

# Meeting Agenda

## Board of Governors



**NORQUEST  
COLLEGE**

**Date** Thursday, March 6, 2025  
**Time** 12:00-4:00 p.m.  
**Location** Innovation Studio, 5<sup>th</sup> floor, CELT or Microsoft Teams

### 1.0 Optional Lunch and Opening

Time	Agenda Item	Lead
11:30 am (30 min)	<b>Optional Lunch</b>	
	1.1 Quorum	R. Heron
	1.2 Call to Order	
	1.3 Land Acknowledgment	
	1.4 Conflict of Interest	
12:00 pm (20 min)	1.5 Confidentiality	
	1.6 Chair's Opening Comments	
	1.7 Purpose Story: Alison Reaves, Work Integrated Learning	N. Schneider
	1.8 Approval of Consent Agenda	R. Heron
	1.9 Approval of Agenda	

### 2.0 Consent Agenda

Time	Agenda Item	Lead
12:20 pm (10 min)	2.1 Minutes – October 30, 2024 (Approval)	R. Heron
	2.2 Minutes – January 14, 2025 (Approval)	
	2.3 Honorary Diploma Recommendations (Approval)	
	2.4 SANQC 2023-24 Financial Statements (Information)	
	2.5 Failed to Report Trend – NQ International Students (Information)	
	2.6 Related Party Disclosure (Information)	
	<b>2.7 Governance Committee Report (Information)</b>	
	A. Board Attendance Record (Information)	
	B. Updated Board Skills Matrix (Information)	
	C. Extended Board Calendar (Approval)	
	D. Committee Terms of Reference and Work Plan (Approval)	
	E. Board Work Plan (Approval)	
	F. Updated Board Bylaws (Approval)	
	G. Updated Board Procedures (Approval)	
	1.1: Board Member Compensation	
	1.2: Professional Development of Board Members	
	1.3: Internal Governor Work Assignment	
	1.5: Board Member Expenses	
	1.6: Related Party Disclosure	

## 2.8 Finance & Audit Committee Report (Information)

A. Committee Terms of Reference and Work Plan (Approval)

## 2.9 Human Resources Committee Report (Information)

A. Committee Terms of Reference and Work Plan (Approval)

### 3.0 Closed Session: Strategy and Discussion Items

Time		Agenda Item	Lead
		<b>3.1 President &amp; CEO Report</b>	
12:30 pm (60 min)	✓	A. Written President and CEO Report	C. Campbell, J. Matthew
	✓	B. Strategic Plan Status Report	
	✓	C. Strategic Risk Register Report	
	✓	D. Strategic Planning Framework and Timing	
1:30 pm (10 min)		<b>Break</b>	
1:40 pm (50 min)	✓	<b>3.2 Learners, Programs, and Pathways to Success: Amplifying our Approach</b>	N. Schneider

### 4.0 Committee Business and Meeting Debrief

Time		Agenda Item	Lead
2:30 pm (5 min)	✓	<b>4.1 Financial Report and Forecast (Discussion)</b>	C. Lavin
2:35 pm (20 min)	✓	<b>4.2 2025-26 Budget and Two-Year Forecast (Approval)</b>	C. Lavin
2:55 pm (10 min)	✓	<b>4.3 2025-26 Tuition and Fees Proposal (Approval)</b>	C. Lavin
		<b>4.4 Meeting Debrief (Discussion)</b>	
3:05 pm (5 min)		1. What worked well for you at this meeting?	R. Heron
		2. What was missing for you in the information and discussion?	
		3. What should we consider for future meetings?	
3:10 pm (10 min)		<b>Break</b>	

### 5.0 In-Camera and Public Member Closed Sessions

Time		Agenda Item	Lead
3:20 pm (10 min)		<b>5.1 In-camera session with President and CEO</b>	R. Heron
3:30 pm (10 min)		<b>5.2 In-Camera session without President and CEO</b>	R. Heron

**Public Board Members Only: [Link to 5.3 Closed Session Materials](#)**

3:40 pm  
(20 min)

**5.3 Closed Session for Public Board Members (separate package)**

- A. President & CEO Employment Agreement (Approval)
- B. Collective Bargaining Update (Discussion)

R. Heron  
S. Yohemas  
S. Yohemas

4:00 pm

**5.4 Adjournment**

R. Heron

Next Board Meeting: May 29, 2025, from 4:00-8:00 p.m.

## Meeting Attendees

No.	Name	Title
<b>Board Members</b>		
1.	Rob Heron	Board Chair
2.	Dan Hugo	Board Vice Chair
3.	Ama Dogbefou	Student Member
4.	Anthony Tabacchi	Non-Academic Staff Member
5.	Ashley Snape	Public Member
6.	Brad Pickering	Public Member
7.	Chris Lavin	Public Member, Finance and Audit Committee Chair
8.	Jennifer Cleall	Public Member, Governance Committee Chair
9.	Jenny Adams	Public Member
10.	Joette Decore	Public Member
11.	June Parham	Academic Staff Member
12.	Lawrence Andrews	Student Member
13.	Supriya James	Public Member
14.	Tina Naqvi-Rota	Public Member, Human Resources Committee Chair
<b>Management</b>		
15.	Carolyn Campbell	President and CEO
16.	Brad Arkison	Vice President, Enrolment and Communications
17.	Jackie Nelson	Vice President, External Relations
18.	Jill Matthew	Vice President, Administration and CFO
19.	Norma Schneider	Vice President, Academic
20.	Shauna Yohemas	Vice President, People, Culture and Equity
21.	Tony Kurian	AVP, General Counsel
22.	David Middagh	Chief of Staff, Director of Strategy
<b>NorQuest Guests</b>		
23.	Alison Reaves	Academic Program Manager, Work Integrated Learning
24.	Bev Suntjens	Vice Dean, Academic Strategy and Integration
25.	Cydney Peck	Academic Program Manager, Cross Faculty Education
26.	Dale Babich	Director, Financial Services and Controller
27.	Heather Kitteringham	Associate Vice President, Students and Academic Strategy
<b>Recorder</b>		
28.	Veronica Duarte	Senior Executive Associate, Board Coordinator