FIRST NATIONS
EXECUTIVE EDUCATION

PROPELLED BY
École des dirigeantes
HEC MONTRÉAL

# FNEE AT A GLANCE

## 2026 EDITION

◁△ Ai Gwe
Kuei Kwaï
Kwe Kwei
Kwey K8e
Qey Shé:kon
Wachiya
Bienvenue
Welcome

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# OPENING REMARKS

## BY NATHALIE HUNTLEY AND GHISLAIN PICARD

The year 2025-2026 marks a new chapter in FNEE's journey. Since its inception, our school has embodied a bold vision: to build a space of knowledge rooted in Indigenous realities, carried by our voices, and geared toward action.

Through its programs, projects, and partnerships, we have seen a collective strength emerge: that of today's and tomorrow's leaders, of our communities and our allies. FNEE extends above and beyond a place of learning. It is an expanding circle that nurtures the ambition, pride and self-determination of First Nations.

This report reflects the intricate movement of FNEE's journey and its participants' learning journeys. It records tangible impacts—measurable, certainly, but above all profoundly human. It highlights inspiring pathways, expanded networks, communities reached, and renewed commitments.

Our approach is rooted in openness and a commitment to helping others grow as we believe everyone has something to offer. Together, we will continue to strengthen Indigenous leadership and build lasting bridges between knowledge, Peoples, and Nations.

Tshinashkumitinau.

**Nathalie Huntley**
FNEE Director

Photo : Revue Gaspron

**Ghislain Picard**
Chair of the Advisory Committee,
Adjunct Professor, HEC Montréal

### 2025-2026 MILESTONES

- **November 2025:** announcement of the 2026–2031 Strategic Plan
- **March 2026:** new Mission, Vision & Values webpage
- **June 2026:** new partner, Rio Tinto
- **November 2026:** FNEE's 5th anniversary



# MISSION, VISION & VALUES

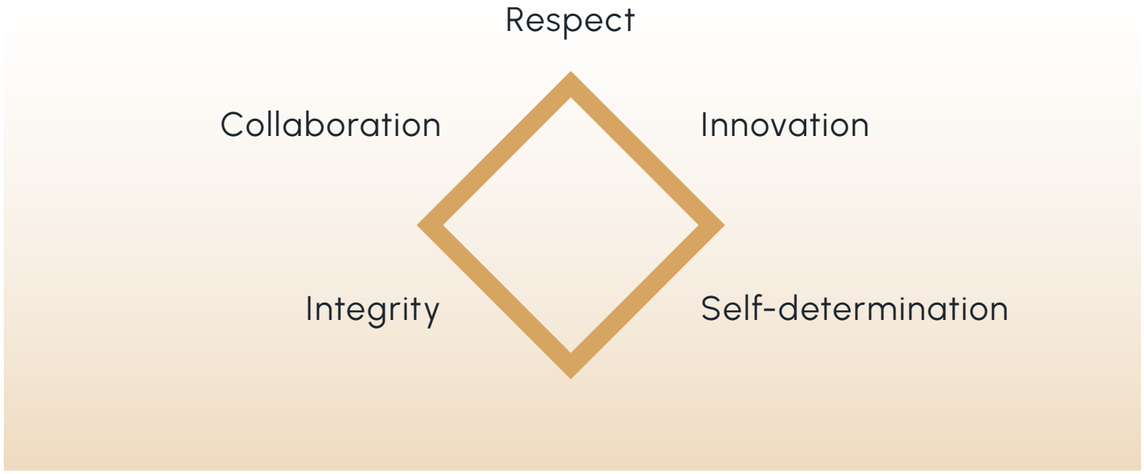
## VISION

Build a prosperous and sustainable future by **strengthening the skills** of our **First Peoples** leaders to support **self-determination** today and tomorrow.

## MISSION

Offer a co-created learning **journey**, grounded in our values, that supports the **flourishing** of **First Nations** in a spirit of respect, collaboration, and reciprocity.

