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

BOARD MEETING AGENDA

Tuesday, Sept 23rd, 2025
4:00 – 8:00 pm
Governor's Boardroom T811 / MS Office Teams

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

Moved by PS Sidhu that the Board move to an in-camera session.

Seconded & carried.

Moved by Yasmin Jivraj that the Board exit the in-camera session.

Seconded & carried.

2 CALL TO ORDER AND APPROVAL OF AGENDA

2.1 Board Chair's Welcome
2.2 Introductions to new members
- **2.2.1** Welcome Chase Anderson
- **2.2.2** Welcome Tanroop Mahal

2.3 Approval of the Agenda

Moved by Chase Anderson that the agenda be approved as presented.

Seconded & carried.

**Declaration of Conflict(s) of Interest for Board Members for agenda items
Lisa Slywka declares 10.3 as a conflict.**

3 SHOWCASE

3.1 Business Transformation – Marcus Nordin, Bryan Sandilands, Dave Ramme & Nancy Narayan
The Business Transformation team presented Project R.I.S.E., outlining strategies to support institutional transformation through change management, engagement, and sustainability across workstreams. The presentation noted external challenges such as flat government funding, evolving labour demands, and international restrictions, and highlighted the importance of making informed, collaborative decisions to support long-term resilience.

4 BOARD STRATEGY ENGAGEMENT

4.1 2025/2026 OKR updates
The second quarter showed strong results, with enrolment and applied research targets met, and student experience goals exceeded. For the summer quarter, updates included submission of the

ASC Business Case, launch of the domestic recruitment campaign, implementation of Project R.I.S.E., progress on ERP and Early Alert, strong domestic enrolment, and optimism in meeting the year-end OKR target of 70%.

5 PRESIDENT'S UPDATE

5.1 Consolidated Executive Management Report to the Board
Updates highlighted classroom technology upgrades, initiatives such as SPARK speaking engagements for senior leaders include Enabling "Her" to Act, and the integration The Cost of Doing Nothing.

5.2 President's activities for the quarter

Moved by Lorraine Royer that the Executive Management Report be accepted for information.
Seconded & 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 August 28, 2025

Moved by Dan Brown that the Board of Governors of the Northern Alberta Institute of Technology appoint Doreen Cole to the Finance Committee and Audit Committee.

Moved by Don Cameron that the Board of Governors of the Northern Alberta Institute of Technology approve the Advanced Skills Centre proposed project budget, with such non-substantive changes that management of NAIT considers necessary or advisable, for submission to the Government of Alberta.

Moved by Don Cameron that the Board of Governors of the Northern Alberta Institute of Technology approve the Advanced Skills Centre proposed project schedule, with such non-substantive changes that management of NAIT considers necessary or advisable, for submission to the Government of Alberta.

Moved by Don Cameron that the Board of Governors of the Northern Alberta Institute of Technology approve the Advanced Skills Centre proposed business case, with such non-substantive changes that management of NAIT considers necessary or advisable, for submission to the Government of Alberta.

6.1.3 Academic Council – Minutes of the Meeting held on September 15, 2025

Moved by Gilles Prefontaine that Peter Leclaire be appointed Chair of Academic Council for the 2025-2026 Academic Year.

Moved by Matt Lindberg that Academic council approve the Suspension and Termination Policy for implementation.
11 Opposed, Motion defeated

Moved by Shauna MacDonald that the updated Academic Council Constitution and Bylaws be recommended for approval by the Board of Governors.

Moved by Terry Schlitter that the Dental Hygiene Diploma New Program Proposal be recommended for approval by the Board of Governors.

Moved by Matt Lindberg that the suspension proposal for Millwork and Carpentry Certificate Program be recommended for approval by the Board of Governors.

No vote

*** Before a vote, a substitute motion was introduced by Shauna MacDonald for the following: ***

Moved by Shauna MacDonald to postpone the motion until the next Academic Council meeting on October 20th, 2025.

6.1.4 Academic Council – Constitution and Bylaws

6.1.4.1 Constitution and Bylaws

6.1.5 Campus Development Committee - Minutes of the Meeting held on September 4, 2025

Moved by Jason Pincock that the Campus Development Committee of the Northern Alberta Institute of Technology Board of Governors accept the report as presented.

Moved by Dan Brown to instruct NAIT to initiate negotiations with the City of Edmonton to acquire the Brig. James Curry Jefferson Armoury by providing a letter of intent as the first step of the negotiation process outlined in this report. Ensuring that the letter of intent does not constitute or is interpreted as NAIT exercising the contractual option to purchase the Armoury.

Moved by Jason Pincock to hold a joint meeting between the Finance and CDC committees to establish a joint negotiating strategy for the potential Armoury purchase.

Moved by PS Sidhu that the Campus Development Committee recommends that the Board of Governors approve the revised Real Property Policy and Procedure.

