



**NORTHERN ALBERTA
INSTITUTE OF TECHNOLOGY
BOARD OF GOVERNORS**

BOARD MEETING MINUTES

Tuesday, March 4th, 2025
4:00 – 8:00 pm
Governor's Boardroom T811 / MS Office Teams

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

Moved by Jason Pincock that the Board move to an in-camera session.

Political Landscape – Cathy Chichak, Gail Kelly

Moved by Linda Palladino that the Board exit the in-camera session.

2 CALL TO ORDER AND APPROVAL OF AGENDA

2.1 Board Chair's Welcome

2.2 Farewell and Introduction

- Dr. Maya Daniel
- Lisa Slywka
- Mike High
- Shawn McMillan

2.3 Approval of the Agenda

Moved by Jason Pincock that the agenda be approved as presented.

Declaration of Conflict(s) of Interest for Board Members for agenda items

3 SHOWCASE Nîsôhkamâtotân Centre – Camille Louis and Brett Landry

Camille Louis provided an overview of the Nîsôhkamâtotân Centre, including its background, programs, and services, emphasizing its meaning: "Let's Help Each Other." Brett Landry shared his journey as both a student and staff member, highlighting the centre's profound impact on fostering community, celebrating culture, and creating a strong sense of belonging.

4 BOARD STRATEGY ENGAGEMENT

4.1 2024/2025 OKRs

The Board reviewed the current OKR completion rate (60%) which is above the pace from last fiscal. NAIT introduced a new category, "strategic delay" to cover deliberate choices to delay on executing OKRs in response to emerging trends. Updates were provided on enrollment, student experience, infrastructure, financial sustainability, employee engagement, and enhancements to the NAIT experience. The Board also addressed staff transition improvements, emphasizing additional LMS training.

5 PRESIDENT'S UPDATE

5.1 Consolidated Executive Management Report to the Board

The Board reviewed key highlights from the consolidated report, including ASC's additional \$20 million funding, the RFP launch for construction management, and LDASC land review updates. Other discussions covered enrollment impacts from IRCC policies, NAIT's top employer status, high school-collegiate partnerships, pathways for skilled trades, and student residence project timelines, which remain contingent on contract finalization.

Moved by Lorraine Royer that the Executive Management Report be accepted for information. Seconded and carried.

6 CONSENT AGENDA

6.1 Accepting Minutes and Receiving Committee Reports:

The following will be approved by consent agenda unless there is a request to move an item or items to New Business.

6.1.1 Board of Governors Workplan

6.1.2 Approval of the Minutes of the Board of Governors for the Meeting held on 3 December 2024

6.1.3 Academic Council – Minutes of the Meeting on 10 February 2025

Moved by Agatha Ojimelukwe that the proposal to reactivate the Power Engineering 4th Class Certificate Program be recommended to the Board of Governors for approval (Appendix B).

Moved by Dennis Sheppard that the proposal to rename Radio and Television to Media Communications and Production along with renaming of the specializations be recommended to the Board of Governors for approval (Appendix C).

Moved by Max Varela Arevalo that Academic Council supports the recommended nominees for Honorary Degrees and recommends approval by the Board of Governors.

6.1.4 Campus Development Committee - Minutes of the Meeting on 4 February 2025

6.1.5 Board Executive Committee – Minutes of the Meeting on 3 February 2025

6.1.6 Audit Committee - Minutes of the Meeting on 19 February 2025

Moved by Don Cameron that Internal Audit may remove two audits from its FY2025 internal audit plan for consideration in a subsequent audit year: (1) Employee Offboarding audit and (2) Student Award Creation audit.

Moved by Rachel Smith that the Audit Committee approves the FY2026 Annual Internal Audit Plan and Internal Audit Budget.

Moved by Yasmin Jivraj that the Audit Committee approves the proposed Internal Audit charter.

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6.1.7 Finance Committee - Minutes of the Meeting on 19 February 2025

Moved by Yasmin Jivraj that the Finance Committee recommend to the Board of Governors of the Northern Alberta Institute of Technology to approve the proposed asset mix as proposed by the Investment Advisory Subcommittee.

Moved by Jonathan (Jake) Gerbert that the Finance Committee recommends to the Board of Governors to wind up the Investment Advisory Subcommittee, with investment oversight responsibilities transitioned to the Finance Committee.

