NORTHERN ALBERTA
INSTITUTE OF TECHNOLOGY
BOARD OF GOVERNORS

BOARD MEETING MINUTES

Tuesday, December 2nd, 2025
3:00 – 6:00 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 Chase Anderson that the Board move to an in-camera session.
Seconded & carried.

- **General Updates**

Moved by Rachel Smith 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 Departing members thank you
2.3 Approval of the Agenda

Moved by Doreen Cole that the agenda be approved as presented.
Seconded & carried.

Declaration of Conflict(s) of Interest for Board Members for agenda items
No conflicts declared.

3 BOARD STRATEGY ENGAGEMENT

3.1 2025/2026 OKR updates
Strong progress was reported, with several OKRs completed early and the majority advancing as planned. Highlights included strong domestic enrolment, advancement of Early Alert and WIL initiatives, submission of the ASC business case, and ERP schedule adjustments.

4 PRESIDENT'S UPDATE

4.1 Consolidated Executive Management Report to the Board
Activities from September to December were reviewed, including meetings with provincial and federal officials, sector associations, industry partners, NAITSA leadership, participation in key NAIT events, and international partnership development.

4.2 President's activities for the quarter

Moved by Doreen Cole that the Executive Management Report be accepted for information.
Seconded & carried.

5 CONSENT AGENDA

5.1 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.

5.1.1 Board of Governors Workplan

5.1.2 Approval of the Minutes of the Board of Governors for the Meeting held on September 23, 2025

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

5.1.3 Academic Council – Minutes of the Meeting held on October 20, 2025

Moved by Tamara Peyton that the Artificial Intelligence Diploma New Program Proposal be recommended for approval by the Board of Governors.

5.1.4 Academic Council – Minutes of the Meeting held on November 17, 2025

Moved by Tamara Peyton that the Content Creator Entrepreneurship Diploma New Program Proposal be recommended for approval by the Board of Governors

Gilles Prefontaine made a motion to replace the motion**:**

Moved by Gilles Prefontaine that, in the spirit of collaboration, we postpone a recommendation of the Content Creator Entrepreneurship Diploma New Program Proposal until such a time when a full consultation be completed with the JRSSB Marketing and Entrepreneurship Program to identify opportunities for collaboration, course alignment, and impact to both Programs in order to avoid future concerns around 'Overlap of Curriculum' which may lead to the Suspension of one or both of these Diploma programs.

Moved by Dennis Sheppard that the Supply Chain Management Diploma Specialization New Program Proposal be recommended for approval by the Board of Governors.

Moved by Dennis Sheppard that the Supply Chain Management Diploma Specialization New Program Co Op be recommended for approval by the Board of Governors.

Moved by Terry Schlitter that the suspension proposal for Leadership in Healthcare Post-Diploma Certificate Program be recommended for approval by the Board of Governors.

Moved by Tamara Peyton that the suspension proposal for Cybersecurity Immersive Industry Education (IIE) Post-Diploma Certificate Program be recommended for approval by the Board of Governors.

Moved by Tamara Peyton that the suspension proposal for Bachelor of Applied Information Systems Technology Applied Degree Program be recommended for approval by the Board of Governors.

5.1.5 Campus Development Committee - Minutes of the Meeting held on November 4, 2025

No motions.

5.1.6 Board Executive Committee – Minutes of the Meeting held on November 3, 2025

No motions

5.1.7 Audit Committee - Minutes of the Meeting held on November 18, 2025

Moved by Don Cameron that the Audit Committee approve the draft revised Internal Audit charter.

5.1.8 Finance Committee - Minutes of the Meeting held on November 18, 2025

Moved by Yasmin Jivraj that the Finance Committee recommend to the Board of Governors approval of the domestic and international tuition rates for the new programs and co-op offerings, with the exclusion of the Content Creator program, outlined in the attached briefing.

Moved by Doreen Cole to approve a targeted return of 6.0% from the Endowment Fund, consisting of a 4.0% spend towards the purposes of the endowment and a 2.0% reinvestment back into the Endowment Fund for inflation hedging.

5.1.9 Governance Committee - Minutes of the Meeting held on November 13, 2025

Moved by Laura Jo Gunter that the Governance Committee of the Northern Alberta Institute of Technology recommend to the Board of Governors that Paul Verhesen be appointed as a voting member at large of the Advanced Skills Centre Committee.

5.1.10 Human Resources Committee - Minutes of the Meeting held on November 12, 2025

No motions.

