

Board of Governors Meeting
Microsoft Teams – Virtual
Thursday, October 9, 2025

Board Members in Attendance:

Mark Bradbury, Chair	Charles Randell	Dorothy Pye-Johnson	Allan Hawkins
Ken Martin	Kevin Bond	Tanya Noseworthy	Jill Quilty (joined at 1:00pm)

Staff in Attendance:

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

Guest Presenter(s):

Lisa Downey, College Registrar

Regrets:

Donna Rideout, Board Vice-Chair	Sam Synard, Board Member	Kevin Kelly, Board Member
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Recorder:

April Mandar, EA to Board of Governors

RESOLUTIONS

BM 03-25-03	Motion put forth and seconded that the agenda be approved as presented.	Motion Carried
BM 03-25-05	Motion put forth and seconded to approve the consent agenda, as presented, containing the following documents: <ul style="list-style-type: none"> a. June 18, 2025 Board Meeting Minutes Draft b. Briefing Note: Mobile Training Unit (MTU). Approved via e-vote. 	Motion Carried
BM 03-25-11	Motion put forth and seconded to approve the Draft Annual Board Workplan as presented.	Motion Carried
BM 03-25-14	Motion put forth and seconded to approve the changes to Policy F-401 Contractual Agreements as presented.	Motions Carried

BM-03-25-16	Motion was put forth and seconded to excuse all staff from the room and to move to an in-camera session, beginning at 1:58pm.	Motion Carried
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MINUTES

1. Call to Order

Mark Bradbury, Board Chair called the meeting to order at 8:34am.

The Board Chair welcomed everyone to the meeting.

2. Land Acknowledgment

The President recited the Indigenous Blessing of the Land.

3. Review of Agenda

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

Motion Carried

4. Conflict of Interest

There were no conflict-of-interest declared.

5. Consent Agenda

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

- June 18, 2025 Board Meeting Minutes Draft
- Briefing Note: Mobile Training Unit (MTU). Approved via e-vote.

Motion Carried

6. Chair's Report

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

- Meetings/event attended since the June 18th, 2025 Board Meeting:
 - Attended all the Standing Committee meetings.
 - Attended ICD Webinar, "Future-Proofing the Boardroom: Scenario Planning and Stress Testing".
- Board membership: Update from Tanya – we are currently under Caretaker Mode, but all the groundwork is complete and will be queued once a new government is in place.
- The Board Chair has advised that the Board Evaluation has been distributed and request that members complete it if they have not already done so.

7. President's Report

Elizabeth Winney, President & CEO, presented her report to the Board, providing an update on college activities since the June 18th, 2025 Board Meeting. A copy of the President's report is included in the meeting book. Some highlights from the President's report included:

- Trip to South Korea and Japan, September 10th – 25th.
- CNA Foundation.
- Alumni Acclaim Awards which will be on November 27th.

- HR Department – a lot happening in the area of well-being.
- We have a pilot project aimed at integrating Artificial Intelligence into all communications courses at CNA.
- Technology Access Centre (TAC) became the first educational institution in the world to achieve ISO certification for commercial unmanned aircraft system.

8. Student Enrolment 2025-2026

Shirley Woodward, AVP Student Services provided a presentation on Fall 2025 Enrolment. A copy of the presentation is included in the meeting book.

- Census data is based on the last day to add courses which was September 16th this year.
- 38.1% decrease in international enrolment, for domestic enrollment a 0.5% decrease, and a 24.0% increase in out-of-province enrolment.
- International Highlights – 576 International Students this year, down from 930 last year.
- Age demographics – An increase of 27.7% from last year for age group 15-19 years old.

9. Strategic Enrolment Management (SEM)

Lisa Downey, Registrar provided a presentation on Strategic Enrolment Management. A copy of the presentation is included in the meeting book. The presentation consisted of:

- SEM at CNA
- Timeline of SEM
- Foundations of SEM
 - Recruitment – CNA Day, Jill of All Trades, Campus Tours and High School Visits.
 - Communication – CNA Top 10, Connections Strategies, Networking and Training.
 - Retention – Early Leavers Survey, SMART Programs, Scholarships and Awards.
- Student Success.
- Challenges and Mitigating Strategies.

Lisa Downey was thanked for the great presentation.

10. Strategic Plan Update

An update on the final year of the 2023-2026 Strategic Plan was provided by Heidi Staeben-Simmons, AVP Public Affairs & Adv. A copy of the presentation is included in the meeting book.

- The 2024-2025 Annual Report was tabled for approval and public reporting in the House of Assembly, and we received confirmation of its acceptance.
- The Upcoming 2026-2029 Strategic Plan is currently in process.

11. Executive Committee Report

Mark Bradbury, Committee Chair provided his report. The committee met on Friday, September 5th and the minutes is included in the meeting book. The meeting consists of discussion regarding the agenda for today, October 9th Board meeting, Caretaker Mode, legal update, roundtable discussion on strategic risk, update on the annual President evaluation, and the draft Annual Board Workplan. For Board approval, a copy of the 2025-2026 Board Workplan is included in the meeting book.

Motion put forth and seconded to approve the draft Annual Board Workplan as presented.

Motion Carried

12. Finance Committee Report

Al Hawkins, Committee Chair provided his report. The committee met on Friday, September 5th, 2025 and the minutes is included in the meeting book. Some of the highlights from the meeting are update on Status of Internal Quality Plan, Foundation Update, and Quarterly Review of Board Budget. Al informed the Board that the Auditor General will be taking over CNA's Audit starting 2027 fiscal year.

13. Quality Committee Report

Charles Randell, Committee Chair provided a verbal report of the September 15th Quality Committee Meeting. The cornerstone of the meeting was the update of the 2024-2025 Annual Academic Quality Plan. Some of the highlights are:

- Three new programs that are under development in School of Business and IT, School of Health Sciences, and School of Academic, Applied Arts and Tourism.
- Over the summer, there were accreditation received for three programs, ranging from 2 – 5 years accreditations.
- There are 15 program reviews scheduled for this academic year in program assessment.
- An internal apprenticeship review was conducted, and one of the outcomes from that is the inconsistent scheduling across campuses.

14. Governance Committee Report

Mark Bradbury provided the report in the absence of the Committee Chair. The committee met on Tuesday, September 9th and the minutes is included in the meeting book. Some of the discussions from the meeting are:

- Policy GP-F-401 Contractual Agreements.
- Board Professional Development – a list of educational resources available through the ICD website is included in the meeting book. Some of the courses do have fees attached to it. CNA uses a specific form when requesting professional development. A draft version of this form will be presented at the next Governance Committee meeting for approval.
- Board Evaluation - it was determined that another evaluation is required. The 2025 Board Evaluation was circulated to the members on September 10th. Mark advised the Board for a quick turnaround to be able to review the results promptly.

At the June 18th Board meeting a notice was provided to the Board that the committee will be bringing forward the motion to amend Policy GP-F-401 Contractual Agreements.

Motion put forth and seconded to approve the changes to Policy F-401 Contractual Agreements as presented.

Motion Carried

15. Confirmed Meeting Dates

List of the upcoming Board meetings:

- November 27, 2025 in St. John's.
- February 18, 2026 – Virtual.
- June 18, 2026 in St. Anthony.

The 2025 Annual General Meeting will be on Wednesday, November 26th.

16. In-Camera Session

Motion was put forth and seconded to excuse all staff from the room and to move to an in-camera session, beginning at 1:58pm.

Motion Carried

17. Adjournment

As all agenda items were completed and there was no further business to discuss, the Board Chair declared the meeting adjourned at 2:30pm.