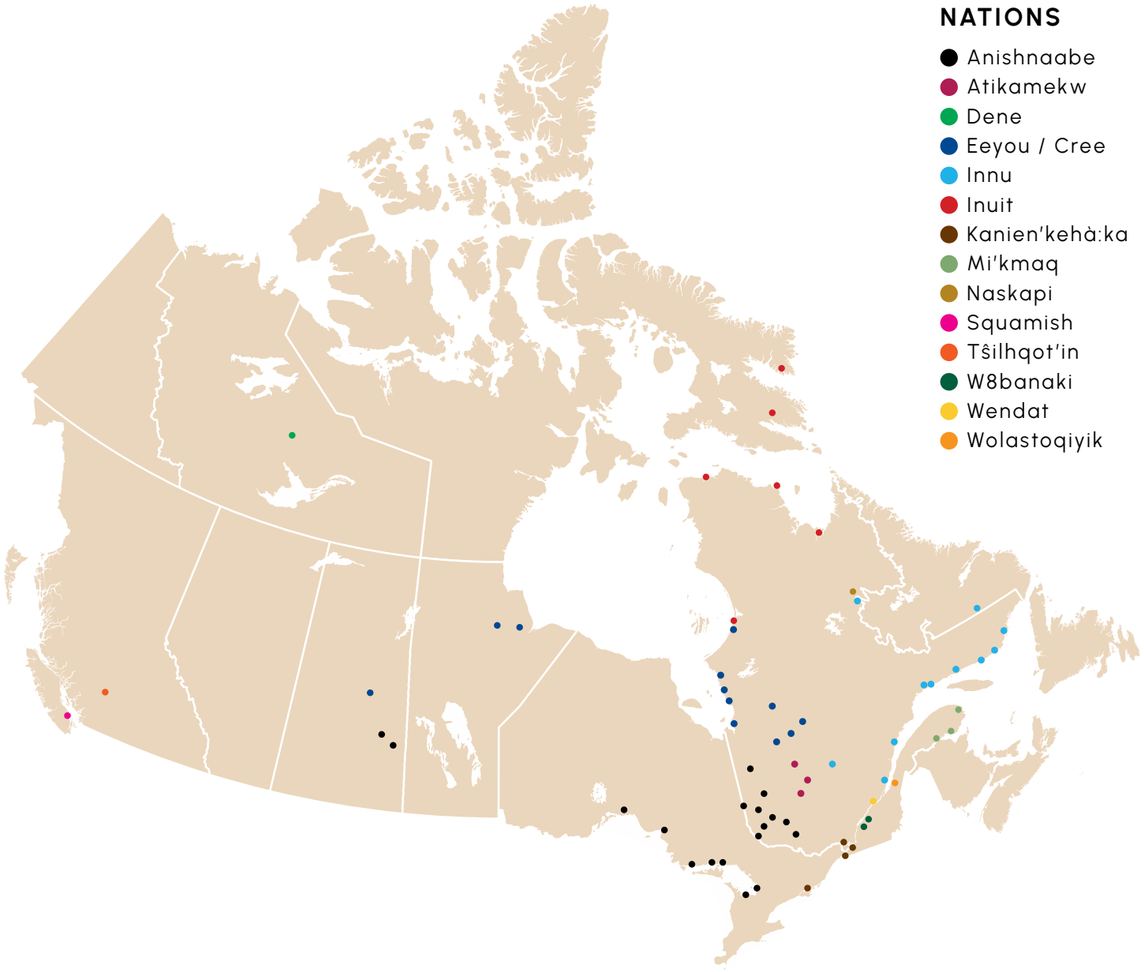
## VALUES




2024–2025 cohorts at FNEE's 4th Anniversary

# OVERVIEW

## NATIONS & COMMUNITIES



**NATIONS**

- Anishnaabe
- Atikamekw
- Dene
- Eeyou / Cree
- Innu
- Inuit
- Kanien'kehà:ka
- Mi'kmaq
- Naskapi
- Squamish
- Tŝilhqot'in
- W8banaki
- Wendat
- Wolastoqiyik

### 2025-2026 MILESTONES

- **Across Quebec:** all **11 First Nations** and **41 communities** are represented among FNEE participants.
- **Inuit participation:** participants from **six communities** across Nunavik and Nunavut.
- **Growing across Canada:** FNEE now reaches **five additional provinces and territories**, including Ontario, Manitoba, Saskatchewan, British Columbia and the Northwest Territories.