5.1.11 Industry and Community Engagement Committee – Minutes of the Meeting held on November 6, 2025

Donor Signage - A Wing, Classroom A139

Moved by Lorraine Royer that the Industry and Community Engagement Committee recommends to the Board of Governors donor signage for Classroom A139, for a five-year term, in recognition of Ainsworth Inc. GIK gift $100,063.64.
Signage: 10” X 10”, aluminum material, donor’s name and logo.

Donor Signage - C Building, C108

Moved by Lorraine Royer that the Industry and Community Engagement Committee recommends to the Board of Governors donor signage for Laboratory C108, for a ten-year term, in recognition of Keyera Corporation. Cash gift $1,000,000.
Signage: 10” X 20”, aluminum material, donor’s name and logo.

5.1.12 Advanced Skills Centre Committee – Minutes of the Meeting held on October 14, 2025

No motions.

5.1.13 Advanced Skills Centre Committee – Minutes of the Meeting held on November 12, 2025

Moved by Yasmin Jivraj to recommend that the Governance Committee consider the appointment of Paul Verhesen as a voting member at large of the Advanced Skills Centre Committee.

5.1.14 Joint Governance & Nominating Committee – Minutes of the Meeting held on November 25, 2025

Moved by Yasmin Jivraj that the Governance Committee recommend to the Board of Governors of the Northern Alberta Institute of Technology the appointment of Linda Palladino as the interim Vice Chair.

Moved by Yasmin Jivraj that the Governance Committee recommend to the Board of Governors of the Northern Alberta Institute of Technology the appointment of Doreen Cole as Chair of the Audit Committee.

Moved by Yasmin Jivraj that the Governance Committee recommend to the Board of Governors of the Northern Alberta Institute of Technology the appointment of Doreen Cole as Chair of the Finance Committee.

5.1.15 Program Suspensions

Moved by Laura Jo Gunter that the Board of Governors of the Northern Alberta Institute of Technology approve the suspension of the Leadership in Healthcare Post-Diploma Certificate Program.

Moved by Laura Jo Gunter that the Board of Governors of the Northern Alberta Institute of Technology approve the suspension of the Cybersecurity Immersive Industry Education (IIE) Post-Diploma Certificate Program.

Moved by Laura Jo Gunter that the Board of Governors of the Northern Alberta Institute of Technology approve the suspension of the Bachelor of Applied Information Systems Technology Applied Degree Program.

5.1.16 Asynchronous Votes – November 26, 2025

Moved by Yasmin Jivraj that the Board of Governors of the Northern Alberta Institute of Technology appoint Linda Palladino as the Vice-Chair of the Board of Governors of the Northern Alberta Institute of Technology.

Moved by Yasmin Jivraj that the Board of Governors of the Northern Alberta Institute of Technology appoint Doreen Cole as Chair of the Audit Committee of the Board.

Moved by Yasmin Jivraj that the Board of Governors of the Northern Alberta Institute of Technology appoint Doreen Cole as Chair of the Finance Committee of the Board.

5.1.17 Human Resources Committee - Minutes of the Meeting held on November 27, 2025

Moved by Dan Brown that the Human Resources Committee recommends that the Board of Governors of the Northern Alberta Institute of Technology ratify the tentative agreement with AUPE Local 038 dated November 19, 2025.

Moved by Linda Palladino that the consent agenda be approved as presented.

Seconded & carried.

6 BUSINESS ARISING FROM PREVIOUS MEETING

None

7 NEW BUSINESS

7.1 Quarterly Financial Update – Finance – Yasmin Jivraj, Mike High, Arden Kobewka
The Board reviewed Q2 financial results, noting a forecasted surplus supported by higher apprenticeship funding, investment income, and ongoing RISE-driven cost discipline. Key variances included increased maintenance, scholarships, and instructional delivery costs, partially offset by lower salary expenditures. Financial health metrics remain strong, though declining international enrolment was identified as a long-term risk, with RISE initiatives positioned to support mitigation.