6.1.6 Board Executive Committee – Minutes of the Meeting held on August 25, 2025

No motions.

6.1.7 Audit Committee - Minutes of the Meeting held on September 16, 2025

Moved by Jason Pincock that the Audit Committee recommend to the Board of Governors the approval of NAIT's Annual Report for the Ministry of Advanced Education for the fiscal period ended March 31, 2025, with such non-substantive changes that management of NAIT considers necessary or advisable.

6.1.8 Finance Committee - Minutes of the Meeting held on September 16, 2025

Moved by Jason Pincock that the Finance Committee recommend the revised Terms of Reference for the Finance Committee, as presented, to the Governance Committee for approval.

Moved by Jason Pincock that the Finance Committee approve the workplan as presented.

Moved by Jason Pincock that the Finance Committee approve the appointment of Manulife Investment Management as NAIT's Canadian Real Estate investment manager and authorize an initial investment of $10 million into the Manulife Canadian Property Portfolio, with the option to scale up to the targeted 10% allocation in the future, subject to further decisions regarding the Armoury investment opportunity.

Moved by Don Cameron that the Finance Committee approve the appointment of Brookfield as NAIT's Infrastructure investment manager.

Moved by Jason Pincock that the Finance Committee recommend to the Board of Governors approval of the use of the Advanced Skills Centre companion letter, if required, which outlines an alternative funding profile whereby NAIT will provide $30.6 million towards early construction activities, with the Government of Alberta's full capital commitment allocated beginning in fiscal 2027/28.

6.1.9 Governance Committee - Minutes of the Meeting held on August 27, 2025

Moved by Ruth Mulholland that the Governance Committee recommend to the Board of Governors the approval of the revised GE 2.0 Code of Conduct Policy.

Moved by Yasmin Jivraj that the Governance Committee accept the NAIT Board Competency & Skills Matrix as presented.

Moved by Yasmin Jivraj that the Governance Committee of the Northern Alberta Institute of Technology appoint Doreen Cole to both the Finance Committee and Audit Committee.

6.1.10 Human Resources Committee - Minutes of the Meeting held on September 17, 2025

No motions.

6.1.11 Industry and Community Engagement Committee – Minutes of the Meeting held on September 11, 2025

Moved by Lisa Slywka that ICE Committee supports the recommended nominees for NAIT Celebrates and recommends approval by the Board of Governors.

6.1.12 Advanced Skills Centre Committee – Minutes of the Meeting held on September 09, 2025

Moved by PS Sidhu that the ASC recommend to the Board of Governors approval of the use of the Advanced Skills Centre companion letter, if required, which outlines an alternative funding profile whereby NAIT will provide $30.6 million towards early construction activities, with the Government of Alberta's capital commitment allocated beginning in fiscal 2027/28.

6.1.13 Advanced Skills Centre Committee – Minutes of the Meeting held on July 08, 2025

No motions.

6.1.14 Advanced Skills Centre Committee – Minutes of the Meeting held on June 10, 2025

No motions.

6.1.15 Asynchronous Votes for Board Appointments

Moved that the Board of Governors of the Northern Alberta Institute of Technology approve the Governance Committee's recommendation, as moved by Yasmin Jivraj to appoint Chase Anderson as a member of the Campus Development Committee.

Moved that the Board of Governors of the Northern Alberta Institute of Technology approve the Governance Committee's recommendation, as moved by Yasmin Jivraj to appoint Tanroop Mahal as a member of the Industry and Community Engagement Committee.

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

7 BUSINESS ARISING FROM PREVIOUS MEETING

None

8 NEW BUSINESS

8.1 Annual Report to the Ministry of Advanced Education – Audit – Jason Pincock, Mike High, Arden Kobewka
NAIT's Annual Report to the Ministry of Advanced Education was reviewed, noting it as a compliance document prepared for a government audience. The report was streamlined and concise, with refinements to the capital report, expanded self-generated revenue disclosure, and inclusion of mandatory non-instructional fees reporting; only minor revisions were requested.

8.2 Quarterly Financial Update – Finance – Jason Pincock, Mike High, Arden Kobewka
A timeline of significant events was reviewed, including IRCC caps and attestation letters, post-graduate work permit changes in November 2024, and completion of the two-year forecast budget in February 2025. The forecast identified softening international student enrollment with deficits trending higher if no action is taken. In-year results remain positive, supported by Project R.I.S.E. initiatives, improved cash and investment income, and expectations of ROI and payback in 2027/28.

8.3 Strategic planning and Board Retreat – BEC, Governance – Yasmin Jivraj, Andy Neigel, Laura Jo Gunter, Jean Francois Bouffard
Plans to refresh the strategic plan after four years, aligning with OKRs, Project R.I.S.E., and new fiscal goals for the upcoming year, were reviewed. An outline for the Board Retreat was presented, with discussion focused on timing for December OKR implementation, opportunities for improvement, strategic imperatives, and ensuring consistency through fewer objectives and more measurable key results.

