

Public Meeting Minutes

Board of Governors



November 25, 2025

2:00–6:00 pm

NorQuest Innovation Studio and Microsoft Teams

Attendance

Board Members:

1. Robert Heron, Board Chair
2. Dan Hugo, Board Vice Chair (virtual)
3. Anthony Tabacchi, Non-Academic Staff member (virtual)
4. Brad Pickering, Finance and Audit Committee Chair (virtual)
5. Tina Naqvi-Rota, Public member, Human Resources Committee Chair (virtual)
6. Celia Wanderley, Public member
7. Jennifer Cleall, Public member, Governance Committee Chair (virtual)
8. Joette Decore, Public member (virtual)
9. Jenny Adams, Public member
10. June Parham, Academic Staff member
11. Supriya James, Public member (virtual)
12. Carolyn Campbell, President and CEO (ex-officio)

Regrets:

None

Management:

1. Brad Arkison, NorQuest Vice President, Enrolment and Communications
2. Jill Matthew, NorQuest Vice President, Administration and CFO
3. Dylan Schoonover, NorQuest Acting Vice President, External Relations
4. Norma Schneider, NorQuest Vice President, Academic
5. Bailey Sousa, NorQuest Associate Vice President, Research and Development (virtual)
6. Shauna Yohemas, NorQuest Vice President, People, Culture and Equity
7. Tony Kurian, NorQuest Associate Vice President, General Counsel
8. David Middagh, NorQuest Chief of Staff and Director of Strategy

NorQuest Guests:

1. Dr. Neetu Shah, NorQuest Manager, Centre for Growth and Harmony

Recorder: Tamara Akers, NorQuest Senior Executive Associate, Board Coordinator

1.0 Opening

1.1 Quorum

R. Heron (the “Chair”) presided over the Board of Governors (the “Board”) meeting. With proper notice given and a quorum present, the Chair declared the meeting duly constituted.

1.2 Call to Order and Land Acknowledgement

The Chair called the meeting to order at 2:05 p.m. and commenced with a Treaty 6 Territory Acknowledgement.

1.3 Conflict of Interest

The Chair provided an opportunity for members to declare any conflicts of interest with the agenda items.

No conflicts were declared.

1.4 Confidentiality

The Chair reminded the Board that all matters discussed in the meeting are confidential.

1.5 Chair's Opening Comments

The Chair spoke about the strategy session held in June and the continued discussion at the special meeting in October, addressing the economic and financial challenges facing the college. He advised that this meeting will allow for further discussion on the college's revised strategic framework and priorities. He advised that the revised strategic plan and the 2026-27 budget will come forward to the Board for approval in March 2026.

The Chair provided an update regarding current vacancies on the Board, congratulating June Parham on her nomination by the Faculty Association for re-appointment for a second term. He shared the status of the vacant student and public member positions and the current work underway to identify candidates for the three positions that will become vacant in April 2026.

1.6 Purpose Story

N. Shah, Manager, Wellness, joined the meeting at 2:11 p.m. and was introduced by N. Schneider, VP Academic.

N. Shah shared information about the creation of the college's Fresh Food Market and the services it offers to learners, staff, and alumni. The Board expressed appreciation for the information she shared and the work of the market.

2.0 Approval of Consent Agenda

The Chair provided an overview of the items included on the consent agenda noting that the Board is being requested to approve item 2.4.C as provided in the meeting material, excluding the appointment of the former student member to the Governance Committee.

The Chair provided members the opportunity to pose any questions or changes to the items on the consent agenda.

2.1 Minutes – May 29, 2025 (Approval)

2.2 Minutes – June 25, 2025 (Approval)

- 2.3 Annual Academic Council Report (Information)
- 2.4 Governance Committee Written Report
 - A. Board Attendance Record (Information)
 - B. Board Skills Matrix (Approval)
 - C. Board Committee Membership List (Approval)
 - D. Legislative Compliance Report (Information)
- 2.5 Finance and Audit Committee Written Report
 - A. Financial Report and Forecast (Information)
 - B. Exceptional Tuition Increase Proposal (Approval)
- 2.6 Human Resource Committee Written Report

MOTION

THAT the Board of Governors approve the consent agenda for November 25, 2025, including the approval of the May 29 and June 25, 2025, Meeting Minutes, the Board Skills Matrix template, the Exceptional Tuition Increase Proposal, and the Board Committee Membership List, as amended.

