. The first audit was the post-implementation review; the significant findings that arose were learning enhancements to the template being utilized. The second audit completed was on Human Resource Operations, with a report to follow at the April meeting. Internal audit is a major continuous improvement strategy that enables NAIT to improve its processes.

Moved by Valerie Berger that the Finance and Audit Committee meeting minutes of January 21, 2015 be accepted as information.

Carried

b) Tuition Fee Sustainability

Valerie advised that NAIT has implemented the new tuition fee model for the 2014/15 academic year, and provided an update of the model since the last meeting:

- Proves the hypothesis that the increases will be forthcoming within a controlled environment.
- A student entering has price certainty on their tuition costs for the duration of their program enrollment.
- S. 61 of the PSLA requires that the Board of Governors set tuition fees in accordance with regulations, regulations which require that the overall tuition increase for the upcoming year cannot exceed CPI of 2.2%.
- The tuition methodology 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.
- This model was arrived at collaboratively with NAITSA. NAIT will continue to work with NAITSA in identifying and defining rules, processes, and parameters associated with the administration of the tuition guarantee. NAITSA's support was received for the proposed tuition fees for 2015/16.
- Following the response from the Ministry, one more consultation will be conducted with NAITSA.

Moved by Valerie Berger that the Board of Governors approve the 2015/16 tuition fees, subject to Alberta Innovation and Advanced Education

approval.

Carried

- c) Financial Report for Quarter Ended December 31, 2014
Valerie advised that NAIT's second quarter results reflect a small surplus of \$1.7M for the six months ended December 31, 2014, attributed substantially as a result of net investment revenue that is tracking higher than budget.

Moved by Valerie Berger that the Board of Governors accept December 31, 2014 financial report as information.

Carried

- d) Investment Report for Quarter Ended November 30, 2014
Valerie advised that the investment portfolio as at November 30, 2014 including cash, cash equivalents and portfolio investments totaled \$464.8M. Both the Finance and Audit Committee and the Investment Advisory Subcommittee were both very pleased that the long-term investment fund since its inception has an annualized return of 13.55% which exceeds the benchmark by 4.47%. NAIT's investment managers TD Asset Management are to be commended.

Moved by Valerie Berger that the Board of Governors accept the November 30, 2014 investment report as information.

Carried

- e) Compliance Certificate

Moved by Valerie Berger that the Board of Governors accept the Compliance Certificate for the period of October 1, 2014 to December 31, 2014 as information.

Carried

Valerie expressed her appreciation to Administration for providing a Finance and Audit Committee orientation to assist her in assuming her role as Chair of the Committee.

3.6 Foundation Trustees

- a) Minutes of January 21, 2015

Moved by Valerie Berger that the NAIT Foundation meeting minutes of January 21, 2015 be accepted as information.

Carried

3.7 Governance Committee

Brent Hesje asked Dr. Neil Fassina to provide a summary of the Academic Programming Policy. Neil proceeded to advise that the policy applies to all instructional programming delivered by NAIT with the exception of apprenticeship training, replacing the 1993 version.
This is a Board policy that defines the difference between a course, credit program, non-credit program, and the program advisory committees.

- a) Academic Programming Policy IP2.0

Moved by Brent Hesje that the Board of Governors approve the Academic Programming Policy IP2.0.

Carried

3.8 Human Resources Committee

a) Minutes of January 22, 2015

Diane Brickner provided a short overview of the meeting as follows:

- Language aspect of the NASA collective agreement to commence on Tuesday, February 3, 2015.
- Recruitment process had been initiated to replace current Deans that are leaving their current positions during this fiscal year. The search process is aimed at recruiting suitable candidates by the Summer of 2015.
- Health and Safety update – currently updates are being completed on the existing smoking policy to incorporate e-cigarettes and non-smoking products such as chewing tobacco.

ACTION: A follow-up will be provided to Board members in regards to the status of completing exit interviews.

Moved by Diane Brickner that the Human Resources Committee meeting minutes of January 22, 2015 be accepted as information.

Carried

4. Presentation and Discussion

4.1 Academic Plan

Glenn introduced the Academic Plan, which is coming to the Board for information purposes, by reading a direct quote from the plan: “Our Academic Plan seeks to align activities of instruction, applied research and innovation, and student life to create a line-of-sight to the institute’s vision that is accessible and understandable to everyone in the academic community. To this end, the Academic Plan provides a decision framework from which leaders across NAIT are able to align their decisions to the ultimate goals of the portfolio and of the institution overall. It also provides insight into the primary activities of the academic portfolio for all members of the NAIT community.”