8.4 Advanced Skills Centre – ASC Committee – Don Cameron, Mike High – Verbal update
The Committee provided a verbal update, noting major milestones over the summer, including progress from schematic to detailed design. An RFP for the construction manager was completed with PCL selected, and comprehensive contingency plans are in place.

8.5 Update on Expert Panel on Post-Secondary Institution Funding (Mintz Panel) – Finance – Jason Pincock, Laura Jo Gunter – Verbal update
More insight coming October 9, 2025.

8.6 Program Updates – Academic Council – Laura Jo Gunter, Peter Leclaire
The Academic Council is evaluating programs through the Program Mix process, with one program reinstated and a continuous review model introduced to improve agility and alignment with Project R.I.S.E. Discussion included the development of new programs, with labour market data and student demand supporting the proposed Dental Hygiene diploma.

Moved by Yasmin Jivraj that the Board of Governors of the Northern Alberta Institute of Technology approve the proposed Dental Hygiene Diploma program.

Seconded & carried.

9 NEXT BOARD MEETING

The next Board Meeting will be on December 2nd, 2025, at 3:00 pm to be held in the Governor's Boardroom, T811, followed by our annual Festive Dinner at Ernests at 6:00 pm

10 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

Moved by Chase Anderson that the Board move to an in-camera session.

Declaration of Conflict of Interest for Board Members for in-camera items
Steve Chattargoon and Lisa Slywka declare a conflict for 10.2

10.1 Expert Panel on Post-Secondary Institution Funding and Alberta's Competitiveness
10.2 Investigation Update
Steve Chatargoon and Lisa Slywka exit the meeting.
10.3 Labour and Employee Relations Update
10.3.1 AUPE and NASA

11 ADJOURNMENT

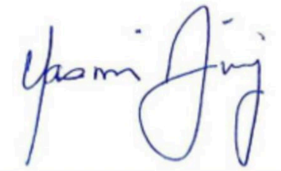
Moved by Yasmin Jivraj that the Board of Governors meeting be adjourned at 8:30pm.

APPENDICES:

Appendix to Tab 8.6 Advanced Ed Dental Hygiene Diploma Program
Informational Appendix: Alberta Job Strategy
Informational Appendix: Board Festive Dinner Briefing for New Members

Attendance		
Committee Members	Yasmin Jivraj	Board Chair, Ex officio
	Laura Jo Gunter	President and CEO, Ex officio
	Jason Pincock	Vice Board Chair, Ex officio, Committee Member - ASCC & BEC
	Dan Brown	Chair – CDC, Public Member – HRC & BEC
	Don Cameron	Chair - ASSC, Public Member – Audit, Finance & BEC
	Andy Neigel	Chair - Governance, Committee Member – BEC
	Lorraine Royer	Chair - ICE
	Rachel Smith	Committee Member - Audit, Finance
	Steve Chattargoon	NASA Rep, Committee Member - CDC
	Tanroop Mahal	NAITSA Rep, Committee Member - ICE
	Chase Anderson	NAITSA Rep, Committee Member - CDC
	PS Sidhu	Public Member – ASCC & BEC
	Lisa Slywka	NASA Rep, Committee Member, ICE
	Doreen Cole	Committee Member, Finance & Audit
Resources	Jean-François (JF) Bouffard	Chief of Staff and Director of Strategy
	Keela Coss	Board Relations & Executive Administrative Specialist
Guests	Peter Leclaire	VP Academic
	Mike High	VP Administration and CFO
	Clayton Davis	Interim VP Human Resources
	Arden Kobewka	AVP Finance & Corporate Services
	Jodi Edmunds	Interim AVP Human Resources
	Gabriel Joshee-Arnal	External legal counsel – Neuman Thompson
	Marcus Nordin	Interim AVP Business Transformation
	Bryan Sandilands	Sr Org Change Management Specialist
	Nancy Narayan	Sr Organizational Project Manager
	Dave Ramme	Director, Financial Planning and Analysis
	Terry Schlitter	Dean, School of Health & Life Sciences
	Patti Hergott	AVP, Academic Quality & Operational Excellence Operations
	Jennifer Pascoe	AVP, Marketing & Communications
Regrets	Phil Michailides	AVP, Advanced Skills Centre
	Daryl Silzer	VP External & CDO
	Kristina Williams	Public Member
	Paul Verhesen	Public Member
	Ruth Mulholland	AUPE Rep, Committee Member - Governance
	Linda Palladino	Chair - HRC, Committee Member - BEC
	Kris Mauthe	Public Member

Yasmin Jivraj
Chair, Board of Governors



Laura Jo Gunter
President & CEO, NAIT