## REGULAR PROGRAMS

### Governance (since 2021)

- **Academic Co-leads:**
  Ian Picard (Wendat) and
  Stéphane Rousseau (Affiliate Professor, HEC Montréal)
- **Participants:** 150
- New On-demand training, Govern Together, launched in 2026 for Councils.

### Entrepreneurship (since2022)

- **Academic Co-leads:**
  Haskan Sioui (Wendat-Innu) and
  Josée Lortie (Guest Professor, HEC Montréal)
- **Participants:** 80
- Since fall 2025, two learning paths are offered based on participants' profiles: Emergence and Expansion.

### Management (since 2022)

- **Academic Co-leads:**
  Nathalie Huntley (Ilnue) and
  Marine Agogué (Full Professor, HEC Montréal)
- **Participations:** 260
- In 2026, the first fully English-language cohort was launched in response to community needs.

### Women Leadership (since 2023)

- **Academic Co-leads:**
  Nadia Robertson (Mi'gma) and
  Tina Vassiliou (Innu)
- **Participants:** 300
- 30% of participants return to FNEE for a second program.

### Economic Reconciliation (since 2024)

- **Academic Co-leads:**
  Ken Rock (Innu) and
  Marc Du Sault (Wendat and Lecturer, HEC Montréal)
- **Participants:** 80
- Sweat lodge experience with Elders and a meeting with Florent Vollant, a leading figure in Indigenous music, in Uashat.

### Next Generation (since 2025)

- **Academic Co-leads:**
  Jay Launière-Mathias (Innu and Anishinabe) and
  Jean-François Gauthier (Adjunct Professor, HEC Montréal)
- **Participants:** 100
- Inspiring conversations with leaders across different levels of government, including provincial and federal ministers.

# HORIZON

## STRATEGIC AREAS 2026-2031

The result of a six-month consultation process involving faculty, partners and the FNEE team, these five strategic directions set the course and framework for the School's development from 2026 to 2031.

**1** CO-DEVELOP AND OFFER INNOVATIVE TRAINING PROGRAMS IN INDIGENOUS LEADERSHIP

**2** SUPPORT INDIGENOUS YOUTH IN BECOMING ENGAGED LEADERS

**3** STRENGTHEN FNEE'S GOVERNANCE AND ITS PARTNERSHIP WITH HEC MONTRÉAL

**4** DEVELOP AND CONSOLIDATE SUSTAINABLE RELATIONSHIPS WITH PARTNERS

**5** EXPLORE OPPORTUNITIES FOR INSTITUTIONAL PARTNERSHIPS IN CANADA AND INTERNATIONALLY TO SHARE KNOWLEDGE

**The Mohawk Council of Kahnawake in March 2026.**
The On-demand training Govern Together offers an innovative approach, notably using artistic expression to learn how to collaborate better.

**Students of the 3rd cohort in February 2026 at HEC Montréal.**
Since its launch in 2025, the Next Generation program, designed for youth aged 18 to 35, has trained nearly 100 leaders.

**Karine Picard, recipient of the MBA Essentials scholarship and former participant in the Management and Women's Leadership programs.**
Many of our young leaders continue their professional development within FNEE. Several also receive scholarships, such as the MBA Essentials or the McGill-HEC Montréal EMBA, reflecting the excellence and continuity of their commitment.

**Marine Agogué, Full Professor at HEC Montréal, and Ghislain Picard, Adjunct Professor.**
Since June 2026, they co-direct the Circle of Alliance with First Peoples, created by HEC Montréal. Both are involved with FNEE—Marine as Academic Co-Lead of the Management program and Ghislain as Chair of the Advisory Committee.

**Appointment of Ghislain Picard as Adjunct Professor at HEC Montréal in May 2025.**
Our partners are showing up and actively engaging, whether through our major annual events or our programs.

**The participants of the 10th Women Leadership cohort in September 2025.**
They alone embody the School's pan-Canadian reach, with participants hailing from Inuit communities and the West Coast.

# PARTNERS

## A GROWING ECOSYSTEM

Since its inception, FNEE has forged lasting bonds with First Nations partners as well as institutional, philanthropic, and corporate communities. Their commitment contributes to the accessibility and vitality of the School, while supporting its development and influence.

