



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

Minutes of the One hundred and Sixty-fourth regular meeting of the Board of Governors

Tuesday, December 7, 2021
4:00 to 6:30 pm

Via Microsoft Teams Meeting

Members Present:	Ray Pisani (Chair)	Yasmin Jivraj (Vice Chair)	Laura Jo Gunter
	Vi Becker	Dan Brown	Jamie Corfield
	Dr. Annemarieke Hoekstra	Priti Laderoute	Kris Mauthe
	Renata Saicosque Medeiros	Andy Neigel	Linda Palladino
	Dr. Jean-Paul Prévost	Janet Riopel	Marlea Sleeman
	Kaedee Fythe Torrino	Paul Verhesen	Kristina Williams
Resources:	Dr. Steve Hudson	Clayton Davis	Michael Haworth
	Melanie Rogers	Carole Laplante (for Jeff Dumont)	
Regrets:	Jeff Dumont		
Recorder:	Sandy Timmer		

IN-CAMERA SESSION WITH BOARD MEMBERS ONLY PRIOR TO CALLING THE MEETING TO ORDER

Moved by Ray Pisani that the Board move to an in-camera session.

Seconded, Carried

Mr. Ray Pisani, Chair of the Board, reviewed the agenda of the meeting with Board members only.

Moved by Ray Pisani that the Board exit the in-camera session.

Seconded, Carried

1 CALL TO ORDER

Mr. Ray Pisani, Chair of the Board, welcomed everyone to the second meeting of the board for the 2021-2022 academic year. The board is meeting once more virtually as COVID-19 continues to be a health and safety concern. He advised that it was determined by the COVID-19 Advisory Committee that the board meeting was not included under “essential services” so the board is following that protocol and meeting virtually.

Mr. Pisani called the meeting to order. Mr. Pisani welcomed Dan Brown, who was appointed to the Board of Governors on September 29th, to his first board meeting. Although Mr. Brown attended the board retreat on October 16th, this is his first board meeting. Mr. Brown is sitting on the Campus Development Committee and his industry insight will be a great asset to that committee as well as to the board.

NAIT's mandatory vaccination policy came into effect on November 8th. Anyone coming on to campus must be fully vaccinated or have an approved accommodation. Proof of vaccination to be on campus can be provided either through NAIT Alert app AppArmour QR code, or through the provincial QR code.

Mr. Pisani reviewed the agenda including the motions in the Consent Agenda and the presentations.

1.1 Approval of the Agenda

Moved by Kris Mauthe that the agenda be approved as presented.

Seconded, Carried

Mr. Pisani asked for declarations of conflicts of interest from the board and none were raised.

1.2 Approval of the Minutes of the Meeting held on June 16, 2021

Moved by Janet Riopel that the minutes of the Meeting of June 16, 2021 be accepted as presented.

Seconded, Carried

1.3 Approval of the Minutes of the Meeting held on September 28, 2021

Moved by Janet Riopel that the minutes of the Meeting of September 28, 2021 be accepted as presented.

Seconded, Carried

1.4 Approval of the Minutes of the Meeting held on November 17, 2021

Moved by Janet Riopel that the minutes of the Meeting of November 17, 2021 be accepted as presented.

Seconded, Carried

1.5 Business Arising from Minutes (none)

Laura Jo Gunter advised that there was no business arising from the previous minutes.

2 CONSENT AGENDA

2.1 Accepting Minutes and Receiving Committee Reports:

2.1.1 Academic Council – Minutes of the Meeting on November 15, 2021 (*Item 4.1.1*)

2.1.2 Academic Council – Approval of Program Suspension – Power Engineering 4th Class Certificate (See Appendix A.1) (*Item 4.1.2*)

Moved by Laura Jo Gunter that the suspension of the Power Engineering 4th Class Certificate until June 30, 2025 be recommended for approval by the Board of Governors.

2.1.3 Academic Council – Approval of Addition of Co-op Program Option for Forest Technology (See Appendix A.2a) (*Item 4.1.3*)

Moved by Laura Jo Gunter that the addition of a Forest Technology co-op program option be recommended for approval by the Board of Governors.