Moved by Don Cameron that the Finance Committee recommend to the Board of Governors approval of the domestic and apprenticeship tuition fees for 2025/2026 for submission to Advanced Education for final approval.

Moved by Don Cameron that the Finance Committee recommend to the Board of Governors approval of the changes to the Funds and Reserves as outlined.

Moved by Jonathan (Jake) Gebert that the Finance Committee recommend to the Board of Governors the approval of the budget 2025/26 and forecasts for 2026/27-2027/28, with such non-substantive changes that management of NAIT considers necessary or advisable. Budget changes causing deficit projections or government grant adjustments totaling more than \$5 million will require further board approval.

Moved by Kris Mauthe that the Finance Committee recommend to the Board of Governors the approval of NAIT's signing authorities for the specified accounts as presented.

Moved by Yasmin Jivraj that the Finance Committee recommend to the Board of Governors that the key result for vacation liability is updated to "Reach 8% of the average annual salary as a vacation liability by March 31."

6.1.8 Governance Committee - Minutes of the Meeting on 13 February 2024

Moved by Yasmin Jivraj that the Governance Committee of the Board of Governors of the Northern Alberta Institute of Technology recommend the approval of the February 13, 2025, revisions to the Bylaws to be presented to the Board of Governors of the Northern Alberta Institute of Technology (Appendix D).

Moved by Yasmin Jivraj, the Governance Committee of the Board of Governors of the Northern Alberta Institution of Technology recommends the approval of the Updated Committee plans to be presented to the Board of Governors of the Northern Alberta Institute of Technology (Appendix E).

Moved by Laura Jo that the Governance Committee of the Board of Governors of the Northern Alberta Institution of Technology recommend the approval of the Board Evaluations to be presented to the Board of Governors of the Northern Alberta Institute of Technology (Appendix F).

6.1.9 Human Resources Committee - Minutes of the Meeting on 12 February 2025

Moved by Dan Brown that the revised HRC Workplan be accepted as presented and recommended to Governance for approval.

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6.1.10 Industry and Community Engagement Committee – Minutes of the Meeting on 11 February 2025

Moved by Jason Pincock that the Industry and Community Engagement Committee recommends to the Board of Governors donor signage for Classroom V304 for a five-year term in recognition of CANFOR Corporation. Cash gift: \$464,250.

Moved by Jason Pincock that ICE Committee supports the recommended nominees for Honorary Degrees and recommends approval by the Board of Governors. (Appendix J)

6.1.11 Advanced Skills Centre Committee – Minutes of the Meeting on 10 December 2024

6.1.12 Advanced Skills Centre Committee – Minutes of the Meeting on 14 January 2025

6.1.13 Advanced Skills Centre Committee – Minutes of the Meeting on 10 February 2025

6.1.14 Board and Committee Evaluations Review and Approval

Moved by Dan Brown that the Consent Agenda items be approved as presented.

7 BUSINESS ARISING FROM PREVIOUS MEETING

7.1 GE 2.0 Code of Conduct Policy Update – Andy Neigel, Laura Jo Gunter

Code of Conduct underwent further revision to address comments brought forward. The Governance Committee is still targeting the May board meeting for completion.

Appendix K – Code of Conduct Status Update

8 NEW BUSINESS

8.1 Capital and Operating Budget – Kris Mauthe, Mike High, Arden Kobewka

The Board reviewed key budget highlights, including projected FLE declines due to international student reductions, tuition increases (2.9% international, 2% domestic), and an ~\$800,000 shortfall from the loss of MNIF. The shortfall will be addressed through adjustments in service levels and by delaying planned investments. While revenues are declining, cost-saving measures and strategic enrollment growth aim to balance the budget, with plans to address future deficits through operational efficiencies, new programs, and continued advocacy. The 2025/26 budget requires Board approval before submission to Advanced Education by May 31.

Moved by Kris Mauthe that the Board of Governors approve the budget 2025/26 with such non-substantive changes that the management of NAIT considers necessary or advisable. Budget changes causing deficit projections or government grant adjustments totalling more than \$5 million will require further board approval.

Seconded and carried.