7.2 Strategic planning and Board Retreat outcomes – Laura Jo Gunter

7.2.1 2026-2027 OKRs
Recommendations for the 2026–2027 OKRs were reviewed, reaffirming students as central to NAIT's work, ASC as a priority, and the need for a more deliberate approach to AI. The proposed objectives focus on strengthening NAIT's sustainable business model, enhancing teaching and learning through modern infrastructure, improving learner and employee experience, and increasing NAIT's visibility as a trusted community partner. The board requested an adjustment to the wording of Objective 1 Key Result 1 to include the word "minimum" changing the KR to: *Achieve RISE project total minimum realized value of $20M (cumulative) representing substantial progress towards goal of $50M.*

Moved by Doreen Cole that the Board of Governors of the Northern Alberta Institute of Technology approve the proposed 2026/2027 Objectives and Key Results with proposed edits to Objective 1 Key Result 1.

Seconded & carried.

7.3 Advanced Skills Centre – ASC Committee – Don Cameron, Mike High
The Board received an update on ASC progress, noting the shift into active planning and design, completion of schematic reviews, early design development work, updated costing, and

successful test pile installation. Key risks include funding, scope creep, and market capacity, with a focus on cost and scope control. Upcoming milestones include continued design development, commissioning agent procurement, and submission of the development permit in December 2025.

7.4 Program Updates – Academic Council – Laura Jo Gunter, Peter Leclaire

7.4.1 Applied Artificial Intelligence Diploma – Tamara Peyton
The proposed Applied AI Diploma will be a five-semester program designed to meet strong labour-market demand for AI skills. The program is cost-recovered, offers flexible delivery with an industry project, and provides clear pathways into the Bachelor of Technology program.

7.4.2 Supply Chain Management Diploma – Dennis Sheppard
The proposed Supply Chain Management Diploma will address significant workforce needs in logistics and procurement. The two-year, cost-recovered program offers flexible delivery, an optional co-op, and strong employment and articulation opportunities.

Moved by Lorraine Royer that the Board of Governors of the Northern Alberta Institute of Technology approve the proposed Artificial Intelligence Diploma program for submission to Advanced Education.

Seconded & carried.

Moved by Doreen Cole that the Board of Governors of the Northern Alberta Institute of Technology approve the proposed Supply Chain Management program for submission to Advanced Education.

Seconded & carried.

8 NEXT BOARD MEETING – March 3, 2026

9 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

Moved by Andy Neigel that the Board move to an in-camera session.

Seconded & carried.

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

9.1 General Updates

9.2 Labour Relations Update – AUPE and NASA

9.2.1 NASA

9.2.2 AUPE – Tentative Agreement

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

Moved by Linda Palladino that the Board of Governors of the Northern Alberta Institute of Technology ratify (accept) the tentative agreement with AUPE Local 038 dated November 19th, 2025.

Seconded & carried.

10 ADJOURNMENT

Moved by Yasmin Jivraj that the Board of Governors meeting be adjourned at 6:05 pm.

APPENDICES:

Appendix A – Applied Bachelor of Information Systems Technology (BAIST)

Appendix B - Cyber Security – IIE style (CYBI)
Appendix C - Leadership in Health Care (LHC)
Appendix D - Applied AI Diploma Briefing
Appendix E - Supply Chain Management Diploma
Appendix F - Tentative Agreement Summary AUPE Nov 2025
Appendix G - Joint announcement- NAIT and AUPE – 20 Nov 25

Attendance		
Committee Members	Yasmin Jivraj	Board Chair, Ex officio
	Laura Jo Gunter	President and CEO, Ex officio
	Dan Brown	Chair, CDC; Member, HRC & BEC
	Don Cameron	Chair, ASSC; Member, Audit, Finance & BEC
	Andy Neigel	Chair, Governance; Member, BEC
	Linda Palladino	Chair, HRC; Member, BEC
	Lorraine Royer	Chair, ICE
	Rachel Smith	Member, Audit & Finance
	Steve Chattargoon	NASA Rep; Member, CDC
	Tanroop Mahal	NAITSA Rep; Member, ICE
	Chase Andeson	NAITSA Rep; Member, CDC
	PS Sidhu	Member, ASCC & BEC
	Lisa Slywka	NASA Rep; Member, ICE
	Doreen Cole	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
	Daryl Silzer	VP External & CDO
	Arden Kobewka	AVP Finance & Corporate Services
	Patti Hergott	AVP, Academic Quality & Operational Excellence Operations
	Gail Kelly	Director, Government Relations
	Cathy Kiss	CDN Strategy Group
	Tamara Peyton	Dean, School of Media and Information Technology
	Dennis Sheppard	Dean, JR Shaw School of Business
	Mike McCready	Associate Dean, Media Innovation Services

Yasmin Jivraj
Chair, Board of Governors

Laura Jo Gunter
President & CEO, NAIT