



NORTHERN ALBERTA INSTITUTE OF TECHNOLOGY

Minutes of the One hundred twenty ninth regular meeting of the **Board of Governors**

Monday, February 4, 2013
4:00 to 6:00 pm
O102P Governors Boardroom

Members Present:	James Cumming Kerry Brown Teagan Gahler Keith Meagher Daryn Rainer	Dr. Glenn Feltham Darcy Corcoran Brent Hesje Kevin Nabholz Larry Spagnolo	Jeff Bailey Syed Haq Allan Mah Mark Ohe
Recorder:	Corie Phillips		
Others Present:	Dr. Ray Block Thomas Djurfors Dr. Neil Fassina	George Andrews Terry Sulyma	Lara McClelland Jeff Dumont
Regrets:	Randy McLeod Don Metz	Jeff Fitzner	Diane Brickner

1. Call to Order

Introductions were provided for Lara McClelland, Chief Strategy Officer and Jeff Dumont, Associate Vice President, Finance and Corporate Services.

The meeting was called to order at 4:05 pm.

a) Approval of Agenda

Moved by Larry Spagnolo that the agenda be approved as presented.

Carried

b) Approval of Minutes of December 10, 2012

Moved by Kerry Brown that the minutes of December 10, 2012 be accepted as presented.

Carried

c) Business Arising from Minutes

The Board retreat dates were recently finalized for April 26 and 27. A proposed agenda will be forwarded to Governance Committee for review.

The 2013/14 Board dates can be found in Tab 5 Schedule.

Future naming grids will include an additional column to state the amount of money that was received.

2. NAIT Executive Reports

a) Office of the President and CEO

Glenn Feltham provided an overview of the Board agenda as follows:

- Honourable Thomas Lukaszuk, Deputy Premier, was named the new Minister of Enterprise and Advanced Education today.

- The Board retreat was rescheduled to after the budget on March 7th (it was moved from February 22nd and 23rd to April 26th and 27th) to provide additional context for strategic planning. At our retreat we will know whether CAT will be funded and the level of operational funding.
- There will be two presentations today – one on the role of business schools in polytechnics, and more specifically at NAIT, and a follow-up presentation on the branding strategy initiative.
- Appendix A-1 is the President's Summary of Activities since the last Board meeting which shows a focus on external meetings including those with Government.
- Appendix A-2 provides a short discussion article on Applied Research written by Glenn that was sent to various levels of Government (including to the Premier and Minister Goodyear).
- Kudos to Paula and all the work she did before she left to ensure a strong. Paula is looked up to for her dedication to NAIT and the legacy she leaves behind .

Glenn provided an overview of his report as follows:

- Four areas of focus:
 - Succession – the role of VP Academic and Provost is a primary focus. There are two focuses including finding the right person and maintaining momentum until the right person is in place. The Geldart Group has been chosen as the executive search firm. A search committee has been struck comprised of various staff at NAIT along with two Board members – James Cumming and Diane Brickner. The hope is to have a new Provost and VP Academic in place for July 1, 2013. In the interim, Glenn will be the Acting Provost and VP Academic with the reporting structures flowing through the two Associate Vice Presidents (Dr. David Carpenter and Karen Bennett) along with a champion of the Academic Model (Dr. (Neil Fassina).
 - A Focus on Strategy – Lara has focused on restructuring the CIP around NAIT's four promises (promises to Alberta, to industry, to students, and to staff), and on further refining a strategic framework.
 - Advocacy – Continued meetings with the province including the Ministry of Enterprise and Advanced Education (the DM and two ADMs), and the city (the Mayor and the City Manager of Edmonton).
 - Capacity (CAT and the Airport Lands) – NAIT exists to meet the needs of Alberta (and more specifically Northern Alberta) for polytechnic education. Our greatest risk to meeting these needs in the short to intermediate term is that we will not have the physical capacity to provide the necessary academic programming. There is a continued focus on implementing the CAT advocacy strategy. The City Centre Redevelopment is a transformative project that would allow NAIT to grow and enable the consolidation of NAIT's campuses onto a single site. This continues to be an area of focus.
- Items of interest
 - Campus Alberta Future Directions – Participated in a session attended by Minister Stephen Khan with an introduction by Premier Alison Redford. The discussion focused on the future of Campus Alberta which is defined by the six sector model and learner pathways.
 - AVP Finance, Jeff Dumont started on February 4, 2013. Jeff has spent the last five years as Assistant Auditor General with extensive experience and has overseen the financials for all of Alberta's major post-secondary institutions, including NAIT.
 - China – Visited China in early January with a small delegation from the City of Edmonton including Mayor Mandel and the City Manager. The visit was productive with various meetings with Government officials, industry leaders, and a visit to one of China's leading polytechnics and to one of their leading technical high schools.
 - Polytechnics Canada – agreed to serve as Vice President of Polytechnics Canada, which provides a voice for Canada's 10 largest polytechnics.

