



**Board of Governors Meeting  
Creation Classroom  
Paul L. Pope Centre for TV & Film  
Thursday, November 27, 2025**

**Board Members in Attendance:**

Mark Bradbury, Chair      Charles Randell      Jill Quilty      Allan Hawkins  
Ken Martin      Kevin Bond      Sam Synard      Donna Rideout (joined at  
1:20pm)  
Dorothy Pye-Johnson  
(joined virtual until 12:10pm)

**Staff in Attendance:**

Fergus O’Brien,      Annette Morey, VP      Shirley Woodward,      Heidi Staeben-Simmons,  
VP Academic & Applied      Finance & Admin      AVP Student Services      AVP Public Affairs & Adv  
Research  
Trudy O’Neil,      Deidre Dunne,      Elizabeth Vincent,      Geoff Peters,  
AVP Campus Operations      AVP Human Resources      AVP International      General Counsel &  
Corporate Secretary  
Wanda Hynes, EA to  
President & CEO

**Guest Presenter(s):**

Janine Murphy, Faculty Researcher, Academic Development and Planning

**Regrets:**

Kevin Kelly,      Elizabeth Winney,  
Board Member      President & CEO

**Recorder:**

April Mandar, EA to Board of Governors

**ACTION ITEM**

BM 04-25-11	General Counsel will e-mail Board members the Briefing Note regarding the Application Fee, for electronic voting.
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**RESOLUTIONS**

BM 04-25-03	Motion put forth and seconded that the agenda be accepted with the revision.	<b>Motion Carried</b>
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BM 04-25-05	<p>Motion put forth and seconded to approve the consent agenda, as presented, containing the following document:</p> <p>a. October 9, 2025 Board Meeting Minutes Draft</p>	<b>Motion Carried</b>
BM 04-25-11	<p>A motion was put forth and seconded that the following tuition and fees be approved:</p> <ul style="list-style-type: none"> <li>• An increase to tuition for both domestic and international students 3.98%.</li> <li>• An increase to all fees for both domestic and international students by 3.98%.</li> </ul> <p>A motion was put forth and seconded that the following residence fees be approved under the proviso that the Executive Team take it away for further analysis, consider the implication of a higher increase and come back to the Board:</p> <ul style="list-style-type: none"> <li>• An increase to residence room rates by 3.98%.</li> <li>• An increase to apartment monthly rates of 3.98%.</li> </ul> <p>A motion was put forth and seconded that the recommendation to increase food prices by 3.98% be approved with the proviso that the Executive Team take away the question of the appropriate factor to use in increasing food prices in future, consider the implications, and return to the Board with recommended changes to the Tuition and Fees Policy.</p>	<b>Motion Carried</b>
BM 04-25-17	<p>Motion put forth and seconded to excuse all staff from the room and to move to an in-camera session, beginning at 3:06p.m.</p>	<b>Motion Carried</b>

**MINUTES**

**1. Call to Order**

Mark Bradbury, Board Chair called the meeting to order at 8:33a.m.

Mark welcomed and thanked everyone for attending the Board meeting. He mentioned the great turnout at last night’s Annual General Meeting (AGM), noting that the Minister was present and gave his remarks. The AGM concluded with an engaging demonstration of Archie, the robot dog.

**2. Land Acknowledgment**

Fergus O’Brien, VP Academic & Applied Research recited the Indigenous Blessing of the Land.

**3. Review of Agenda**

Al Hawkins to provide Foundation update under Agenda Item #12 Finance Committee Report.

Motion put forth and seconded that the agenda be accepted as presented.

**Motion Carried**

#### 4. Conflict of Interest

There were no conflict-of-interest declarations.

#### 5. Consent Agenda

Motion put forth and seconded to approve the consent agenda, as presented, containing the following document:

- a. October 9, 2025 Board Meeting Minutes Draft

**Motion Carried**

#### 6. Chair's Report

Mark Bradbury, Board Chair provided his verbal report, some of the highlights are:

- Attended all standing committee meetings. Board composition was identified as a risk during discussions at the Governance Committee and Executive Committee meetings. The Act requires a minimum of 9 and a maximum of 18 Board members; currently, there are 10. Two members' terms expire in April 2026, and with Mark's term ending in December, this would bring us below the minimum requirement. The Department of Education is aware, Mark had a discussion on November 12<sup>th</sup> with the Assistant Deputy Minister of Post-Secondary Education, highlighting that issue. Mark received a call on November 25<sup>th</sup> from Leanne Lane, Director of Literacy and Institutional Services, regarding the Board appointments and Leanne is spearheading the process.
- Mark provided an update regarding his meeting with the Auditor General on October 21<sup>st</sup>, 2025.
- President's Performance Review is in the works.
- Thanked Board members for completing the Board Evaluation.

