

Board Meeting Agenda

Board of Governors



Date March 5, 2026
Time 2:00-6:00 pm
Location Hybrid Meeting, Innovation Studio or Teams

Board Photos

2:00 pm (25 min) **2025-26 Annual Group and Individual Photos for New Members (2nd Floor Circular Stairs SCFL)**

Board Meeting

1.0 Opening

Time	Agenda Item	Lead
2:30 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 – Dr. Viola Manokore, Mentorship and Resilience Project	

2.0 Approval of Consent Agenda


Time	Consent Agenda	Lead
2:40 pm (3 min)	2.1 Minutes – November 25, 2025 (Approval)	
	2.2 Minutes – October 7, 2025 (Approval)	
	2.3 Related Party Disclosure (Information)	
	2.4 SANQC 2024-25 Financial Statements (Information)	
	2.5 Honorary Diploma Recommendations (Approval)	
	2.6 Governance Committee Written Report	
	A. Board Attendance Record (Information)	
	B. Board Committee Membership List (Approval)	
	C. Updated Board Competency Matrix (Information)	
	D. Extended Board Calendar (Approval)	
	E. Committee Work Plan (Information)	
	F. Board Work Plan (Approval)	
	2.7 Finance and Audit Committee Written Report	
A. Committee Work Plan (Information)		
2.8 Human Resource Committee Written Report		
A. Committee Work Plan (Information)		

3.0 Approval of Agenda



Time	Approval of Agenda	Lead
2:43 pm (2 min)	 3.1 Approval of Meeting Agenda	R. Heron

4.0 Discussion and Approval Items

Time	Closed Agenda	Lead
2:45 pm (45 min)	 4.1 President and CEO Report (Discussion) A. President and CEO Report B. Business Model Dashboard C. Strategic Risk Register Report	C. Campbell
3:30 pm (30 min)	 4.2 Ditchley-Lumina Summit (Discussion) A. Terms of Reference B. Summit Event Summary	C. Campbell
4:00 pm (10 min)	Break	

Time	Open Agenda	Lead
4:10 pm (25 min)	 4.3 Revised NorQuest 2030 Strategic Plan (Approval) A. Presentation: NorQuest 2030: We are who we include – Future Ready B. NorQuest 2030: We Are Who We Include – Future Ready C. NorQuest 2030: Placemat D. NorQuest 2030: Performance Measure Summary E. NorQuest College 2026-29 Business Plan F. NorQuest 2030 Communications Brief	C. Campbell
4:35 pm (10 min)	4.4 Career Skills Center Governance and Capital Plan Campaign (Information)	R. Fernandez M. Orlando J. Nelson

5.0 Committee Business and Meeting Debrief

Time	Open Agenda	Lead
4:45 pm (10 min)	 5.1 Financial Report and Forecast (Discussion)	B. Pickering R. Fernandez
4:55 pm (5 min)	 5.2 2026-2027 Tuition and Fees Proposal (Approval) A. 2026-27 Tuition & Fees Presentation B. Tuition Fee Projection 2026-27	B. Pickering B. Arkison
Time	Closed Agenda	Lead
5:00 pm (25 min)	 5.3 2026-2027 Operating and Capital Budget (Approval) A. 2026-27 Operating Budget and Two-Year Forecast B. 2026-27 Expense by Function C. 2026-27 Internal Capital and Project Budget	B. Pickering R. Fernandez D. Babich

5.4 Board Meeting Debrief

5:25 pm (5 min)	<ol style="list-style-type: none"> 1. What worked well for you at this meeting? 2. What was missing for you in the information and discussion? 3. What should we consider for future meetings? 	R. Heron
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Management, Guests, and Recorder exit the meeting

6.0 In-Camera Sessions

Time	Agenda Item	Lead
5:30 pm (10 min)	6.1 In-camera session with President and CEO <i>[All Board members + President and CEO]</i>	R. Heron
5:40 pm (10 min)	6.2 In-camera session without President and CEO <i>[All Board members]</i>	R. Heron

Internal Governors exit the meeting, CEO rejoins the meeting

7.0 Public Member Closed Session

Time	Agenda Item	Lead
5:50 pm (5 min)	7.1 President and CEO Emergency Replacement Plan and Position Description (Approval) <i>[Public Members + President and CEO]</i>	T. Naqvi Rota C. Campbell
5:55 pm (5 min)	7.2 President and CEO Succession Plan (Information) <i>[Public Members + President and CEO]</i>	T. Naqvi Rota C. Campbell
6:00 pm	Adjournment	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 Member
4.	Brad Pickering	Public Member, Finance & Audit Committee Chair
5.	Celia Wanderley	Public Member
6.	Jennifer Cleall	Public Member, Governance Committee Chair
7.	Jenny Adams	Public Member
8.	June Parham	Academic Member
9.	Joette Decore	Public Member

10.	Supriya James	Public Member
11.	Tina Naqvi-Rota	Public Member, Human Resources Committee Chair
12.	Trinity Amable	Student Internal Governor
13.	Carolyn Campbell	President & CEO

Management

14.	Brad Arkison	VP, Enrolment & Communications
15.	Jackie Nelson	VP, External Relations
16.	Ryan Fernandez	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.	Dale Babich	Director, Financial Services & Controller
22.	Matthew Orlando	Manager, Planning & Projects, Campus Services
23.	Viola Manokore	Instructor, Nursing

Recorder

24.	Tammy Akers	Senior Executive Associate, Board Coordinator
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