Neil Fassina provided an overview of the Academic Plan process, and asked for feedback on the plan from the members. The plan has been in development since 2013 through a broad consultation process. The plan was developed through extensive consultations with groups, including: Academic Council, leadership groups, staff, faculty, students, and leadership teams. It is important to recognize what it is, what it does, and where it fits. The plan:

- Is organized into four priority outcomes, broken down into primary strategies, and targeted actions:
 - Outcome #1 Creating transformative careers for learners
 - Outcome #2 Creating economic and social benefit for Alberta’s key industry sectors
 - Outcome #3 Investing in ourselves
 - Outcome #4 Being responsive and stewarding our resources effectively

- Is aligned to the 2021 vision, and the Strategic Plan as the Academic Plan is nested within the Strategic Plan.
- Serves as the guiding compass for the academic team to define and adhere to vision 2021.
- Is directional and descriptive, not prescriptive. As the Academic portfolio consists of over 2100 people, it is difficult to relay all of the activity of the portfolio. The high-level goals defined in the directional document will provide a compass for decision-making framework.
- Is dynamic, not static. The plan will continue to be brought forward to Academic Council each year in December, and will continue to change year-to-year as items will arise to be added.

4.2 Strategic Plan

Lara provided an overview of the Strategic Plan.

The purpose of a strategic plan is to provide a roadmap to identify the choices an organization will make to achieve its vision. Strategic plans are intentional and take into account the external environment, the organization's resources, and strengths, weaknesses and opportunities.

- The plan includes strategies and actions that lead to the desired future – the vision set out in NAIT 2021.

A vision provides an aspiration that everyone strives for and clarifies the organization's distinctiveness. The plan identifies how the institution will achieve its vision and successfully meet our four promises to Alberta, students, industry, and staff.

- The vision and promises were established through a comprehensive engagement process with over 3,000 staff, students, industry, and other stakeholders that started in February 2014.
- The plan started with 23 outcomes, and through numerous engagement sessions, was narrowed down to ten.
- The plan builds on the four promises of NAIT 2021 – promises to Alberta, to students, to industry and to staff.
- The plan is in its draft stage at this time, and is included for information. Planning will be a very live and dynamic process.
- The plan will be further discussed during the March Board Strategic Session.
- Lara posed the question to the group to consider what strategies are missing, what actions need to be taken?

5. Correspondence

The correspondence was provided for information.

6. Board Member Contact List

The contact list was provided for information.

Brent thanked Kevin Nabholz for his outstanding contributions to the NAIT Board, and as Chair of the Campus Development Committee. Kevin provided continuous insight and who will be formally acknowledged at the Board Festive Dinner.

Brent also thanked Jeff Bailey, who has recently been appointed as Associate Dean, and therefore will no longer be the NASA rep; and as a result, no longer able to serve on the Board of Governors.

7. Next Board Meeting

The board strategic session is Friday, March 13 and Saturday, March 14, 2015.

8. Board Strategic Planning Session Discussion

Brent advised that through consultation with Governance Committee, Executive

Committee, and Dr. Feltham, an agenda for the Board Strategic Session will be finalized. The preliminary thought is to focus on two items:

- Board Engagement and Effectiveness – what are we doing right? What can be improved?
- NAIT's Strategic Plan- provide feedback and direction, prioritize across strategies and metrics for the coming year.

The Friday night team building activities will take place at Patricia Campus.

9. HR Committee Announcement (Diane Brickner & Brent Hesje)

Brent stated that he and Diane have been working very closely together and with the Human Resources Committee to ensure proper governance. It is with great pride that Brent announced the contract renewal for Dr. Feltham through June 2021 – a five-year extension to his current contract. Brent described Glenn as an opportunity thinker and optimist, with a constant positive personality, a true pleasure to be around. He also stressed the importance of the strategic vision Glenn led in developing NAIT 2021. Brent proceeded to read the letter that would be posted to all NAIT staff to share the announcement, following the Board meeting.

Glenn thanked the Board and the Executive for their support, and outstanding leadership. Glenn stated that the ability to work with NAIT staff is amazing, the incorporation of the four promises ensures our future success. Glenn remains NAIT's Cheerleader-in-Chief.

Hasib Baig, NAITSA President, and student Board member expressed his sincere appreciation to the NAIT Executive for their relationship with NAITSA. Hasib advised that the relationship with the Executive has not been like any other, and for that the students are truly appreciative and honoured.

10. Adjournment

Moved by Allan Mah that the meeting be adjourned at 6:42 pm.

Carried

Corie Phillips, Recorder

Brent Hesje, Chair