BOARD OF GOVERNORS

Board of Governors
Open Session Minutes
December 18, 2025
4:10 – 5:14 pm
Room 10-601

ATTENDANCE

Members	Scott Kashuba (Chair); Annettee Trimbee; Brittany Baltimore; Linda Banister; Victor Cui; Sandra Haskins; Martin Kennedy; Reg Joseph; Cynthia Onyegbula; Julian Martin; John Stelter; Murli Muralidharan; Rafat Alam; Nathan Poon; Andrei Santiago
Resources	Craig Monk; Maureen Powers-Lomas; Lara McClelland; Jason Fung
Secretariat	Sumiko Yip; Leah Stock; Christian Zukowski; Angela Miao; Cameron McCubbing; Austin Hohlbein
Guests	Meagan Auer; Sally Banek; Craig Kuziemsky; Richard Perlow; Kevin Friesen; Lisa Rochman; Chandelle Rimmer; Allison Drew-Hassling
Regrets	Gary Mar; Tracy Sopkow; Tim Barker; Victor Cui

MINUTES

0.0 Land Acknowledgement

The Chair provided a land acknowledgement.

1.0 Call to Order

The Chair called the Open Session to order at 4:10 pm, noting that quorum was present.

1.1 Declaration of Conflicts of Interest and Commitment (Real, Potential or Perceived)

No conflicts were declared.

1.2 Open and Consent Agenda

The Consent Agenda included the adoption of the following motions:

- That the Board of Governors approve the minutes from the Open Session on October 16, 2025, as presented.

MOTION#BOG-01-12-18-2025/26:
Moved by J. Martin and seconded that the Board of Governors approve the open and consent agenda as presented.

Motion Carried.

2.0 Reports

2.1 Board Chair's Report

The Chair reported on the following:

- Fall Convocation was held on November 18, 2025, celebrating more than 600 graduands. It was also Chancellor Mar's first ceremony, and appreciation was expressed for the thoughtful words of wisdom and encouragement he shared.
- Dr. Bryan Kolb, an accomplished neuroscientist, was welcomed into MacEwan's honorary doctorate community. Members were encouraged to submit nominations for future honorary doctorate recipients.

2.2 President's Report

A. Trimbee reported on the following:

- Enrolment has increased by 8% and MacEwan's Open House attracted approximately 8,000 prospective students. This growth is guided by the *Teaching Greatness* strategic vision, with strategic enrolment management and the new School of Business Building supporting sustainable growth.
- A memorandum of understanding was signed with the Edmonton Public Library to strengthen shared commitments to downtown Edmonton, reinforce the city's status as a UNESCO Learning City, and create opportunities for collaboration and work integrated learning placements.
- It was noted that public opinion of post-secondary education has declined in recent years, likely influenced by broader concerns around uncertainty and resource constraints; however, as perspectives shift towards growth, sentiment appears to be improving.
- Minister McDougall and members of the *MacEwan Means Business Campaign* cabinet were hosted on campus for tours of the School of Business Building, SAMU Building, and the nursing simulation lab. The visit provided an opportunity for productive discussion on the Mintz Panel's report. MacEwan has also hosted a series of events to support students experiencing with food insecurity and affordability challenges.

2.3 General Faculties Council Report

A. Trimbee reported on the following:

- The General Faculties Council (GFC) met on October 20 and December 1, 2025. Similar to the Board, GFC is reviewing its approach to policy delegation, including a shift from a general appeals policy to embedding appeals within specific policy documents.
- Formal governance matters were addressed, including the approval of graduands for Fall Convocation and new bylaws for the Library Council. In recognition of the Library's academic role, it is now treated in a manner consistent to faculty and school councils.
- Key priorities for 2025/26 include approval of the 2027/28 academic schedule in June and completion of the student course feedback survey review. While the use of the survey is governed by the collective agreement, GFC approves the survey questions. The review is focused on how inappropriate feedback is filtered and the longitudinal value of certain questions.