2.1.4 Academic Council – Approval of Addition of Co-op Program Option for Construction Engineering (See Appendix A.2b) (*Item 4.1.4*)

Moved by Laura Jo Gunter that the addition of a Construction Engineering co-op program option be recommended for approval by the Board of Governors.

2.1.5 Academic Council – Approval of Suspension of the Exploration Specialization in Geological Technology (See Appendix A.3a) (*Item 4.1.5*)

Moved by Laura Jo Gunter that a suspension of the Exploration specialization in the Geological Technology be recommended for approval by the Board of Governors.

2.1.6 Academic Council – Approval of the Name Change from Geological Technology to Geoscience Technology (See Appendix A.3b) (*Item 4.1.6*)

Moved by Laura Jo Gunter that a name change from Geological Technology to Geoscience Technology be recommended for approval by the Board of Governors.

2.1.7 Academic Council – Approval of the Addition of a Geoscience Technology Co-op Program Option (See Appendix A.3c) (*Item 4.1.7*)

Moved by Laura Jo Gunter that the addition of a Geoscience Technology co-op program option be recommended for approval by the Board of Governors.

2.1.8 Academic Council – Approval of Splitting Biological Sciences Diploma into Three Separate Individual Programs (See Appendices A.4a, A.4b, A.4c, respectively) (*Item 4.1.8*)

Moved by Laura Jo Gunter that splitting the Biological Sciences diploma into three separate individual program records (Conservation Biology, Laboratory

Research and Biotechnology, and Environmental Monitoring and Assessment) effective July 1, 2022 be recommended for approval by the Board of Governors.

- 2.1.9** Academic Council – Approval of the Addition of a Co-op Program Option to Conservation Biology (See Appendix A.4d) (*Item 4.1.9*)

Moved by Laura Jo Gunter that the addition of a Conservation Biology co-op program option be recommended for approval by the Board of Governors.

- 2.1.10** Academic Council – Approval of the Addition of a Co-op Program Option to Laboratory Research and Biotechnology (See Appendix A.4e) (*Item 4.1.10*)

Moved by Laura Jo Gunter that the addition of a Laboratory Research and Biotechnology co-op program option be recommended for approval by the Board of Governors.

- 2.1.11** Academic Council – Approval of the Addition of a Co-op Program Option to Environmental Monitoring and Assessment (See Appendix A.4f) (*Item 4.1.11*)

Moved by Laura Jo Gunter that the addition of an Environmental Monitoring and Assessment co-op program option be recommended for approval by the Board of Governors.

- 2.1.12** Academic Council – Approval of a Name Change from Magnetic Resonance to Magnetic Resonance Imaging – 1st Discipline (See Appendix A.5a) (*Item 4.1.12*)

Moved by Laura Jo Gunter that a name change from Magnetic Resonance diploma to Magnetic Resonance Imaging – 1st Discipline be recommended for approval by the Board of Governors.

- 2.1.13** Academic Council – Approval of a Name Change from Magnetic Resonance to Magnetic Resonance Imaging – 2nd Discipline (See Appendix A.5b) (*Item 4.1.13*)

Moved by Laura Jo Gunter that a name change from Magnetic Resonance Imaging post-diploma certificate to Magnetic Resonance Imaging – 2nd Discipline be recommended for approval by the Board of Governors.

- 2.1.14** Campus Development Committee - Minutes of the Meeting on November 16, 2021 (*Item 4.2.1*)

- 2.1.15** Campus Development Committee – Approval of Additions to NAIT's Naming Grid and Donor Recognition (See Appendix B) (*Item 4.2.2*)

Moved by Paul Verhesen that the Board of Governors approve the addition of the Central Courtyard Gazebo and West Gazebo to NAIT's Naming Grid.

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Moved by Paul Verhesen that the Board of Governors approve the donor recognition of Delnor Construction Ltd. for the gift in kind (labour donation) of the Central Gazebo and West Gazebo.

