



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY BOARD OF GOVERNORS

BOARD MEETING MINUTES

Tuesday, May 26, 2026

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 Melanie Bayley that the Board move to an in-camera session.

Seconded & carried.

- General Updates

Moved by Melanie Bayley that the Board exit the in-camera session.

2 CALL TO ORDER AND APPROVAL OF AGENDA

2.1 Welcome to new Board Chair

Linda Palladino introduced and welcomed Melanie Bayley to the NAIT Board of Governors.

2.2 Board Chair's Welcome

Melanie Bayley offered introductory remarks, introducing herself and her vision for her role with NAIT's Board of Governors.

2.3 Farewell to departing members

2.3.1 Chase Anderson

Melanie Bayley thanked Chase Anderson for his contributions to the NAIT Board. Chase Anderson expressed his gratitude to the Board and the broader NAIT community.

2.4 Welcome to new members

2.4.1 Andrea Klymchuk

Melanie Bayley welcomes Andrea Klymchuk to her role on the Board as the non-academic rep (AUPE).

2.5 Approval of the Agenda

Moved by Lisa Slywka that the agenda be approved as presented.

Seconded & carried.

**Declaration of Conflict(s) of Interest for Board Members for agenda items
Laura Jo Gunter declares a conflict for 8.4; no other conflicts were declared.**

3 SHOWCASE

3.1 Program and Curriculum Excellence Team – Peter Leclaire,, Stacy Oslund

An overview of the Program and Curriculum Excellence Team's progress over the past 18 months, including achievements, direction, and purpose, was shared, along with an emphasis on

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the rationale behind the work. The curriculum lifecycle of ideation, development, launch, maintain, and sunset was outlined with priority areas such as the quality assurance framework, degree development, credit framework review, and apprenticeship curriculum updates.

4 BOARD STRATEGY ENGAGEMENT

4.1 2025/2026 OKRs

Overall, positive progress across priorities. Updates included advancing the *NAIT Effect*, employee engagement, application and enrolment growth, and enhancements to the student experience, with the stretch goal for domestic and international retention not achieved. Progress on infrastructure development and financial sustainability was also noted, along with an adjustment to the employee survey approach.

4.1.1 RISE Update – Marcus Nordin

An update on RISE was provided, noting that the mitigation plan is delivering, with \$10.7M in realized value and \$21.9M in the active pipeline. The “three tracks, one strategy” approach was outlined, including the RISE program, VP portfolio activity, and the future enterprise operating model. It was further noted that RISE is driving a broader cultural shift, reflected in increased frontline initiative, leadership decision-making aligned to financial outcomes, and greater self-organization among senior leaders.

4.1.2 Early Alert – Petrina Ferreira

An overview was provided on the use of machine learning to analyze existing data to identify students at risk of falling behind or withdrawing, enabling earlier connection to support services. The project approach and model development were also outlined.

4.2 2026/2027 OKRs

2026–2027 OKRs were reviewed, with early progress noted through ASC funding. Objectives include advancing a sustainable business model, fostering agile and future-focused teaching and learning, and enhancing the learner and employee experience through a clear and shared culture.

5 PRESIDENT'S UPDATE

5.1 Consolidated Executive Management Report to the Board

Institutional highlights for the reporting period were reviewed, including the Advanced Skills Centre (ASC) funding announcement and land blessing, participation in CICan and Polytechnics Canada engagements, the Spring Town Hall, the Build Her Up conference, Skills Alberta, and confirmation of a clean audit.

5.2 President's activities for the quarter

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

Seconded & carried.

6 CONSENT AGENDA

6.1 Quarterly Investment Report

6.2 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.

6.2.1 Board of Governors Workplan

6.2.2 Approval of the Minutes of the Board of Governors for the Meeting held on March 3, 2026

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6.2.3 Advanced Skills Centre Committee – Minutes of the Meeting held on April 14, 2026

No motions.

6.2.4 Academic Council – Minutes of the Meeting held on April 20, 2026

Moved by Jen Crothers that Academic Council approve the 2027-2028 DDCP Academic Planning Calendar as presented. 18 in favor, 1 opposed

Moved by Jen Crothers that Academic Council approve the 2028-2029 DDCP Academic Planning Calendar as presented. 18 in favor, 1 opposed

Moved by Jen Crothers that Academic Council approve the 2029-2039 DDCP Academic Planning Calendar as presented. 18 in favor, 1 opposed

Moved by Terry Schlitter that the new program proposal for Primary Care Paramedic Diploma be recommended for approval by the Board of Governors.

Moved by Terry Schlitter that the new program proposal for Advanced Care Paramedic Post-Diploma Certificate Program be recommended for approval by the Board of Governors.