2.4 Audit and Risk Committee Chair's Report

J. Stelter reported on the following:

- The Committee reviewed and recommended revisions to the Acceptable Use of Technology Policy.

2.4.1 Acceptable Use of Technology Policy

M. Powers-Lomas presented the item. Highlights included:

- Key changes to the policy include revised language related to electronic mail, parameters addressing anti-spam, and added flexibility to support the use of artificial intelligence and bring-your-own-device practices. The policy also clarifies its application to online courses and the use of devices outside the University environment.

- The proposed changes were posted online for the standard two-week consultation period, and targeted consultation was conducted with faculty and the Office of the University Registrar.

MOTION#BOG-02-12-18-2025/26:

Moved by J. Martin and seconded that the Board of Governors approve the Acceptable Use of Technology Policy.

Motion Carried.

2.5 Governance and Human Resources Committee Chair's Report

The Chair reported on the following:

- The Committee approved revisions to the Health, Safety, and Environment Policy as part of its regular review cycle. Key updates included refinements to the policy's philosophy and governance-level provisions.

2.6 Foundation Board of Directors' Report

S. Haskins reported on the following:

- Fundraising is currently at 30% of the annual target, reflecting the seasonal nature of fundraising activity. This is expected to increase as additional donations are received.
- The giving landscape is evolving, with the next generation of donors seeking more participatory and engaged roles with the organizations, rather than traditional naming opportunities.
- The current cost of fundraising is approximately 30% of funds raised. As overall gift targets increase, this is expected to move closer to the 20% target.

2.7 Finance, Property and Investment Committee Chair's Report

S. Haskins reported on the following:

- The Committee approved an endowment earning expendable amount of 4% and made recommendations regarding tuition, mandatory non-instructional fees (MNIFs), and the Investment Policy Statement.
- Financial reporting indicates a slight deficit, largely driven by increases in salary costs. Growth continues to be monitored to ensure the University remains within its financial guardrails.

2.7.1 Annual Review: Tuition and Mandatory Non-Instructional Fees for 2026/27

S. Haskins presented the item. Highlights included:

- The Committee recommended approval of increases to tuition and MNIFs. Consultation requirements under the *Post-secondary Learning Act* were met and exceeded, including four consultation sessions with the Students' Association. Through this process, proposed increases to MNIFs to cover 85% of cost were reduced to 35%.
- The Mental Health Fee will see a proportionally higher increase to support the Uwill tool, which provides access to counselling and 24/7 support. The effectiveness of the tool will be evaluated to inform future decisions.

- Concerns were raised regarding student affordability and financial hardship, including perceptions in costs are not always matched by improvements in educational quality.

MOTION#BOG-03-12-18-2025/26:
Moved by J. Martin and seconded that the Board of Governors approve the Annual Review: Tuition and Mandatory Non-Instructional Fees for 2026/27.
Motion Carried.
N. Poon and A. Santiago opposed.

2.7.2 Investment Policy Statement Revisions

S. Haskins presented the item. Highlights included:

- Revisions to the policy reflect recommendations from the Outsourced Chief Investment Officer, including updates to the strategic asset allocations and associated investment benchmarks.

MOTION#BOG-04-12-18-2025/26:
Moved by J. Stelter and seconded that the Board of Governors approve the Investment Policy Statement Revisions.
Motion Carried.

2.8 Strategy and Stakeholder Relations Committee Chair's Report

2.8.1 Delegation of Authority for Alumni Awards Policy

R. Joseph presented the item. Highlights included:

- The proposed revisions would delegate approval of the Alumni Awards Policy to management. Approval of award recipients were also delegated, supported by a comprehensive evaluation and risk management process.

MOTION#BOG-05-12-18-2025/26:
Moved by L. Banister and seconded that the Board of Governors approve the delegation of authority to approve the Alumni Awards Policy to the President's Policy Committee.
Motion Carried.

3.0 Other Business

No other business was discussed.

4.0 Adjournment of Open Session

The Chair adjourned the Open Session at 5:14 pm.