- 2.1.16** Board Executive Committee – Minutes of the Meeting on October 5, 2021 (*Item 4.3.1*)
- 2.1.17** Board Executive Committee – Minutes of the Meeting on November 1, 2021 (*Item 4.3.2*)
- 2.1.18** Audit Committee - Minutes of the Meeting on November 23, 2021 (*Item 4.4.1*)
- 2.1.19** Audit Committee - Compliance Certificate–July1-September 30, 2021 (See Appendix C) (*Item 4.4.2*)
- 2.1.20** Finance Committee - Minutes of the Meeting on November 23, 2021 (*Item 4.5.1*)
- 2.1.21** Finance Committee - Quarterly Financial and Investment Reports for the Quarter Ended September 30, 2021 (See Appendices D and E, respectively) (*Items 4.5.2 and 4.5.3, respectively*)
- 2.1.22** NAIT Foundation – Minutes of the Meeting on November 23, 2021 (*Item 4.6.1*)
- 2.1.23** Governance Committee - Minutes of the Meeting on November 4, 2021 (*Item 4.7.1*)
- 2.1.24** Governance Committee – Approval of the Terms of Reference for each of the: Campus Development Committee, Audit Committee, Governance Committee, Human Resources Committee, and Constitution and Bylaws of Academic Council (See Appendices F.1, F.2, F.3, F.4, F.5, respectively) (*Items 4.7.2-4.7.6, respectively*)

Moved by Andy Neigel that the Board of Governors approves the Terms of Reference for each of the Campus Development Committee, Audit Committee, Governance Committee, Human Resources Committee; and the Constitution and Bylaws of Academic Council.

- 2.1.25** Human Resources Committee - Minutes of the Meeting on November 10, 2021 (*Item 4.8.1*)
- 2.1.26** Industry Partnerships and External Relations Committee – Minutes of the Meeting on November 18, 2021 (*Item 4.9.1*)

There were no items removed from the Consent Agenda.

Moved by Andy Neigel that the Consent Agenda items be approved as presented.

Seconded, Carried

3 NAIT EXECUTIVE MANAGEMENT REPORT

3.1 Consolidated Executive Management Report to the Board

3.2 President's Activities

Ms. Gunter provided an overview of her section of the consolidated management report. NAIT was closed on September 30th to honour Truth and Reconciliation. Virtual events to acknowledge the day were held on September 29th. On December 6th, we also acknowledged the anniversary date of the murder of 14 women at École Polytechnic in Montreal.

There have been a number of government visits on campus including the new Deputy Minister of Advanced Education, Lora Pillipow. The new federal Minister of Tourism, Randy Boissonnault, was to come for a tour but he was asked to stay in Ottawa so we will reschedule with him for the new year.

We are working on a meeting with the new Mayor of Edmonton and other city officials, as well as working with the City's senior executives around initiatives to continue to grow the city as an education destination.

Ms. Gunter reiterated NAIT's new vaccination mandate policy that as of November 8th, anyone coming to campus must be fully vaccinated or have an approved accommodation. Ms. Gunter thanked the COVID-19 Advisory Committee and those in the schools and student support areas who worked hard to help students finish the semester, especially those with special circumstances due to COVID and the vaccination mandate. It was noted that there were some students who did not want to get vaccinated withdrew from their programs. We did allow students to continue online in their programs where possible.

Ms. Gunter was pleased to announce that Industry Solutions received two Canadian Foundation for Innovation (CFI) grants for capital expenditures. This is confidential until it is announced by the federal government.

Steve Hudson, interim VP Academic, highlighted that NAIT submitted funding requests on three apprentice-style programs in response to the Ministry's request for proposal. Dr. Hudson also noted that we did not meet our budget targets for enrolment for the fall both in international and domestic counts. International students are impacted by visa and travel issues due to the pandemic. The pandemic and vaccine mandates have had an impact on domestic enrolment numbers.

Ms. Melanie Rogers, VP External Relations, noted that we have more rigor now around our awards and honours policy. Ms. Rogers advised that NAIT recently held a virtual open house for future students and there was an increase of 22% of guests who registered for that open house. We had 2,600 domestic registrants, and 677 international students. We continue use all of the social platforms to be as agile as possible to reach as many prospective students as we can.

