



BOARD OF GOVERNORS MEETING – OPEN

5:00 p.m. – 6:00 p.m. Wednesday, March 18, 2026
SMED Boardroom, 3rd Floor, Heritage Hall

MINUTES

Committee Members:

Erickson, David, Chair
Ross, David
Armagan, Abe
Billington, Susan
Kad, Sanjeev
Kowalchuk, Teela
Lauder, Robert
Leong, Amy
MacDonald, Ryan
Ruff, Cameron (*Virtual*)
Sekhon, Ravdeep
Smith, Carl
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 (*Regrets*)
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
Jessica Norman, Librarian, OER

PRELIMINARIES

1. CALL TO ORDER

The Chair called the meeting to order 5:06 p.m.

2. REVIEW AGENDA

The agenda was received as presented.

3. DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest were declared.

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.

The Vice President, Academic provided an overview of the Government steps in regard to the removing a program from the curriculum.

- (a) Board of Governor Minutes November 25, 2025 (Open)
- (b) Program Suspensions
 - i. School of Business Bachelor of Applied Business Administration
 - ii. School of Business International Business Management
 - iii. School of Business IRM Suspension
 - iv. School of Business Photojournalism Suspension
- (c) Policy Approvals
 - i. HR.4.5 Discrimination Education Policy and Procedure

Moved: A. Trache
Seconded: S. Kad
CARRIED BGP260318-01

BUSINESS ARISING FROM THE PAST MINUTES – NONE

NEW BUSINESS

5. OPERATING BUDGET APPROVAL

The Chair of the Audit Committee presented the recommendation for the 2026/2027 Operating Budget.

The financial statements reflect a significant decline in revenue resulting from decreased student enrolment and policy changes; however, management has mitigation strategies in place to absorb the impact and reviewing funding from alternative sources.

MOTION:

THAT the Board of Governors accept the recommendation of the Audit Committee and approve the 2026/2027 balanced operating budget by function.

Moved: R. MacDonald
Seconded: A. Leong
CARRIED BGP260318-02

6. CAPITAL BUDGET APPROVAL

The Chair of the Audit Committee presented the recommendation for the 2026/2027 Capital Budget.

It was reported that capital investments are being prioritized to focus on essential projects, supported by a strong process to identify required work for the year. No risk areas were identified for water infrastructure; however, with the City-wide water usage constraints the risk remains within construction projects, including the Imperial Energy Centre, with appropriate awareness in place. Consideration is underway regarding any immediate actions required to mitigate potential water reductions in the fall.

MOTION:

THAT the Board of Governors accept the recommendation of the Audit Committee and approve the 2026/27 capital budget of \$12.8 million, as presented. \$12.0 million to be funded internally from current year, \$0.8 million to be funded from prior years carry over.

Moved: R. MacDonald
Seconded: R. Sekhon
CARRIED BGP260318-03

7. CAPITAL INFRASTRUCTURE PRIORITIES

The Chair of the Audit Committee presented the recommendation for the 2026/2027 Capital Infrastructure Priorities.

The Board reviewed the annual infrastructure priority list, submitted to government for consideration of potential additional funding, with projects ranked each year. It was reported that funding requests are identified at the project phase level rather than based on detailed cost estimates.

MOTION:

THAT the Board of Governors accept the recommendation of the Joint Board Executive Committee: Major Capital of infrastructure priorities summarized above for approval to submit to the Government of Alberta through BLIMS.

Moved: R. MacDonald
Seconded: R. Lauder
CARRIED BGP260318-04

8. DOMESTIC TUITION AND MANDATORY NON-INSTRUCTIONAL FEES

The Chair of the Audit Committee presented a recommendation for the Domestic Tuition and Mandatory Non-Instructional Fees.

It was stated that changes to the Mandatory Non-Instructional Fees reporting were made, at the request of the Government, to improve transparency by clearly categorizing fees. The Athletics and Recreation fees remain unchanged due to the construction of the Campus Centre, with costs managed

on a cost-recovery basis. Student wellness fees now encompass a broader range of supports beyond the onsite Health Clinic, including but not limited to, mental health and counselling services,

MOTION:

THAT the Board of Governors accepts the recommendation of the Audit Committee and approves the 2026/27 domestic tuition increases 2% on a weighted average aggregate basis and mandatory non-instructional fees as presented.

Moved: R. MacDonald
Seconded: A. Armagan
CARRIED: BGP260318-05

9. SIGNING AUTHORITY POLICY AND PROCEDURE UPDATE

The Chair of the Audit Committee presented a recommendation on the revisions to the Signing Authority Procedure.

A minor revision was made to the Signing Authority Policy to formally include the signing authority structure for the President and CEO, as well as Board-related expenses.

MOTION:

THAT the Audit Committee recommends to the Board of Governors the updates to FN.12.1.1- Signing Authority Procedure, as presented, effective immediately.

Moved: R. MacDonald
Seconded: R. Stroobant
CARRIED: BGP260318-06

10. FM.12.1.1. CAPITAL GOVERNANCE POLICY AND PROCEDURE UPDATE

The Chair of the Audit Committee presented a recommendation on the revisions to FM.12.1.1. Capital Governance Procedure.

