

DRAFT Public Meeting Agenda



Board of Governors

NORQUEST
COLLEGE

Date June 2, 2026

Time 2:00–6:00 pm

Location Hybrid Meeting - Innovation Studio or Microsoft Teams

1.0 Opening

Time	Agenda Item	Lead
2:00 pm (10 min)	1.1 Quorum	R. Heron
	1.2 Call to Order and Land Acknowledgment	
	1.3 Conflict of Interest Declarations	
	1.4 Confidentiality	
	1.5 Chair's Opening Comments	
	1.6 Purpose Story: 2026 President's Medal Winner	C. Campbell H. Saunderson

2.0 Approval of Consent Agenda

Time	Agenda Item	Lead
2:10 pm (3 min)	2.1 Minutes – March 5, 2026 (Approval)	R. Heron
	2.2 Minutes – January 23, 2026 (Approval)	
	2.3 Governance Committee Report (Information)	
	A. Board Attendance Record (Information)	
	B. Board Discussion and Education Planner (Information)	
	C. Board Committee Membership List (Recommend for Approval)	
	2.4 Finance & Audit Committee Report (Information)	
	2.5 Human Resources Committee Report (Information)	

3.0 Approval of Agenda

Time	Agenda Item	Lead
2:13 pm (2 min)	3.1 Approval of Meeting Agenda	R. Heron

4.0 Discussion and Approval Items

Time	Agenda Item	Lead
2:15 pm (40 min)	4.1 President and CEO Report (Discussion)	C. Campbell
	A. 2025–26 Strategic Plan Final Report	
	B. Business Model Dashboard	
	C. Strategic Risk Register Report	
2:55 pm (80 min)	4.2 Institutional Positioning and Target Markets (Discussion)	B. Arkison
	A. Connect Your Firm's Strategy to Its Identity	
	B. The Three Elements of a Strong Corporate Identity	

4:15 pm
(10 min)

Break

5.0 Committee Business and Meeting Debrief

Time	Agenda Item	Lead
4:25 pm (15 min)	5.1 Finance and Audit Committee Recommendations A. 2025-26 Consolidated Financial Statements (Approval) B. 2026-27 Appropriation of Net Assets (Approval) C. 2025-26 Fiscal Year Financial Report (Information)	B. Pickering, D. Babich
4:40 pm (10 min)	5.2 Human Resources Committee A. People Strategy Introduction (Information)	T. Naqvi-Rota S. Yohemas
4:50 pm (5 min)	5.3 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> 3. <i>What should we consider for future meetings?</i>	R. Heron

Management, guests, and the recorder exit the meeting.

6.0 Closed and In-Camera Sessions

Time	Agenda Item	Lead
4:55 pm (30 min)	6.1 Board Evaluation Results (Discussion) A. 2026 Board Evaluation Results	R. Heron C. Boucher
5:25 pm (10 min)	6.2 In-camera session with President and CEO <i>[Full Board + President and CEO]</i>	R. Heron
5:35 pm (5 min)	6.3 In-Camera session without President and CEO <i>[Full Board only]</i>	R. Heron

Internal Governors exit the meeting. President and CEO returns to the meeting

7.0 Public Member Closed Session [Separate Package]

Time	Agenda Item	Lead
5:40 pm (15 min)	7.1 2025-26 President and CEO Performance A. 2025-26 Year-End Report (Discussion) B. 2026-27 Performance Plan (Approval)	T. Naqvi-Rota C. Campbell

5:55 pm
(5 min)

7.2 2025-26 President and CEO Year-End Evaluation

R. Heron

6:00 pm

Adjourn

R. Heron

Next Board Meeting: Strategy Session October 14, 2026

Meeting Attendees

No.	Name	Title
Board Members		
1.	Rob Heron	Board Chair
2.	Dan Hugo	Board Vice Chair
3.	Carolyn Campbell	President and CEO (ex-officio)
4.	Anthony Tabacchi	Non-Academic Staff Member
5.	Brad Pickering	Public Member, Finance and Audit Committee Chair
6.	Celia Wanderley	Public Member
7.	Hebah Abukhadrah	Student Member
8.	Jenny Adams	Public Member
9.	Joette Decore	Public Member
10.	June Parham	Academic Staff Member
11.	Kyle Braithwaite	Public Member
12.	Supriya James	Public Member (virtual)
13.	Jennifer Cleall	Public Member, Governance Committee Chair
14.	Tina Naqvi-Rota	Public Member, Human Resources Committee Chair
Regrets		
Management		
15.	Brad Arkison	Vice President, Students & External Relations
16.	Jackie Nelson	Vice President, Academic
17.	Ryan Fernandez	Vice President, Administration and CFO
18.	Shauna Yohemas	Vice President, People, Culture and Equity (virtual)
19.	David Middagh	Chief of Staff, Director of Strategy
NorQuest Guests		
20.	Hugh Saunderson	NorQuest President's Medal Winner
21.	Dale Babich	Director, Financial Services and Controller
22.	Cindy Boucher	Senior Consultant, Institutional & Strategic Analysis
Recorder		
23.	Erica Nordquist	Executive Associate to the President and CEO