8.2 Financial Report for Quarter Ended Dec 31, 2024 – Kris Mauthe, Mike High, Arden Kobewka

The Board reported a strong financial year, with Arden Kobewka presenting a forecasted surplus, targeted investments, and budget variances. Key takeaways include a surplus, strategic investments in capital and technology, and upcoming challenges related to international tuition, with investment income allocated for one-time institutional needs.

8.3 Board Retreat Outcomes – Yasmin Jivraj, Laura Jo Gunter, Jean-Francois Bouffard

The Board reviewed the outcomes of the January 25, 2025, Board Retreat, including discussions on AI's impact, related opportunities, and strategic actions. The session also covered a trust

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model assessment for the Board and EMC to establish a progress benchmark, culminating in the development of engagement guidelines.

Appendix G – Presentation – Alberta Machine Intelligence Institute (AMII) - Stephanie Enders

Appendix H – Presentation – Business + Higher Education Roundtable (BHER) - Valerie Walker

Appendix I - Board Trust Presentation with outcomes – Jennifer Kluthe

8.4 Comprehensive Campaign cabinet – Jason Pincock, Daryl Silzer

The Campaign Cabinet's primary objectives are to identify key donors and advocates while refining a compelling case for support. Additionally, there is a need to diversify the fundraising base and strengthen NAIT's brand by reinforcing its leadership in skills development, job creation, and workforce solutions.

9 NEXT BOARD MEETING

The next Board Meeting will be May 27th, 2025, at 4:00 pm to be held in the Governor's Boardroom, T811, unless otherwise notified.

10 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

Moved by Linda Palladino that the Board move to an in-camera session.

Declaration of Conflict of Interest for Board Members for in-camera items

President Laura Jo Gunter declared a conflict of interest regarding item 10.1 and exited for this portion

Union members Ruth Mulholland, Steve Chattargoon & Lisa Slywka declared a conflict of interest regarding item 10.2 and exited for this portion

10.1 Presidents Contract – Clayton Davis

10.2 Labour Relations – AUPE and NASA – Clayton Davis

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

11 ADJOURNMENT

Moved by Marina Bruno that the Board of Governors meeting be adjourned at 8:30 pm.

Seconded and carried.

APPENDICES:

Appendix A – Annual Report

Appendix B – Power Engineering 4th Class restart briefing

Appendix C – Name Change – Radio and Television briefing

Appendix D – Bylaws Review and Proposed Bylaws red line

Appendix E – Revised committee workplans

Appendix F – Annual Board and Committee Evaluations

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Appendix J – Honorary Degree Nominations

Appendix K – Code of Conduct

Attendees		
Committee Members	Yasmin Jivraj Laura Jo Gunter Paul Verhesen (virtual) Don Cameron Jason Pincock Kris Mauthe (virtual) Dan Brown Andy Neigel Linda Palladino Lorraine Royer (virtual) Ruth Mulholland Rachel Smith Steve Chattaroon Danielle Libunao Marina Bruno PS Sidhu (virtual)	Board Chair, Ex officio President and CEO, Ex officio Chair – CDC, Public Member – ASSC & BEC Chair - ASSC, Campus Development Committee, Public Member – Audit, Finance & BEC Chair - ICE, Committee Member - ASSC & BEC Chair - Audit, Finance, Committee Member - BEC Chair - LDASC, Committee Member CDC & HRC Chair - Governance, Committee Member – BEC Chair - HRC, Committee Member - BEC Committee Member - ICE AUPE Rep, Committee Member - Governance Committee Member - Audit, Finance NASA Rep, Committee Member - CDC NAITSA Rep, Committee Member - ICE NAITSA Rep, Committee Member - CDC Public Member – ASSC & BEC
Resources	Jean-François (JF) Bouffard Keela Coss	Chief of Staff and Director of Strategy Board Relations & Executive Administrative Specialist
Guests	Peter LeClaire Mike High Daryl Silzer Clayton Davis Arden Kobewka Gail Kelly Camille Louis Brett Landry Cathy Chichak	VP Academic VP Admin & CFO VP External & CDO AVP HR – Resources AVP Finance & Corporate Services Director, Government Relations Manager, Nisôhkamâtôtân Centre Recruitment Specialist, Nisôhkamâtôtân Centre Canadian Strategy Group
Regrets	Kristina Williams	Vice Board Chair, Ex officio