#### 7. President's Report

In the absence of the President, Fergus O'Brien, VP of Academic & Applied Research, provided the President's report to the Board. A copy of the report is included in the meeting book. The report provided an overview of strategic goals and college activities since the October 9, 2025 Board Meeting. Key highlights include:

- Liz, Fergus, and Heidi met with Exxon Mobil on October 22<sup>nd</sup>.
- Liz met with Judith Hearn, Deputy Minister.
- Fergus had a meeting with Heather Craniford, Assistant Deputy Minister and is scheduled to meet with the Minister next week.
- Strategic Goals #1
  - Several staff members in Prince Philip Drive Campus attended NLOWE's entrepreneur of the year awards gala, celebrating diverse women in business in our province. CNA sponsors the "Rising Star Award".
  - CNA Pride Week was November 17-21 with various events and speakers throughout the week.
- Strategic Goals #2
  - Office of Applied Research and Innovation partnering with Tech NL to operate the mobile Hyperspectral Scanning Unit from the Co Innovation Centre.
  - School of Health Science - faculty from the Primary Care Paramedicine, Practical Nursing, and Personal Care Attendant programs, together with the Associate

Dean, attended a Simulation Canada virtual workshop titled Embedding Virtual Simulation into Curriculum.

- Strategic Goals #3
  - School of Engineering Technology - Organized a presentation and webinar by CICan on 'Greening the Trades' which is to be delivered to Deans in Trades and Technology from across Canada.
  - Placentia Campus introduced a mini garden and greenhouse initiative as a hands-on learning tool to promote environmental stewardship and sustainability principles among students.

#### **8. AI Presentation**

Janine Murphy, Faculty Researcher gave a presentation on “Leveraging Generative Artificial Intelligence for Teaching and Learning”. A copy of the presentation is included in the meeting book. The presentation consisted of generative artificial intelligence and the world of work, generative artificial intelligence and post-secondary education, and content-integrated artificial intelligence learning model.

Janine was thanked for her informative presentation.

#### **9. KPI Presentation**

Heidi Staeben-Simmons, AVP Public Affairs & Advancement gave a presentation on the 2024-2025 Key Performance Indicators, year two scorecard results. A copy of the presentation is included in the meeting book. Heidi went over the following items below:

- Equity, Diversity, and Inclusion.
- Enhancing Teaching and Learning Approaches.
- Sustainable Development and Growth.
- Institutional Benchmarks.

#### **10. Strategic Plan update**

Heidi Staeben-Simmons, AVP Public Affairs & Advancement, presented the November 2025 Strategic Plan update. A copy of the presentation is included in the meeting book. She reviewed the 2025–2026 indicators, highlighted progress, and summarized ongoing and completed work for the following:

- Issue one: Empower through Equity, Diversity, and Inclusion.
- Issue two: Advance Teaching and Learning Approaches.
- Issue three: Set the Course for Sustainable Development and Growth.

#### **11. Tuition and Fees Increase**

Annette Morey, VP Finance & Admin presented two briefing notes which are included in the meeting book. She advised that an additional Briefing Note on the application fee, which was not included in the meeting book, will be circulated to the Board via email for electronic voting. The briefing note will recommend increasing the domestic fee from \$30 to \$60 and introducing a two-program option. The international fee will remain unchanged; however, a two-program option will also be added.

First briefing note is the “Tuition and Equipment/Materials and Other Fees – Domestic and International”, which the Board members reviewed and discussed.

A motion was put forth and seconded that the following tuition and fees be approved:

- An increase to tuition for both domestic and international students 3.98%
- An increase to all fees for both domestic and international students by 3.98%

**Motion Carried**

Second briefing note is the “Residence Fees”, which the Board members reviewed and discussed.

A motion was put forth and seconded that the following residence fees be approved under the proviso that the Executive Team take it away for further analysis, consider the implication of a higher increase and come back to the Board:

- An increase to residence room rates by 3.98%
- An increase to apartment monthly rates of 3.98%

**Motion Carried**

A motion was put forth and seconded that the recommendation to increase food prices by 3.98% be approved with the proviso that the Executive Team take away the question of the appropriate factor to use in increasing food prices in future, consider the implications, and return to the Board with recommended changes to the Tuition and Fees Policy.

**Motion Carried**

**Action:** General Counsel will e-mail Board members the Briefing Note regarding the Application Fee, for electronic voting.

