



BOARD OF GOVERNORS MEETING – OPEN

5:00 p.m. – 6:00 p.m. Wednesday, November 26 2025
SMED Boardroom, 3rd Floor, Heritage Hall

MINUTES

Committee Members:

Erickson, David, Chair
Ross, David
Armagan, Abe
Billington, Susan (*Regrets*)
Kad, Sanjeev
Kowalchuk, Teela
Lauder, Robert
Leong, Amy (*Virtual*)
MacDonald, Ryan
Sekhon, Ravdeep (*Virtual*)
Stroobant, Richard
Tolentino, Hannah Mae
Trache, Andy

Resource:

Bourassa, Emily, CFO & VP, Corporate Services
Buchholz, Marcia, VP, People and Culture
Butler, Mark, VP Corp Development & Applied Research and International
Magotiaux, Heather, VP, Student Affairs and External Relations
Welch, Janet, VP, Academic
Van Shaik, Grant, AVP, Strategy and Institutional Development
Ruptash, Tracy, EA to the Board of Governors

Guests:

Retusa Das, HR Analyst, People and Culture

PRELIMINARIES

1. CALL TO ORDER

The Chair called the meeting to order 5:13 p.m.

2. REVIEW AGENDA

The agenda was received as presented.

3. DECLARATION OF CONFLICT OF INTEREST

Richard Stroobant declared a conflict of interest regarding the media redesign program approval in the consent agenda. The Chair confirmed that Richard would participate in the discussion but abstain from voting.

4. CONSENT AGENDA

MOTION:

THAT the Board of Governors has undertaken a full review of the items and motions on the Consent Agenda and approve as presented.

- (a) Board of Governor Minutes September 3, 2025 (Open)
- (b) Board of Governor Minutes October 2, 2025 e-Vote

- (c) Program Approvals
 - i. Media Re-Design
- (d) Program Name and Load Changes
 - i. Information systems Security (ISS)
 - ii. Professional Butchery
 - iii. Network Systems Specialist
 - iv. Pre-employment Automotive Service Technician

Moved: S. Kad
Seconded: A. Leong
CARRIED BGP251126-01

BUSINESS ARISING FROM THE PAST MINUTES – NONE

NEW BUSINESS

5. EXCEPTIONAL TUITION INCREASE PROPOSAL

The Chair of the Audit Committee presented the recommendation for the exceptional tuition increase proposal, noting that this is the first time such a matter has come before the Board. It was reported that the government sets an average annual increase of 2%, exceptional increases can be approved through two alternative pathways, which were outlined for the Board’s review. Seven exceptional tuition increases are being proposed, affecting only incoming students.

MOTION:

THAT the Board of Governors accept the recommendation of the Audit Committee and approve the exceptional tuition increases for the domestic programs listed above for the 2026-27 academic year.

Moved: R. MacDonald
Seconded: A. Armagan
CARRIED BGP251126-02

6. FINANCIAL AID APPROPRIATION FUND

The Vice President, Student Affairs and External Relations provided a summary of the Financial Aid Taskforce recommendations. The Taskforce has identified actions to improve student experience and recommend allocating a portion of the Taskforce Initiative Fund to six areas outlined in its report.

MOTION:

THAT the Board of Governors accept the recommendation of the Audit Committee and approve the allocation of \$1,560,000 of the Financial Aid Taskforce Fund as recommended.

Moved: R. MacDonald
Seconded: A. Trache
CARRIED BGP251126-03



7. BOARD GOVERNANCE

- (a) Board of Governors Terms of References

No changes were recommended at this time.

MOTION:

THAT the Board of Governors accept the recommendation of the Governance Committee and approve the 2025-2026 Terms of Reference for the Board of Governors, Board Chair, Board Members and President and CEO as presented, effective November 26, 2025.

Moved: R. Sekhon
Seconded: R. Lauder
CARRIED BGP251126-04

- (b) Board of Governors Committees' Terms of References

Minor revisions to the Executive Committee and Joint Board Executive Committee were presented to the Board for approval.