Clayton Davis, Associate Vice President Human Resources, touched on two items from his report. He noted that we have had excellent uptake from staff on the vaccination mandate, thanks to the support of our NASA and AUPE groups. We are currently at

approximately 95% of staff who have uploaded their vaccination QR code. Under 1% of staff have declined to get vaccinated. It was also noted that once the work from home order is lifted, the distributed work policy will then be implemented to reduce any confusion between the two.

Mr. Davis stated that the staff engagement survey was completed. We are using a third party provider, Glint, because they also do staff engagement surveys at other PSIs and sectors. Mr. Davis noted that NAIT was a finalist for a PSI award from Glint, although we did not win this year.

As Mr. Dumont was unavailable, Ms. Gunter briefly spoke to the financial information in the executive report. It was noted that mainly due to the change/reduction in enrolment projections, we are looking at an estimated \$11M deficit from Q1. There are approximately 1,000 fewer students than budgeted for the fall enrolment, despite early increases in application rates. Many of these applications did not translate to enrolments as they were largely concentrated in programs – mainly in health – that have capped enrolments due to clinical and practicum limitations. As noted by Dr. Hudson, the pandemic also had an impact..

Ms. Gunter invited Carole Laplante, Associate Vice President Finance and Corporate Services, to speak to the numbers in the finance update for Q2.

Ms. Laplante commented that while NAIT was at a balanced budget at Q1, due to the reduction in student enrolment from what was projected, that moved us to a deficit position. Ms. Laplante advised that while there was a sudden reduction in students and the associated tuition revenue, the costs of those programs did not reduce as we had to still run the programs. We were also not able to backfill the enrolment as the programs had already started once the vaccine mandate and the move to online were announced. Ms. Laplante advised that although the student numbers are not as high as planned for 2021/22, they are still higher than previous years. The lower footfall on campus has also impacted ancillary revenues while we still have the overhead costs associated with those areas. Ms. Laplante did comment that there is some caution in the deficit projection as there are also lower costs for the quarter.

Ms. Kristina Williams, Chair of the Finance Committee, advised that the committee looked at the deficit projection in detail at its meeting and after significant discussion with management, agreed with management's actions and approach and any unnecessary spending be held in abeyance.

It was also noted that program efficacy is being reviewed for adjustments to programs that are very expensive to run and have low enrolment. This will be discussed with government as many of these are in the apprenticeship area. Technical programs are the most challenged due to the high cost per student.

Moved by Marlea Sleeman that the written Executive Management Report be accepted for information.

Seconded, Carried

4 COMMITTEE REPORTS

4.1 ACADEMIC COUNCIL *(Laura Jo Gunter)*

- Written Committee Chair's Summary Report as attached

4.2 CAMPUS DEVELOPMENT COMMITTEE *(Paul Verhesen)*

- Written Committee Chair's Summary Report as attached

4.3 EXECUTIVE COMMITTEE OF THE BOARD *(Ray Pisani)*

- Written Committee Chair's Summary Report as attached

4.4 AUDIT COMMITTEE *(Kristina Williams)*

- Written Committee Chair's Summary Report as attached

4.5 FINANCE COMMITTEE *(Kristina Williams)*

- Written Committee Chair's Summary Report as attached

4.6 FOUNDATION TRUSTEES *(Kristina Williams)*

- Written Committee Chair's Summary Report as attached

4.7 GOVERNANCE COMMITTEE *(Andy Neigel)*

- Written Committee Chair's Summary Report as attached

4.8 HUMAN RESOURCES COMMITTEE *(Vi Becker)*

- Written Committee Chair's Summary Report as attached

4.9 INDUSTRY PARTNERSHIPS AND EXTERNAL RELATIONS COMMITTEE *(Janet Riopel)*

- Written Committee Chair's Summary Report as attached

4.9.2 Board Communications Policy

Ms. Janet Riopel briefly spoke to the Board Communications Policy. She commented that confidentiality in meetings is of utmost importance. The policy also indicates who can speak on behalf of NAIT. Board members are free to speak on their own opinions without speaking on behalf of the institute.