**22**
**PARTNERS (FIRST NATIONS, FOUNDING MEMBERS, PROGRAM PARTNERS)**

**2**
**NEW SUPPORTS SINCE THE END OF 2025**

First Nations Partners

AFNQL
ASSEMBLY OF FIRST NATIONS QUÉBEC-LABRADOR

FIRST NATIONS OF QUEBEC AND LABRADOR ECONOMIC DEVELOPMENT COMMISSION

FIRST NATIONS OF QUEBEC AND LABRADOR HEALTH AND SOCIAL SERVICES COMMISSION

FNFA

SECRÉTARIAT AUX ALLIANCES ÉCONOMIQUES NATION CRIE ABITIBI-TÉMISCAMINGUE | SECRETARIAT TO THE CREE NATION ABITIBI-TÉMISCAMINGUE ECONOMIC ALLIANCE

PUAMUN MESHKENU

Commission de développement des ressources humaines des Premières Nations du Québec
First Nations Human Resources Development Commission of Quebec

FEMMES AUTOCHTONES DU QUÉBEC INC.
QUEBEC NATIVE WOMEN INC.

FIRST NATIONS QUÉBEC-LABRADOR YOUTH NETWORK

Founding members

Pathy Family Foundation

Fondation McConnell Foundation

Hydro Québec

TD

L'ORÉAL CANADA

With the financial contribution of

Québec

Partner – Entrepreneurship Program

bdc

Partner - Next Generation Program

CN

Our partners

CPQ PROSPÉRER ENSEMBLE

definity.

FCCQ Fédération des chambres de commerce du Québec

RioTinto



## COMMITMENT IN ACTION

In 2025-2026, two new contributors joined to support FNEE in its mission to strenghten the capacities of First Nations leaders: Rio Tinto, and Sandrine and Marc Devillard.

### SUPPORTING INDIGENOUS LEADERSHIP

End of 2025, Rio Tinto joined FNEE's partners to provide concrete support to First Nations leaders and expand the reach of training programs within communities.

"At Rio Tinto, we have the privilege of working alongside Indigenous partners who remind us every day of the importance of leadership, culture, knowledge, and transmission. Supporting the EDPN is a tangible way to contribute to the emergence of Indigenous leaders and to create sustainable opportunities for current and future generations."
**Jérôme Pécresse** — Chief Executive, Aluminium and Lithium, and Canada | Rio Tinto

### A MEANINGFUL MEETING

In May 2026, Ghislain Picard, Chair of the Advisory Committee, and Nathalie Huntley, Director of FNEE, met with Sandrine and Marc Devillard on the occasion of their donation to the School. A warm meeting marked by reciprocity.

"Training a leader means investing far beyond a single person. It means supporting dozens of families, entire communities, languages, and knowledge systems that deserve to be passed on. Rare are the actions whose impact multiplies to this extent."
**Sandrine & Marc Devillard** — Members of the *Conseil des Gouverneurs of HEC Montréal Foundation*

# LEARNING JOURNEYS

## LIVING PATHWAYS

Learning does not end when completing program. Many of our alumni continue their journey with FNEE by taking additional training programs, thereby strengthening their skills and networks. Several also choose to pass on their knowledge and experiences by joining FNEE academic team or taking part in conferences. These pathways bear witness to the School's vitality.

### PARTICIPANT JOURNEY

**Kristen Moar** — Eeyou from Nemaska

- Participant in the Women Leadership program (2023) and Governance program (2024)
- Recipient of the MBA Essentials Scholarship (2025)
- Facilitator of a workshop on economic reconciliation at the annual conference of our partner SCNATEA (2025)

"This opportunity marks an important personal milestone and allows me to inspire my children and community members to pursue their dreams and reach their full potential. I wish to express my deep gratitude to HEC Montréal for offering me this incredible opportunity. Mishtamiikwehch!"

### PARTICIPANT JOURNEY

**Mona Belleau** — Inuk from Iqaluit

- Participant in the Management program (2025)
- Facilitator for the Women Leadership program
- Panelist at FNEE's 4th anniversary

"The Management program opened many doors for me. It expanded my toolkit and allowed me to develop the skills needed to become a better Indigenous manager. FNEE then recognized my potential by inviting me to co-teach a Women Leadership module. Today, I am proud to be both an alumna and a co-facilitator at FNEE, and deeply grateful for this experience."



