Public Meeting Minutes
Board of Governors

NORQUEST COLLEGE

March 5, 2026
2:30-6:00 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
4. Brad Pickering, Finance and Audit Committee Chair (virtual)
5. Tina Naqvi-Rota, Public member, Human Resources Committee Chair
6. Celia Wanderley, Public member
7. Jennifer Cleall, Public member, Governance Committee Chair
8. Joette Decore, Public member
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:
1. Trinity Amable, Internal student governor

Management:
1. Brad Arkison, NorQuest Vice President, Enrolment and Communications
2. Ryan Fernandez, NorQuest Vice President, Administration and CFO
3. Jackie Nelson, NorQuest Acting Vice President, External Relations
4. Norma Schneider, NorQuest Vice President, Academic
5. Shauna Yohemas, NorQuest Vice President, People, Culture and Equity
6. David Middagh, NorQuest Chief of Staff and Director of Strategy

NorQuest Guests:
1. Viola Manokore, Instructor, Nursing, Faculty of Health Studies

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 2:29 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 reflected on the substantial work undertaken over the past two years since starting the discussion regarding external factors affecting enrolment and revenue. He acknowledged the complex decisions that had to be made in developing the coming year's budget and the revised NorQuest 2030 strategy, which are on the agenda for approval today.

He noted that the Board would have the opportunity to hear from the President & CEO on her learnings regarding the challenges and opportunities facing the post-secondary system across North America, from attending the recent Ditchley-Lumina Summit on Redesigning Higher Education for the 21st Century.

The Chair provided an update on the status of public member appointments.

1.6 Purpose Story

V. Manokore, Instructor, Nursing, joined the meeting at 2:35 p.m. and was introduced by N. Schneider, VP Academic.

V. Manokore shared information about the Mentorship and Resilience Research project. The Board expressed appreciation for the information shared and V. Manokore exited the meeting.

2.0 Approval of Consent Agenda

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

- 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)

MOTION
THAT the Board of Governors approve the consent agenda for March 5, 2026, including the approval of the October 7 and November 25, 2025, Meeting Minutes, the Honorary Diploma Recommendations, the Board Committee Membership List, and the 2026-27 Board Work Plan, as presented.

Moved: J. Parham
Seconded: A. Tabacchi
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 March 5, 2026, meeting agenda, as presented.

Moved: T. Naqvi-Rota
Seconded: B. Pickering
CARRIED

4.0 Discussion and Approval Items

4.1 President and CEO Report

C. Campbell advised that N. Schneider will retire on April 1 after 22 years with the college and thanked her for her tenure and significant contributions. Members also expressed their thanks.

C. Campbell provided an overview of her written report, including a summary of the geopolitical climate affecting all post-secondary institutions (PSIs). She spoke of the work undertaken with PricewaterhouseCoopers (PwC) over the past year to review, in part, the college's structure, its artificial intelligence readiness, maximizing spaces where the college is already delivering, and opportunities to make the college more financially sustainable. She advised that the revised strategic plan, which will be discussed in more detail today, incorporates recommendations from PwC and focuses on a selective growth model.

Members discussed these matters posing questions to management regarding the recommendations in the Expert Panel on Post-Secondary Institution Funding and Alberta's Competitiveness report, the college advocating for an increase in the distribution of the Campus Alberta Grant, and potential diversified revenue sources.

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4.2 Ditchley-Lumina Summit

The Chair introduced the item noting that the President & CEO was invited to the summit as a special guest, from the only Canadian post-secondary institution in attendance, at minimal cost to the college. He invited C. Campbell to share her learnings with members.

C. Campbell provided background information on the two foundations advising that this summit brought together leading minds in post-secondary education from across the UK and the USA. She advised that the summit summary included in the meeting package may be disseminated and shared.

She highlighted two major issues facing PSIs internationally—student trust and value for students. Summit discussions included the mass disruption by artificial intelligence and the innovative ways that it is being used in the classroom and workforce, preparing students as citizens, and cyber security.

Members engaged in discussion posing questions and providing comments noting that, generally, Canada has lagged in understanding and adopting artificial intelligence. A member referenced a recent article in *Fortune* regarding new developments in artificial intelligence in 2025 that are having considerable impact on workforce reductions in many sectors. Members also discussed the cost of higher education and the value that students perceive.

4.3 Revised NorQuest 2030 Strategic Plan

M. Pattison joined the meeting.

C. Campbell introduced the item and provided members an overview of the revisions that include feedback received from the Board in November 2025 and recommendations received from PwC.

Members discussed the revisions and provided comments and suggestions, including referencing the need for a new funding model and adding more detail upfront and at the end to amplify being "future ready".

MOTION

THAT the Board of Governors approve the Revised NorQuest 2030 Strategic Plan, subject to minor changes consistent with the Board's discussion.

Moved: J. Cleall
Seconded: C. Wanderley
CARRIED

M. Pattison exited the meeting.

4.4 Career Skills Centre Governance and Capital Plan Campaign

The Chair welcomed M. Orlando to the meeting and invited R. Fernandez to open the discussion.

R. Fernandez noted that capital funding had not been allocated in the province's 2026 budget and advised that the $4M in planning funds received last year will take the project through the design phase, anticipated to conclude in August 2026.

J. Nelson advised that from a campaign standpoint, the college has received encouraging results from a feasibility study indicating support for a $20M campaign; $15M for the building and $5M for programming and other matters. She advised that a Campaign Chair is in place and that a new Director, Advancement had just joined the college.

M. Orlando exited the meeting.

5.0 Committee Business and Meeting Debrief

5.1 Financial Report and Forecast

The Chair welcomed D. Babich to the meeting and invited R. Fernandez to open the discussion.

R. Fernandez provided an overview of the report and advised that the college is forecasted to end the year with a $9.9M deficit.

5.2 2026-2027 Tuition and Fees Proposal

B. Arkison presented the item outlining the proposed changes to tuition and fees and a discussion followed with members posing questions for management.

MOTION
THAT the Board of Governors approve the draft Tuition and Fees Proposal for the 2026-27 academic year, as presented.

Moved: B. Pickering
Seconded: J. Adams
CARRIED

5.3 2026-2027 Operating and Capital Budget and Two-Year Forecast

B. Pickering advised that the Finance and Audit Committee met on February 24th and recommended the draft 2026-2027 Operating and Capital Budget and Two-Year Forecast for Board approval. He noted that the draft budget was subsequently amended following the public release of the province's 2026 budget and invited R. Fernandez to provide an overview to the Board.

R. Fernandez provided a summary of the material included in the meeting package and a discussion ensued.

MOTION
THAT the Board of Governors approve the 2026-2027 Operating and Capital Budget and Two-Year Forecast, as presented.

Moved: B. Pickering
Seconded: S. James
CARRIED

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5.4 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.

6.0 Board Member In-Camera Sessions

6.1 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.

6.2 In-Camera Session without President and CEO

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

7.0 Public Member Closed Session

The Board moved into a closed session for Public Board Members only. Internal Governors A. Tabacchi and J. Parham exited the meeting due to a structural conflict of interest and the confidential nature of the discussion items.

7.1 President and CEO Emergency Replacement Plan and Position Description

MOTION
THAT the Board of Governors approve the President and CEO Emergency Replacement Plan and Position Description, as presented.

Moved: R. Heron
Seconded: C. Wanderley
CARRIED

7.2 President and CEO Succession Plan

T. Naqvi-Rota provided an overview of the President and CEO Succession Plan, advising members that the Human Resources Committee approved the succession plan at its February 12, 2026 meeting.

Adjournment

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

Robert Heron, Chair

David Middagh, Chief of Staff