Moved by Tamara Peyton that the new program proposal for Development and IT Operations Post-diploma Program be recommended for approval by the Board of Governors. 11 in favor, 8 opposed

Moved by Matt Lindberg-Fowlow that the new program proposal for Millwork and Cabinetmaking Diploma be recommended for approval by the Board of Governors. 15 in favor 5 opposed

Moved by Matt Lindberg-Fowlow that the suspension proposal for Millwork and Carpentry Program be recommended for approval by the Board of Governors. 13 in favor, 7 opposed

6.2.5 Board Executive Committee – Minutes of the Meeting held on April 27, 2026

Moved by Linda Palladino that Management be authorized to proceed to market to select a specialized recruiting firm and establish a multi-year Standing Agreement for Board recruitment services, to be accessed on an as-needed basis as per the recommendation of the attached memo.

6.2.6 Campus Development Committee - Minutes of the Meeting held on April 28, 2026

Moved by Dan Brown that the Campus Development Committee approve the DRAFT 2027/28 Capital Plan (BLIMS) projects for submission to the Government of Alberta. Voted in favour unanimously.

Moved by Dan Brown that the Campus Development Committee accept the Draft Campus Development plan for information and provide high-level feedback by June 5th.

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6.2.7 Community Engagement Committee – Minutes of the Meeting held on April 30, 2026

Moved by Lorraine Royer that the Community Engagement Committee recommends to the Board of Governors donor signage for Classroom Y143, for a three-year term, in recognition of Pembina Pipeline Corporation's cash gift of \$75,000.

Signage: 10" X 10", aluminum material, donor's name and/or logo.

Moved by Lorraine Royer that the Community Engagement Committee recommends to the Board of Governors donor signage for Classroom CAT252, for a five-year term, in recognition of Cansel's GIK gift of \$1,769,550.00.

Signage: 10" X 10", aluminum material, donor's name and/or logo.

6.2.8 Advanced Skills Centre Committee – Minutes of the Meeting held on May 5, 2026

No motions.

6.2.9 Human Resources Committee - Minutes of the Meeting held on May 6, 2026

Moved by Melanie Bayley that the HRC committee recommend the Board of Governors approve the cost-of-living adjustments for non-bargaining unit employees as presented.

6.2.10 Governance Committee - Minutes of the Meeting held on May 7, 2026

Moved by Laura Jo Gunter that the Governance Committee recommend the approval of GE 1.0 Policy Development, Management & Quality Excellence Policy to the Board of Governors of the Northern Alberta Institute of Technology.

Moved by Craig Harder that the Governance Committee accept the fully executed Investment Management Agreement as presented.

6.2.11 Audit Committee - Minutes of the Meeting held on May 12, 2026

No motions.

6.2.12 Finance Committee - Minutes of the Meeting held on May 12, 2026

Moved by Rachel Smith that the Finance Committee recommend that the Board of Governors approve the allocation of the 2025/26 annual operating surplus as presented.

Moved by Doreen Cole that the Finance Committee recommend to the Board of Governors approval of the proposed 2027/28 International Tuition rates, reflecting a 2% increase from current rates.

Moved by Doreen Cole, the Finance Committee recommends to the Board of Governors approval of the domestic tuition for the new programs outlined and updated, following the 2026.05.12 Finance meeting.

6.2.13 NAIT Foundation - Minutes of the Meeting held on May 12, 2026

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Moved by Doreen Cole that the Trustees approve the NAIT Foundation applying for a casino license, with Administration having the responsibility for preparing the application forms in accordance with the regulations of the Alberta Gaming, Liquor and Cannabis.

Moved by Doreen Cole that the Trustees approve the execution of the enclosed Special Resolution in Writing.

Moved by Melanie Bayley that the Trustees approve the Annual Election of the Foundation officers as listed.

6.2.14 Joint Audit and Finance Committee Meeting held on May 22, 2026

Moved by Rachel Smith that the Audit Committee and Finance Committee recommend to the Board of Governors, the approval of NAIT's audited consolidated financial statements for the year ended March 31, 2026.

6.2.15 Record of Asynchronous Votes

Moved by Andy Neigel that the Governance Committee of the Northern Alberta Institute of Technology recommend to the Board of Governors the appointment of Craig Harder as Chair of the Governance Committee.

Moved by Yasmin Jivraj that the Board of Governors of the Northern Alberta Institute of Technology appoint Craig Harder as Chair of the Governance Committee of the Board, as recommended by the Governance Committee.

6.2.16 Review investment policy and investment mix

6.2.17 Financial Risk Management Overview/Insurance Report

6.2.18 Program Suspension Millwork and Carpentry

Moved by Laura Jo Gunter that the Board of Governors of the Northern Alberta Institute of Technology approve the suspension of the Millwork and Carpentry Program

6.2.19 New Program Proposals

Moved by Laura Jo Gunter, that the Board of Governors of the Northern Alberta Institute of Technology approved the following program proposals:

**Development and IT Operations
Millwork and Cabinetmaking
Primary and Advanced Care Paramedics**

For submission to the Ministry of Advanced Education.

Moved by Craig Harder that the Consent Agenda be approved as presented.

Seconded & carried.