- Presentations – To advance an understanding of NAIT, presented to the board of Apprenticeship & Industry Training and to the AGM of Careers: The Next Generation.
- Overall, NAIT's risk profile has remained relatively stable.
 - There is a transition risk with Paula leaving NAIT. To partially mitigate this risk, Glenn will act as the Provost and VP Academic in the interim period.
 - Finances will remain a major challenge in the future. Our financial position will be further clarified following the March 7th budget.
 - Collective bargaining is a risk due to: the level of financial uncertainty relating to the New Academic Model; and the transition to a new Provost and VP Academic. Given this uncertainty, a short-term (one year) agreement would be most appropriate.
- Glenn advised that an update on the professional development offerings will be reported on at a future meeting.

b) Provost and VP Academic

Glenn provided an overview of the report as follows:

- Academic Model
 - Curriculum Development – there are several staged deadlines for the completion of the curriculum development for the courses beginning in 2013.
 - The new tuition model is continuing to be developed. Following extensive work by KPMG, the executive is taking additional time to ensure the model is both aligned with the new academic model and developed to support NAIT 2021 – our future strategic direction.

Early applications for 2012-2013 year exceeded those of previous years. Applications already exceed quota in SICET and SSBEM for 2013.

ACTION: Glenn to provide an update to the Board to address various questions raised in regards to the enrollment pressures. What is the age of applicants? Are the applicants retraining or seeking a new path for training? Is this consistent with other institutions?

c) VP Administration and CFO

Ray Block provided an overview of his report as follows:

- Kathryn Howden was appointed as Director, Food Services Operations which will entail providing oversight for the bookstore and food services.
- Booster juice has officially opened and the initial response has been exceptional.
- An external review was completed of NAIT's Food Services. Production, staging and catering space continues to be a need. Praise was given for excellent food, service quality and strong value in comparison to other institutions.
- Thrilled to have Jeff Dumont, Associate Vice President, Finance and Corporate Services as a part of the team.
- NAIT has been engaged in a national search for a Manager, Occupational Health & Safety for over 12 months. The Executive approved the position being classified as a Director level.
- Collective bargaining with NASA commenced on January 16, 2013.
- Provincial Budget Day March 7th.

d) VP External Relations and CDO

George Andrews provided an overview of his summary report as follows:

- Department of Advancement generating revenue and a special thanks was provided to McCoy Corporation.
- NAIT@50 Gala was awarded a silver award by the CASE organization and the event generated ½ million impressions.
- Corporate & International Training (CIT) is busy servicing existing clients as well as engaged with a number of new clients. Significant increase in interest related to institution building and linkage programs.
- Dialogue with the City and Province continues on the Campus Development file.
- Polytechnics Canada meeting on February 5th and 6th will be attended by Dr. Glenn Feltham, James Cumming, and Larry Spagnolo.

Kerry Brown provided kudos to NAIT for the work they are doing for McCoy Corporation that is garnishing positive results.

e) Chief Strategy Officer

Lara McClelland provided an overview of her summary report as follows:

- Has met with various members of President's Council and other staff over the past few weeks. The common theme is a sense of spirit, pride, and autonomy, which is amazing to see.
- Focus on the Comprehensive Institutional Plan (CIP) an internal task team has been convened to support the development of a Comprehensive Institutional Plan. This year's plan will have a greater focus on the NAIT Way, Vision 2021, and the ability for NAIT to meet the current and emerging needs of Alberta and its positive contribution to the economy and Alberta's competitiveness. The report is due to the Minister of Enterprise and Advanced Education on June 1, 2013.
- Strategic Framework for Vision 2021 – the next phase of Vision 2021 will focus on execution. A strategic framework will be further developed that identifies institutional goals under each of the four promises. This will occur through full engagement with staff, students, industry, alumni and the Government of Alberta.

3. Presentations & Discussion

a) Vision for Entrepreneurship & New Venture

Dr. Neil Fassina presented on the JR Shaw School of Business Vision for Entrepreneurship and New Venture Institute within the JR Shaw School of Business. Extensive feedback was provided. Glenn asked Neil to follow up with Board members to gather additional feedback for the essence of time and interest.

b) Branding Strategy

George Andrews provided a brand building strategy update. This included a review of the current perception of NAIT, and strategies to strengthen our brand. The new strategy – which will be aligned with NAIT 2021 – will change perceptions through a new brand positioning, differentiate NAIT within Alberta's and Canada's post-secondary market with a focus on the polytechnic elements, and engage people to become brand owners and believers in what we do, and what we want to be in the future.

4. Committee Reports

4.1 Academic Council (Glenn Feltham)

a) Minutes of January 23, 2013

Moved by Dr. Glenn Feltham that the Academic Council meeting minutes of January 23, 2013 be accepted as information.

Carried

4.2 Campus Development Committee (Kevin Nabholz)

a) Minutes of January 18, 2013

Kevin provided an overview of the minutes as follows:

- Bus barns - City administration advised NAIT that Edmonton Transit has purchased a new site to replace the Westwood bus barns although no timeline has been set for the new facility.
- CAT – Stantec has been engaged to provide concepts for the exterior appearance of CAT for consideration and to review the plan for the redevelopment of the Learning Resources Building and associated pedway to CAT.
- Trades expansion – NAIT is looking for additional lease space near Main, Patricia, and Souch.