Revisions to the Capital Project Governance Policy reflect a change in the governance structure and align the roles and responsibilities of JBEC as a standing committee of the Board.

MOTION:

THAT the Board of Governors accept the recommendation of the Joint Board Executive Committee: Major Capital and approve the revisions to FM.1.2. Capital Project Governance Policy and Procedure, as presented.



Moved: R. MacDonald
Seconded: A. Trache
CARRIED: BGP260318-07

11. 2026-2027 BOARD OF GOVERNORS MEETING SCHEDULE

The Chair of the Governance Committee provided a summary of the 2026/2027 meeting schedule, A proposal to move the May 2027 meeting date has been requested by the Office of the Auditor General through the Audit Committee. This recommendation was approved by the Governance Committee and presented to the Board for approval.

MOTION:

THAT the Board of Governors accepts the recommendation of the Governance Committee and approves the 2026/2027 Board and Committee meeting schedule, as presented.

Moved: R. Sekhon
Seconded: S. Billington
CARRIED: BGP260318-08

REPORTS

12. CHAIR'S REPORT

No report in open session.

13. PRESIDENT'S REPORT

Report received.

14. The President and CEO provided an update on a recent meeting with the Minister of AI and Digital Transformation. During the discussion, the Minister noted that a federal artificial intelligence strategy is currently under development and expected to be released in the near future. The Minister also expressed interest in the institution's applied work in drone-enabled AI, recognizing its relevance to emerging technologies and innovation.

15. SAITSA PRESIDENT'S REPORT

The Saitsa President provided a summary of the report as presented. Activities included travel to Ottawa to meet with a Minister, attendance at Liberal caucus, and a photograph opportunity with the Prime Minister, as well as Welcome Week participation and four governance advocacy connection sessions held between summer and February.

It was reported that the annual AGM was held in January, 2026. For the record, the president, Saitsa confirmed that eight new policies were approved between December 2025 and February 2026, including the establishment of a Board policy to ensure the timely public disclosure of meeting records in support of transparency and accountability. While the written report referenced these approvals, there was initially a lack of clarity regarding the specific policies. It was noted that the Saitsa President was unable to respond to specific policy-related questions at the meeting and committed to providing supporting documentation to substantiate the Association's decisions and enhance transparency. It was further noted that the SAITSA website has since been updated to improve transparency, with policy approvals now publicly posted, the backlog resolved, and accountability strengthened through more detailed, publicly available minutes. The Board raised concerns regarding Saitsa's transparency and governance practices, citing a perceived disconnect between the written report and observed actions.

A meeting was also held with the Minister of Advanced Education regarding the 2026 budget and its implications for students. A survey on campus study-space availability was launched, and the annual student general elections were conducted, with over 30 nominations received and preliminary results released on March 5, resulting in one director continuing. Voter turnout was noted to be impacted by lower enrolment and restrictions on posting flyers under environmental policy.

The SAITSA financial statements reported \$28M in cash investments and \$3M in other investments. The Board expressed concern regarding strategies to deploy these funds, particularly in light of student affordability challenges, and questioned whether a reduction in fees had been considered. The Student Association advised that potential land acquisition for a building and student housing is being explored, though it was unclear whether housing and landlord operations fall within its mandate.

- Action:** The Saitsa President to provide the board with a copy of the draft AGM minutes.
- Action:** The Saitsa President to provide the Board with a report outlining the changes implemented in the handling of Saitsa governance documents, including the communication strategy, posting timelines and the specific measures introduced within the policies that enhance transparency.
- Action:** The Saitsa President to submit to the Board the eight new policies that were approved between December 2025 and February 2026, in response to questions raised and to enhance governance clarity.
- Action:** The Saitsa President will provide an update to the Board on the utilization and strategy for cash investments reported in the financial statements.

16. ACADEMIC COUNCIL REPORT

The Vice President, Academic provide a verbal update.

Work is underway to develop a program roadmap, including identifying where program offerings may increase or decrease. Two primary drivers were noted: insufficient enrolment to sustain certain programs and the re-bundling of programs to improve transferability and laddering. These changes require government review, which can take up to 18 months. The Vice President provided an in-depth overview of program development and program mixing, noting that where programs and courses are not constrained by accreditation requirements, changes can proceed more quickly, whereas external



government reviews are fixed and must run their course. The Vice President, Academic advised that student supports currently align with existing enrolments, with ongoing work and strategies in place to address any gaps. The Board also discussed the potential use of AI technology in program design and delivery; this discussion was preliminary and informational in nature.

- (a) Academic Council Minutes September – October 2025

Received.

17. IN CAMERA

At 5:50 p.m. the Board went to an in-camera session.

INFORMATION

Reports received.

FUTURE AGENDA ITEMS

NEXT MEETING

The next meeting of the Board of Governors is scheduled for Wednesday, May 20, 2026

ADJOURNMENT

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

Chair: _____ President and CEO: _____