



From: University Secretary, Gina Kennedy
Subject: After Meeting Report from November 17 & 18, 2025

The report summarizes discussions, decisions and information presented at the **Board of Governors Professional Development Sessions and Meetings on November 17 & 18, 2025**. Meeting information and Open Meeting documents/presentations can be found on the website [Board Sessions and Open Meeting](#).

NOSM University respectfully acknowledges that the entirety of the University's wider campus across Northern Ontario is situated on the homelands of First Nations and Métis Peoples. The University's buildings in Thunder Bay and Sudbury are located on the territory of the Anishinabek Nation, specifically the homelands of Fort William First Nation, Atikameksheng Anishnawbek, and Wahnapiatae First Nations.

We recognize the deep and ongoing relationships Indigenous Peoples have with this land, and we honour their histories, cultures, and contributions & as a university, we remain committed to supporting reconciliation through education, collaboration, and respect.

Professional Development Day Summary

Governance with Purpose – Ethics, Equity & Accountability in Action

This year's professional development program, **Governance with Purpose: Ethics, Equity, and Accountability in Action**, offered Board members a rich and engaging opportunity to deepen their governance acumen and strengthen our shared commitment to principled, effective oversight.

Across the sessions, Governors explored the foundations of ethical leadership, financial stewardship, and academic governance—core elements of NOSM University's evolving bicameral model. Highlights included:

Ethics at the Core of Governance for University Boards - Featuring special guest speaker Dr. Chris MacDonald (Ph.D., Philosophy), this session grounded our work in ethical reasoning, responsible decision-making, and values-based leadership.

Finance and Stewardship: Oversight in Action - Led by John Stenger, Ray Hunt, and Lance Dyll, this session offered practical insights into financial oversight, risk awareness, and fiduciary responsibility.

Inside Academic Governance: Why Bicameral Leadership Matters at NOSM U - Presented by Dr. Céline Larivière and Dr. David MacLean, the discussion highlighted the vital role of academic governance, Senate-Board alignment, and shared accountability in a medical university context and led into the Provost's Report on initiatives in education.

In addition, Governors participated in an in-depth review and robust discussion of the proposed NOSM University Strategic Plan 2026–2030, offering thoughtful feedback that will help refine and strengthen the final draft as it advances through the final process.

We also wish to acknowledge [Chef Hiawatha](#), whose exceptional cooking we had the privilege of enjoying during our sessions. A skilled chef specializing in traditional Indigenous cuisine, Hiawatha brings the spirit of the land to the table through dishes rooted in wild rice, game, fish, corn, berries, and maple syrup. Her guiding mantra— “*Good food, good medicine*”—was evident in every bite, reminding us of the deep connections between nourishment, culture, and community. We are grateful for the care, knowledge, and tradition she shared with us through her food.

Together, these sessions reinforced NOSM U’s commitment to building a high-performing Board—rooted in ethics, transparency, and the shared pursuit of excellence for Northern Ontario.

November 18, 2025 – Open Meeting

Consent Agenda Items

- Minutes of the Previous Meeting September 24, 2025 [Open Meeting] – ***Approved as presented***
- Governance Committee Terms of Reference – ***Approved as presented***
- Banking Resolution – Update to Signatories – ***Approved as presented***
- Financial Delegated Authority Policy – ***Approved as presented***
- Signing Authorizations Policy – ***Approved as presented***

Reports Received for information:

- Report from the Finance, Audit and Risk Management Committee
 - 2026-27 Budget Pressures
 - Legal, Consulting and Professional Fees
 - Investment Committee Report
 - Risk Management Update
- Report from the Governance Committee
- Report from the Board Executive Committee

Business – Action Items

- Audited Financial Statements for the Fiscal Year Ending September 30, 2025 – ***Approved***
- Investment Policy – ***Approved***
- Endowment Management Policy – ***Approved***
- Trust Account Management Policy – ***Approved***
- Designation of Investment Income Policy – ***Approved***
- Appointment of the Auditor - Doane Grant Thornton LLP – ***Approved***
- Rules of Procedure at Board and Committee Meetings – ***Approved***
- Confirmation of Committee Membership and appointment of Chairs – ***Approved***

At the same meeting, the Board confirmed the appointment of Susan Soldan as Vice-Chair of the Board, who will join John Stenger, incoming Board Chair effective January 2026, in leading NOSM University’s governance team.

President’s Annual Performance Review and 2026 Performance Goals

The Board Executive Committee reported that the 2025 presidential performance review process was completed efficiently and collaboratively, reflecting a strong working relationship between the President and the Board. The Committee expressed satisfaction with the process and outcomes, noting Dr. Green’s exemplary professionalism throughout.