**Moved: J. Parham
Seconded: J. Cleall
CARRIED**

3.0 Approval of Agenda

3.1 Approval of Agenda

There were no questions or comments raised regarding the agenda.

MOTION

THAT the Board of Governors approve the November 25, 2025, meeting agenda, as presented.

**Moved: D. Hugo
Seconded: S. James
CARRIED**

4.0 Discussion and Approval Items

4.1 President and CEO Report

C. Campbell provided an overview of her written report, including a summary of the CICA board meetings held the week prior in Ottawa. She outlined opportunities and challenges facing the college and a discussion ensued.

C. Campbell requested that members direct any questions regarding the Business Model Dashboard to her via email.

C. Campbell referred to the Enrolment Trend Analysis briefing note included in the meeting material and asked B. Arkison to share an overview of the recent enrolment projections for Alberta released by the Panel on Post-Secondary Institution Funding and nationally by CIBC Capital Markets. Members engaged in discussion with management.

Members posed questions to management about the strategic risk register noting that several risks have been elevated.

B. Pickering joined the meeting via MS Teams at 2:50 p.m.

4.2 NorQuest 2030 Strategic Plan Revised Placemat

C. Campbell introduced the item advising that management is seeking feedback and advice from the Board on the revised strategic plan placemat, which incorporates feedback previously provided by the Board. She advised that management is developing the budget to coincide with the business plan.

C. Campbell provided members an overview of the breakout session discussion questions and N. Schneider, B. Arkison, S. Yohemas, and D. Schoonover each provided a synopsis of the intended outcomes for the priority initiatives. A discussion followed with members posing questions and providing comments to management.

D. Hugo exited the meeting. He had previously provided his comments on the material to C. Campbell.

The Board returned from the breakout session and the three groups shared the results of their discussions to the questions posed. A robust discussion followed. Common themes from the discussions included the current funding model, revenue generation, and the ability to invest in NorQuest's future; enrolment and marketing to target audiences while not pivoting too far from NorQuest's foundation; how NorQuest differentiates itself and whether the intention behind "We are who we include" has evolved; and leveraging technological advances in the classroom and preparing learners for these advancements, such as artificial intelligence, in the workplace.

Management thanked the Board for the in-depth discussion, noting that the feedback received will inform the narrative to support the priorities and measures within the strategic plan.

4.3 Investment Management Agreement

J. Matthew introduced the item advising that the finalized agreement had not been received from the government. Target metrics had been received and were included in the meeting material for approval. She advised that the agreement would be provided for Board approval once received.

MOTION

THAT the Board of Governors approve the Investment Management Agreement Metric Targets 2025-2028, as presented.

**Moved: J. Adams
Seconded: J. Decore
CARRIED**

4.4 Board Meeting Debrief

The Board provided feedback on the meeting and materials, sharing key takeaways for management's consideration.

Management, guests, and the recorder exited the meeting at 5:17 p.m.

4.5 Human Resources Committee

A. 2025-26 President and CEO Mid-Year Performance Plan Status Report

The Board entered a closed session with C. Campbell to discuss the mid-year performance plan status report.

5.0 Board Member In-Camera Sessions

5.1. In-camera session with President and CEO

The Board held an in-camera session with C. Campbell, President and CEO.

C. Campbell exited the meeting at 5:31 p.m.

5.2. In-camera session without President and CEO

The Board held an in-camera session with Board Members only.

Adjournment

There being no further business, the meeting was adjourned at 5:38 p.m.



Robert Heron, Chair



Tamara Akers, Recorder