## 12. Finance Committee Report

Mark Bradbury provided Finance Committee report. The committee met on Wednesday, November 12<sup>th</sup> and the minutes is included in the meeting book. Some of the items that Mark highlighted are:

- Presentation on HR Review by Deidre Dunne, AVP Human Resources. Emphasizing the “People-First, Service-Centred Approach” and outlining significant progress being made by the HR Department. Deidre was asked to provide the committee members summary of the LEAN projects. Once this information is received, the committee will determine whether to proceed with an external review.
- Update on status of internal quality plan.
- Quarterly review of Financial Statements.

a. Financial Update – Quarter End September 30<sup>th</sup>.

Annette Morey, VP Finance & Admin provided the Board members with the quarterly financial update. A copy of the Variance Statements for the period of April 1<sup>st</sup> to September 30<sup>th</sup>, 2025, and the Cash Flow Projections are included in the meeting book.

- There was a suggestion that tuition be a separate item under revenue on international.

Al Hawkins delivered the Foundation update and commended the team for its exceptional work. Some of the highlights from the Foundation update are:

- The Foundation Department reached full staffing on November 24<sup>th</sup> with the hiring of the Advancement and Donor Affairs Officer.

- Ted Cadigan, Director of Foundation presented at the Municipalities Newfoundland & Labrador Conference last weekend on “Diversifying the Relationship Between the Municipalities and CNA Foundation”, it was well attended.
- Completed \$250,000 proposal to Cenovus Energy for the Ridge Road Campus Infrastructure Technology project.
- Delivery of the in-kind wind turbine blade donation. Arrived Bay St. George Campus on November 25<sup>th</sup>.

### 13. Executive Committee Report

Mark Bradbury, Board Chair provided his report, noting that the committee met on November 12<sup>th</sup>, and the meeting minutes is included in the meeting book. The meeting consists of discussion regarding:

- Risk – Board Composition was identified as a risk, a concern that had also been raised in other committee meetings which resulted Mark to contact the newly appointed Assistant Deputy Minister to address the concern.
- Legal update – No new legal action, still waiting on the decision on Qatar Class Action.
- Reviewed the November 27<sup>th</sup> Board Agenda in the context of the approved Board Workplan.

### 14. Governance Committee Report

Sam Synard, Committee Chair provided his report, and a copy of the November 6<sup>th</sup> meeting minutes is included in the meeting book. Highlights from the meeting:

- The committee reviewed the Learning Request Form which was developed to support professional development and address skills gaps identified in the Board Competency Survey. The Committee has agreed that the Board Chair will oversee the approval process. An amendment to “Policy 902 Role of the Chair of the Board” will be prepared to reflect this change and presented at the next Governance Committee meeting for review and then recommend to the full Board.
- Board Evaluation – A copy of the 2025 Board Evaluation result is included in the meeting book.

### 15. Quality Committee Report

Charles Randell, Committee Chair provided his report. A copy of the November 7<sup>th</sup> meeting minutes is included in the meeting book. He noted that the review of the annual Committee Terms of Reference has been deferred until the President returns. The primary focus of the meeting was Fergus’s presentation on relevant KPI’s. Some of the highlights are:

- The matrix on the Applied Research, the number is the expenditure not revenue.
- Program Assessment (internal review) – eight are ongoing or has been scheduled for this year.
- Twenty accreditations either completed or in progress or scheduled for this year.
- Outstanding risk – faculty recruitment & retention.

Fergus O’Brien, VP of Academic & Applied Research provided update on the outstanding risk:

- Practical Nursing and Paramedicine – multiple candidates have been signed off.
- Powerline Technician and Solar PV instructors for HVGB, ready to go.
- Mining Technician remains a concern. A short-term solution is in place, but a permanent hire is still needed for the long term.

- Still hiring instructor for Refrigeration and Air Conditioning Mechanic in Ridge Road for January start.

**16. Next Meeting Dates**

- a. Confirmed, February 18, 2026 will be virtual.
- b. Confirmed, June 18, 2026 (In-person – St. Anthony)

Strategic Planning Session is scheduled for December 17<sup>th</sup> from 1:30-4:00pm via Microsoft Teams.

**17. In Camera Session**

- a. Canvas Board for New Topics

A motion was put forth and seconded to excuse all staff from the room and to move to an in-camera session, beginning at 3:06pm

**Motion Carried**

**18. Adjournment**

As all agenda items were completed and there was no further business to discuss, the Board Chair declared the meeting adjourned at 3:43pm