### PARTICIPANT JOURNEY

**Monik Kistabish** — Anicinape from Pikogan

- Participant in the Governance and Women Leadership programs in 2022, followed by the Economic Reconciliation program in 2026
- Co-facilitator in the Management program
- Facilitator for On-demand training

"First Nations Executive Education's approach, centred on respect for the values inherent to our culture, will have a tangible and positive impact on our leadership within First Nations."

## FNEE EXPERIENCE

**SHARING CIRCLES**
A safe space for exchange within respectful learning circles, offered both in French and English.

**PERSPECTIVE**
The eagle's eyeview perspective to develop new skills rooted in community realities.

**TRADITION**
Ceremonies with Elders and Knowledge Keepers.

**ALUMNI SPACE**
Networking activities, exclusive conferences, and coaching sessions.

**1 in 5**
**PARTICIPANTS RETURN TO OUR PROGRAMS**

**+15%**
**INCREASE IN ENGLISH-SPEAKING PARTICIPANTS**
(2022-2026)

# IMPACT
## OUR KEY FIGURES

Since 2021, FNEE has continued to grow and expand the reach of its programs to Indigenous leaders:

**1,400+**
**TOTAL PARTICIPANTS**
(regular and On-demand programs)

**75**
**COHORTS DELIVERED**
(including On-demand training)

**6**
**REGULAR PROGRAMS**

**41 OF 41**
**FIRST NATIONS COMMUNITIES IN QUEBEC REPRESENTED**

**40+**
**COMMUNITIES REACHED OUTSIDE QUEBEC**

**66%**
**ARE WOMEN PARTICIPANTS**
(in our regular programs)



## OUR DIGITAL REACH

*Comparing March 1, 2024–2025 to March 1, 2025–2026

### SOCIAL MEDIA

**2.46 M**
**IMPRESSIONS**
**+96.5%**

**54,338**
**LINK CLICKS**
**+32.5%**

**11,970**
**FOLLOWERS**
**+18.8%**

### WEBSITE

**53,163**
**VISITS**
**+38.7%**

**NEARLY 50 / 50**
**53% VISITS IN FRENCH**
**47% VISITS IN ENGLISH**

**21,309**
**NEW USERS**
**+45%**

# ACROSS THE LAND

## AT THE HEART OF COMMUNITIES

Learning pathways begin at HEC Montréal before venturing into the heart of various First Nations communities. These immersive stays offer a unique opportunity to discover different realities, exchange management practices, and deepen one's understanding of leadership.

**Community experience is an essential pillar of FNEE's academic model, created by and for First Nations.**
It fosters peer-to-peer learning and builds lasting bonds rooted in the diverse lived realities of different Nations.

The journey concludes at HEC Montréal with a key consolidation phase, integrating all the knowledge and experiences acquired throughout the program.

In 2025–2026, FNEE expanded its presence in communities by delivering trainings directly in Kahnawake, Manawan, Odanak, Uashat mak Mani-utenam, Wendake, and Whapmagoostui.

## EXPANDING OUR REACH

Each year, FNEE strengthens its presence with communities and across its networks by taking part in **around thirty key events,** ranging from major national economic gatherings to local initiatives. Whether at the Festival KWE, job fairs in Wendake and Kahnawà:ke, activities carried out with SAENCAT in Val-d'Or or a visit to Whapmagoostui, these visits reflect our commitment to remaining present and connected to communities.

These valuable opportunities allow us to engage directly with communities, showcase our programs and maintain a vibrant network. This steady presence across the land deepens our understanding of local realities and helps shape the evolution of our offerings.

From left to right: some of the coordination committee members, Ian Picard, Ken Rock, Ghislain Picard, Jinny Thibodeau Rankin and Marjolaine Sioui.

**FNEE is a collective success—thank you to our partners, faculty, communities, HEC Montréal, our team, and all participants.**

# Chi naskumitin
# Mikwetc Mik8etc
# Meegwech
# Migwetc Nakurmiik
# Nia:wen Tiawenhk
# Tsheniskemeten
# Tshinashkumitin
# Wela'lioq Wliwni
# Woliwon Yïawenh
# Merci Thank you

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