Moved by Kevin Nabholz that Campus Development Committee meeting minutes of January 18, 2013 be accepted as information.

Carried

b) Naming Grids and Donor Recognitions

Moved by Kevin Nabholz that the naming grids be approved by the Board of Governors as shown.

Carried

Moved by Kevin Nabholz that the donor recognitions be approved by the Board of Governors as shown.

Carried

4.3 Executive Committee (James Cumming)

a) Minutes of December 16, 2012

A revision to the title on the agenda for the minutes should read December 16, 2012. James advised the focus of the meeting was to finalize Glenn's PMP which went through an extensive process to focus on deliverables. Glenn's PMP was approved.

Moved by James Cumming that the Executive Committee meeting minutes of December 16, 2012 be accepted as information.

Carried

4.4 External Relations Committee (Larry Spagnolo)

A verbal report was provided by Larry of the minutes as the committee met on February 1, 2013 after the Board package was sent out.

- Continued focus on the CAT message, recent meetings with the President of the Treasury Board has produced positive information that CAT is still a priority.
- The membership of the branding and advocacy advisory subcommittees has been confirmed. The fundraising committee members are yet to be confirmed. The first meeting of the branding committee was on January 18, 2013.

4.5 Finance & Audit Committee (Kerry Brown)

Kerry provided a warm welcome to Jeff Dumont for joining the NAIT team.

a) Minutes of January 24, 2013

Kerry provided an overview of the minutes as follows:

- The NAIT Guidelines on Public Disclosure of Expenses has been finalized and that the posting would commence thirty business days after the quarter ended for the preceding quarter.
- Education Advisory Board delivered a research brief in response to NAIT's request. The brief provides best practice recommendations in response to the Auditor General's recommendation to the post-secondary sector regarding compliance with all applicable legislation.
- Public Interest Disclosure (Whistleblower Protection) Act that is to come into force on June 30, 2013m task force Chaired by Thomas Djurfors to review the legislation.
- Information Technology Management for the implementation of the New Academic Mode report highlighted: the student self service re-design to incorporate open studies; self-service enrollment; records; and transitioning of CED students into programs of choice .
- Enterprise Risk Management – an Enterprise Risk Management Project Steering Committee working on the framework of the ERM project and Board retreat agenda inclusion.
- Approval of the letter to the Minister of Enterprise and Advanced Education requesting the approval of a budget deficit for 2013/14.
- KPMG provided a high level overview of the Tuition Fee Model that has been created for the purposes of tuition fee planning.
- Bill 1 – Results-Based Budgeting Act became law in February 2012 which involves a three-year Government of Alberta review that is focused on finding efficiencies, identifying areas for improvement and ensuring that work is effective and delivers results.

Moved by Kerry Brown that the minutes of the Finance and Audit Committee meeting of January 24, 2013 be accepted as information.

Carried

b) Data Centre Proposal

Kerry Brown advised that the Data Centre was supported by the Campus Development Committee at their January 18, 2013 meeting and the Finance and Audit Committee meeting on January 24, 2013 at which time Daryl Allenby provided an overview of their request. Daryl advised that NAIT's existing data centers are at the heart of IT operations and services, and that no significant IT system will function should there be serious problems in our data centers. ITS is requesting that F&A support the renovation of E013 so that NAIT can move forward with the proposal to adhere to the importance of IT to NAIT's business goals.

Moved by Kerry Brown that the Board of Governors approves the completion of the renovation of E013 for the Data Center Renovation and Consolidation project the appropriation of \$1.6 million from unrestricted net assets for the aforementioned project.

Carried

c) NAIT Investment Report for the Quarter Ended December 31, 2012

Moved by Kerry Brown that the investment report quarter ended December 31, 2012 be accepted as information.

Carried

d) NAIT Financial Report for Quarter Ended December 31, 2012

Moved by Kerry Brown that the financial report quarter ended December 31, 2012 be accepted as information.

Carried

d) Compliance Certificate

Kerry Brown provided an overview that the administration of NAIT is responsible for the preparation, accuracy, objectivity, and integrity of the consolidated financial statements, performance results and supporting management information systems. Based on best practices, the compliance certificate was duly signed and provide for information.

Moved by Kerry Brown that the Compliance Certificate for the period October 1, 2012 to December 31, 2012 as information.

Carried

4.6 Human Resources Committee (James Cumming)

a) Minutes of January 21, 2013

Moved by James Cumming that the minutes of the Human Resources Committee meeting of January 21, 2013 be accepted as information.

Carried

5. Schedules (2012/2013 & 2013/2014)

6 Correspondence

Provided for information only.

7. Board Member Contact List

Revision to Jeff Bailey's phone number to show 471-8907.

8. Next Board Meeting

Next Board Meeting – Monday, May 6, 2013

10. Adjournment

Moved by Allan Mah that the meeting be adjourned at 5:56 pm.

Carried

Corie Phillips, Recorder

James Cumming, Chair