Dr. Green is recognized as an ethical, approachable, and inclusive leader whose integrity, communication, and strategic foresight have continued to strengthen trust, transparency, and collaboration across NOSM University. His leadership has fostered a positive cultural shift toward openness, shared purpose, and organizational cohesion. The President’s 2026 Annual Performance Goals (January 1, 2026 – December 31, 2026) were approved (Attached).

Presidents Report

Dr. Green, President provided a forward-looking verbal report, noting several key developments as he marks his first full year in the role. He highlighted ongoing succession planning efforts and acknowledged the recent senior appointments that will support stability and continuity across the university. He also touched on NOSM University's continued expansion and the opportunities ahead as the institution strengthens its academic, research, and service mandates across Northern Ontario.

A link to a recent research Article of interest: [Distance to primary care and its association with health care use and quality of care in Ontario: a cross-sectional study](#)

Strategic Plan 2026–2030 – Discussion and Approval in Principle

Dr. Green provided an update on Rooted in the North, NOSM University's proposed five-year strategic plan. He outlined the Board of Governors' preliminary recommendations and confirmed that the overall content has been approved in principle, with minor refinements to be incorporated prior to final Board review. He also noted that work is underway on the visual design and layout of the final report, which will be launched in the new year.

The Board expressed strong appreciation for the depth and breadth of consultation—nearly 2,000 inputs from learners, faculty, staff, alumni, Indigenous and Francophone partners, community members, health-system leaders, and government representatives, including engagement sessions across Northern Ontario. Governors also conveyed enthusiasm for the clarity of the presentation and the alignment of the plan with NOSM University's social accountability mandate.

Meeting Dates: Meeting Schedules are found online here: [Meeting Schedule](#)

A Closed Session was held earlier that day on November 18, 2025, to discuss items of personnel, legal, financial, which included sensitive topics and confidential matters, and that only members of and others approved by the Board were present. The following items of business were dealt with during the in-camera session:

- Board Officer Appointment and Recommendation [Release will be separate]
- President's Annual Review and Performance Goal Setting
- Strategic Plan Consultation with Dr. Michael Green, President and Joanne Musico, AVP External Relations.

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**Interested in attending a meeting but not a Governor?** – The University Secretary will send Calendar Invites with specific information to Governors, Official Observers, and the President's Cabinet.

A general invite is in the NOSM U Internal Master Calendar. See [Board of Governors website](#) or by emailing [governance@nosm.ca](mailto:governance@nosm.ca). Documents are in the [Board Portal](#) and posted on the [Board Public Webpage](#).

Questions regarding this report or for official documents can be directed to the Gina Kennedy, University Secretary at [governance@nosm.ca](mailto:governance@nosm.ca)

# 2026 President's Performance Goals

**Engagement, Leadership and Culture**



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graph TD; A[Engagement, Leadership and Culture] --> B[Strategic Alignment]; B --> C[Financial Stewardship and Institutional Evolution]; C --> D[Advancement and Fundraising]; D --> E[Research Growth and Innovation];
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**Strategic Alignment**

**Financial Stewardship and Institutional Evolution**

**Advancement and Fundraising**

**Research Growth and Innovation**



# Engagement, Leadership & Culture

Strengthen internal leadership capacity and engagement across academic and administrative units. Enhance cross-portfolio communication, mentorship, and recognition to build cohesion, inclusion, and succession pathways that sustain a collaborative, values-based culture. Embed measurable feedback mechanisms—such as engagement surveys, wellness indicators, and communication audits—to assess progress, reinforce accountability, and drive continuous improvement.

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# Strategic Alignment

Operationalize the new Strategic Plan through clear key performance indicators (KPIs), transparent progress reporting, and accountability mechanisms that align initiatives with institutional priorities and interest holder expectations.

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# Financial Stewardship & Institutional Evolution

Address structural deficits through disciplined financial management while advancing program expansion and diversification. Position NOSM University for its next stage of growth—from a medical school to a comprehensive university—through thoughtful academic development, resource optimization, and strategic partnerships.

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# Advancement & Fundraising

Implement targeted fundraising, partnership, and naming initiatives to generate new revenue streams and strengthen donor engagement, with a defined goal of securing \$5 million in new commitments in alignment with NOSM University's strategic priorities.

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# Research Growth & Innovation

Expand NOSM University's research enterprise by establishing independent Tri-Agency status, and later, increasing Tri-Agency competitiveness and funding, building infrastructure and expertise to support transformative, interdisciplinary, and collaborative research, and leveraging talent and partnerships across Northern Ontario communities — with a deliberate focus on advancing Francophone and Indigenous research priorities, partnerships, and opportunities.

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