

Board Meeting Agenda

Board of Governors



Date November 25, 2025
Time 2:00-6:00 pm
Location Hybrid Meeting, Innovation Studio or Teams

1.0 Opening

Time	Agenda Item	Lead
2:00 pm (10 min)	1.1 Quorum	
	1.2 Call to order and Land Acknowledgment	R. Heron
	1.3 Conflict of Interest Declarations	
	1.4 Confidentiality	
	1.5 Chair's Opening Comments	
	1.6 Purpose Story – Centre for Growth and Harmony Fresh Food Market	N. Schneider

2.0 Approval of Consent Agenda

Time	Consent Agenda	Lead
2:10 pm (4 min)	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)	R. Heron
	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	

3.0 Approval of Agenda

Time	Approval of Agenda	Lead
2:14 pm (1 min)	3.1 Approval of Meeting Agenda	R. Heron

4.0 Discussion and Approval Items

Time	Agenda Item	Lead
2:15 pm (60 min)	4.1 President and CEO Report (Discussion)	
	A. President and CEO Report	
	B. Enrolment Trend Analysis	C. Campbell
	C. Draft Business Model Dashboard	
	D. Business Model Dashboard Background and Context	

- E. 2025-26 Strategic Plan Status Report
- F. Strategic Risk Register Report

3:15 pm (15 min)	Break	
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3:30 pm (100 min)	 4.2 NorQuest 2030 Strategic Plan Revised Placemat (Discussion)	C. Campbell
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5:10 pm (15 min)	 4.3 Investment Management Agreement (Approval)	
	A. Investment Management Agreement 2025-2028 Metric Targets	J. Matthew

5:25 pm (5 min)	4.4 Board Meeting Debrief	
	1. <i>What worked well for you at this meeting?</i>	
	2. <i>What was missing for you in the information and discussion?</i>	R. Heron
	3. <i>What should we consider for future meetings?</i>	

Management, Guests, and Recorder exit the meeting		
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5:30 pm (10 min)	 4.5 Human Resources Committee	
	A. 2025-26 President and CEO Mid-Year Performance Plan Status Report	
	a. Briefing Note	R. Heron
	b. 2025-26 President and CEO Mid-Year Performance Plan Status Report	
	<i>[All Board members + President and CEO]</i>	

5.0 Board Member In-Camera Sessions

Time	Agenda Item	Lead
5:40 pm (10 min)	5.1 In-camera session with President and CEO <i>[All Board members + President and CEO]</i>	
5:50 pm (10 min)	5.2 In-camera session without President and CEO <i>[All Board members]</i>	R. Heron
6:00 pm	Adjourn	R. Heron

Meeting Attendees

No.	Name	Title
Board Members		
1.	Rob Heron	Board Chair
2.	Dan Hugo	Board Vice Chair
3.	Anthony Tabacchi	Non-Academic Board Member
4.	Brad Pickering	Public Member, Finance & Audit Committee Chair
5.	Celia Wanderley	Public Member
6.	Chris Lavin	Public Member
7.	Jennifer Cleall	Public Member, Governance Committee Chair
8.	Jenny Adams	Public Member
9.	June Parham	Academic Member
10.	Joette Decore	Public Member
11.	Supriya James	Public Member
12.	Tina Naqvi-Rota	Public Member, Human Resources Committee Chair
13.	Carolyn Campbell	President & CEO
Management		
14.	Brad Arkison	VP, Enrolment & Communications
15.	Dylan Schoonover	Acting VP, External Relations
16.	Jill Matthew	VP, Administration and CFO
17.	Norma Schneider	VP, Academic
18.	Shauna Yohemas	VP, People, Culture & Equity
19.	Tony Kurian	AVP, General Counsel
20.	David Middagh	Chief of Staff, Director of Strategy
Guests		
21.	Neetu Shah	Manager, Centre for Growth and Harmony
Recorder		
22.	Tammy Akers	Senior Executive Associate, Board Coordinator