7 BUSINESS ARISING FROM PREVIOUS MEETING

None

8 NEW BUSINESS

8.1 Enterprise Risk Management Overview – Audit – Doreen Cole, Mike High

Key enterprise risks were reviewed, highlighting pressures on institutional capacity, sustainability, and strategic execution. Themes discussed included change saturation and capacity constraints, financial sustainability and funding volatility, enrolment supply and program viability, and cybersecurity, privacy, and information governance, as well as physical security and asset protection. It was noted that many risks are structural in nature and require ongoing prioritization and trade-offs. Next steps include further clarifying risks and assigning sponsors and owners.

8.2 Unaudited Consolidated Annual Financial Statements – Finance - Doreen Cole, Mike High, Arden Kobewka

Financial results were reviewed, noting a strong year-end position with a \$31.7M operating surplus and near breakeven core operations excluding investment income. Results were supported by higher government grant revenue, investment income, and lower expenses, with an overall favourable variance to budget. Financial position remains strong, with increases in net financial assets and reserves, including allocations to the ASC capital reserve and future priorities. A clean audit was reported, with continued progress toward financial sustainability, while noting ongoing forward-looking pressures.

Moved by Linda Palladino that the Board of Governors of the Northern Alberta Institute of Technology accept the Consolidated Financial Statements as presented.

Seconded & carried.

8.3 ASC – Project update – Don Cameron, Laura Jo, Mike High, Peter LeClaire, Daryl Silzer, Clayton Davis

An update on the Advanced Skills Centre (ASC) was provided, outlining an integrated approach across academic transformation, project delivery, risk and financing, operational readiness, engagement, and people. Progress on design, construction, and permitting was noted, along with risk and funding considerations. Planning is also underway to support stakeholder engagement and large-scale movement of students and programs as part of broader institutional transformation.

Laura Jo Gunter exits the meeting prior to the discussion of 8.4.

8.4 Non-Bargaining Cost of Living Increase – Linda Palladino, Clayton Davis

The PBCO/Government of Alberta permitted a cost-of-living increase directive of 2.4% to Management and Excluded employees as of April 1, 2026.

Moved by Craig Harder that the Board of Governors of the Northern Alberta Institute of Technology approve the cost-of-living adjustments for non-bargaining unit employees as presented.

Seconded & carried.

Voted unanimously in favour.

Laura Jo Gunter reenters the meeting.

9 NEXT BOARD MEETING – September 29, 2026

10 IN-CAMERA SESSION WITH BOARD OF GOVERNORS

Moved by Melanie Bayley that the Board move to an in-camera session.

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

10.1 Board Annual Review and Recommendations

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10.2 Annual evaluation of the President's performance regarding priorities and goals set at the start of the school year

10.3 General Updates

Moved by Melanie Bayley that the Board exit the in-camera session.

Seconded & carried

11 ADJOURNMENT

Moved by Melanie Bayley that the Board of Governors meeting be adjourned at 8:00 pm.

Seconded & carried

APPENDICES:

Appendix A Millwork and Carpentry Certificate Program Suspension

Appendix B Program Proposals Presentation to the Board

Appendix C Development and IT Operations submission package

Appendix D Millwork & Cabinetmaking Technology submission package

Appendix E Primary Care Paramedic submission package

Appendix F Advanced Care Paramedic submission package

Appendix G Ministerial Order dated April 1, 2026

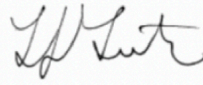
Appendix H 74908 Minister Letter

Attendance		
Committee Members	Melanie Bayley Laura Jo Gunter Dan Brown Don Cameron Craig Harder Linda Palladino Rachel Smith Steve Chattargoon Tanroop Mahal Chase Anderson PS Sidhu Lisa Slywka Doreen Cole Andrea Klymchuk	Board Chair, Ex officio President and CEO, Ex officio Chair, CDC; Member, HRC & BEC Chair, ASSC; Member, Audit, Finance, Foundation & BEC Chair, Governance; Member, BEC Board Vice Chair; Ex officio, Chair, HRC; Member, BEC Member, Audit, Finance & Foundation NASA Rep; Member, CDC NAITSA Rep; Member, CEC NAITSA Rep; Member, CDC Member, ASCC & CDC NASA Rep; Member, CEC Chair, Finance & Audit & Foundation; Member, BEC AUPE Rep
Resources	Jean-François (JF) Bouffard Keela Coss	Chief of Staff and Director of Strategy Board Relations & Executive Administration Specialist
Guests	Peter Leclaire Mike High Clayton Davis Daryl Silzer Arden Kobewka Patti Hergott Marcus Nordin Stacy Oslund Tim Cartmell	VP Academic VP Administration and CFO Interim VP Students, Staff, International VP External & CDO AVP Finance & Corporate Services AVP, Academic Quality and Operational Excellence Interim AVP Transformation Director - Program Quality AVP Major Capital Projects, ASC
Regrets	Lorraine Royer	Chair, CEC; Member BEC

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A handwritten signature in blue ink that reads "MBayley".

Melanie Bayley
Chair, NAIT Board of Governors

A handwritten signature in black ink that reads "LJGunter".

Laura Jo Gunter
President & CEO, NAIT