Moved by Yasmin Jivraj that the Board of Governors accept the written Chairs' Summary Committee Reports as presented for information.

Seconded, Carried

5 PRESENTATIONS

5.1 Human Resources Committee Presentation

Ms. Vi Becker provided a presentation on the Human Resources Committee. This committee is supported by NAIT's HR team and only has public members due to conflicts of interest for staff and student members.

Ms. Becker invited Clayton Davis to touch on some highlights about the committee. Mr. Davis advised that we have approximately 2,000 full-time employees and nearly 1,000 contract employees. We are about the same size as SAIT, about 1/5 the size of U of A and 1/3 the size of U of C. So NAIT is one of the larger institutes in the province and one of the larger employers as well. We are a people organization.

The committee discusses negotiations, government mandates, options for the negotiations, strategies, the risk register, and policies and procedures and impacts to staff. Distributed work is also on the agenda as well as recruitment, which has been harder lately due to salary freezes. This also makes retaining and attracting talent challenging.

The employee engagement survey using the new platform provided more feedback from staff. Overall, staff are happy to work at NAIT but there are areas for improvement which will be addressed. Some of this might be due to COVID fatigue.

Mr. Pisani thanked Ms. Becker and Mr. Davis for the presentation. We will look to have Academic Council presented at the next board meeting.

5.2 Board Objectives and Key Results

Ms. Gunter was pleased to announce that the strategic plan – The NAIT Effect – is now available to view on the internet. She thanked the Mar/Comm team for their work on the look of the plan.

At the board retreat management was tasked to bring forward the board's objectives and key results (OKRs) at the December meeting. The presentation went through the process used to finalize the OKRs and Michael Haworth reviewed the OKR dashboard.

The board reviewed and discussed the dashboard and the board's priorities and the appropriate goals for board oversight. It was noted that these OKRs are dynamic and new OKRs may need to be developed based on what the Ministry determines are our new performance-based measures for at-risk funding.

After review of the OKRs for the board, a motion was put on the floor.

Moved by Laura Jo Gunter that the objectives and key results for the board be approved as presented.

Seconded, Carried

These new OKRs will be monitored on a regular basis. It was noted that this will be measured from December 2021 to December 2022 but will eventually shift to a fiscal measure.

5.3 ESG Directions

Ms. Gunter noted that we have many stakeholders who are very interested in NAIT's commitment to ESG. Metrics don't tell the whole story, and we will include a strong narrative to go with our metrics. Principles are very important, and we will be working with the board further on this. We will also take an EDI lens to this (Equity, Diversity and Inclusion) to ensure this can be embraced by the whole institution.

6 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

The board moved to an *in-camera* discussion and guests departed. Mr. Pisani requested Executive Management, Mr. Haworth and Ms. Timmer to remain.

Moved by Marlea Sleeman that the Board move to an in-camera session.

Seconded, Carried

At this time, Jamie Corfield, Annemarieke Hoekstra and Jean-Paul Prévost declared a conflict of interest with discussion item 6.2 and will depart the meeting at that time.

6.1 IMA Performance-Based Funding Metrics Update

Ms. Gunter advised that NAIT provided a submission to government on recommendations for Performance-Based Funding (PBF) metrics.

6.2 Labour Relations Update

Mr. Corfield and Drs. Hoekstra and Prévost departed the meeting at this time.

Discussed with Mr. Davis.

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

Seconded, Carried

7 CORRESPONDENCE

For information.

8 BOARD MEMBER CONTACT LIST

For information.

9 NEXT BOARD MEETING

The next Board Meeting will be Tuesday, March 1, 2022 at 4:00 p.m. Details on meeting format (virtual/in-person) will be provided.

10 ADJOURNMENT

*Moved by Andy Neigel that the Board of Governors meeting be adjourned at 6:25 p.m.
Seconded, Carried*



Ray Pisani – Chair, Board of Governors



Laura Jo Gunter - President