MOTION:

THAT the Board of Governors accept the recommendation of the Governance Committee and approve the Audit, Investment, Governance, JBEC:MC and Executive Terms of References, as presented.

Moved: R. Sekhon
Seconded: T. Kowalchuk
CARRIED BGP251126-05

8. INVESTMENT MANAGEMENT AGREEMENT

The Investment Agreement target metrics for 2025-2028 were presented to the Board for approval.

Revisions to the metrics were addressed due to inconsistencies with previous figures, ensuring the metrics are now consistent, achievable, and accountable. It was noted that the metrics can carry funding implications. This marks the fourth year of the program, with concerns raised about timing since the targets apply to 2025/2026; efforts are underway with the government to improve process relevance and transparency for future cycles. The approved metrics will be incorporated into the Institution's Investment Management Agreement and require the Board Chair's signature.

MOTION:

THAT the Board of Governors accept the recommendation of the Executive Committee and approve the Investment Management Agreement targets and that the Board of Governors authorize the Chair to sign the IMA provided there are no further changes following Board approval.

Moved: S. Kad
Seconded: A. Trache
CARRIED BGP251126-06

9. VICE CHAIR APPOINTMENTS

The Board has received a recommendation to appoint a new vice-chair.

MOTION:

THAT the Executive Committee recommend to the Board of Governors the appointment of Ryan MacDonald as Vice-Chair of the Board of Governors, whose term should coincide with their term as a Member.

Moved: R. Stroobant
Seconded: S. Kad
CARRIED BGP251126-07

REPORTS

10. CHAIR'S REPORT

The Board Chair provided a verbal report.

Board appointments remain in progress, with candidates submitted to the Ministry for consideration. A meeting was held with the Minister of Advanced Education regarding PSI Expert Panel recommendations and the PSI funding model report; no significant changes or commitments emerged from the discussion. Additionally, Board members were reminded that any media inquiries related to political protests should be directed to the President, Board Office, or Director of Communications.

11. PRESIDENT'S REPORT

Report received.

The Board received an update on the release of the expert panel for post-secondary funding report which is anticipated to have little impact and not included in the upcoming budget. Budget deliberations are ongoing, and IRCC policy challenges persist locally and nationally. There have been rapid developments involving the military on talent development, and a productive meeting was held with Calgary's new mayor to explore potential collaborations aligned with his platform. The Government of Canada has committed to training up to 300,000 tradespeople over the long term, directing funds to union training shops rather than PSIs, as a way to support trades outside of provincial engagement.

12. SAITSA PRESIDENT'S REPORT

No report in open session.

It was reported that the first Calgary mayoral debate was successfully hosted, with five candidates participating in a cordial discussion focused on issues impacting students, including affordable housing, transit, and rezoning. The event helped strengthen SAIT's advocacy profile among PSIs nationwide. Student mental health and well-being remain a priority, and a line of communication was established with the new mayor on his first day in office to connect government and students. Additionally, the Federal Polytechnic Alliance continues to foster collaboration among students across provincial polytechnics to advocate for polytechnic-specific issues.



13. ACADEMIC COUNCIL REPORT

The Vice President, Academic provide a verbal update.

It was reported that Council's focus on current trends in program development emphasizing flexible pathways, offering multiple entry and exit points. Industry feedback continues to shape graduate competencies and program design. SAIT students serving on Academic Council have shown exceptional engagement this year, with the VP Academic commending their strong commitment to their roles.

- (a) Academic Council Minutes September – October 2025

Received.

14. IN CAMERA

At 5:45 p.m. the Board went to an in-camera session.

INFORMATION

Reports received.

- 15.** Community and Belonging Annual Report

- 16.** Community and Belonging Infographic

FUTURE AGENDA ITEMS

NEXT MEETING

The next meeting of the Board of Governors is scheduled for Wednesday, March 18, 2026

ADJOURNMENT

The meeting was adjourned at 6:15 p.m.

Chair: _____ President and CEO: _____