

MINUTES
OLDS COLLEGE BOARD OF GOVERNORS MEETING

Thursday, December 14, 2023 @ 9:00 a.m.

As the Olds College Board of Governors we commit to the principles of good governance and a culture of:

Responsible Decision-Making

- Being committed and engaged
- Being fully prepared for our duties
- Fostering a culture inclusive of diverse perspectives
- Being unified in our support of Board decisions
- Ensuring integrity in our considerations and decisions
- Ensuring the highest level of stewardship of human and financial resources

Visionary Governance

- Focusing on the future while learning from the past
- Seeking growth in the best interests of the College
- Setting direction which recognizes the importance and holistic nature of the agriculture industry as being essential to the preservation and betterment of life

Diversity and Inclusiveness

- Providing a board environment that is conducive to board members openly honoring their positionality
- Recognizing and accepting the unique attributes and contributions of all of our stakeholder communities
- Vigorously defending legislated rights and freedoms
- Making decisions that support a culture of diversity and inclusiveness

Present:		
Ted Menzies, Chair	Gordon Cove	Marnie DesJardins
Mabel Hamilton	Al Kemmere	MacKenzie Rendall
Brendan Richardson	Celia Sutton	Ben Cecil, President
Regrets:	Jennifer Wood	Sarah Hayes
	Tracy Gardner	
Recording:	Heather Steckly	

OPEN SESSION

AGENDA ITEM

- 1. CALL TO ORDER**
Chair Menzies called the meeting to order at 9:02 a.m.
- 2. AGENDA**
A MOTION was made by C. Sutton to approve the agenda as presented.
MOTION CARRIED

3. CONFLICTS OF INTEREST

In accordance with the Alberta Public Agencies Governance Act, Board members were asked to declare conflicts of interest relating to agenda items for the meeting.

No conflicts were declared.

MOTION TO MOVE IN-CAMERA

*A MOTION was made by G. Cove to move the meeting in-camera.
MOTION CARRIED*

MOTION TO MOVE THE MEETING OUT OF CAMERA

*A MOTION was made by M. Hamilton to move the meeting out of camera.
MOTION CARRIED*

RETURN TO OPEN SESSION

5. CONSENT AGENDA

5.1 REVIEW OF MINUTES

- 5.1.1 Review of the Minutes of the October 26, 2023 Regular Board Meeting
- 5.1.2 Review of the Minutes of the November 10, 2023 Special Board Meeting
- 5.1.3 Review of the Minutes of the November 27, 2023 Special Board Meeting

5.2 OLDS COLLEGE GOVERNANCE POLICY REVIEW

- 5.2.1 GP Global Governance Commitment
- 5.2.2 GP-15 Special Rules of Order
- 5.2.3 BMD Global Board-Management Delegation

5.3 OLDS COLLEGE GOVERNANCE PERFORMANCE REVIEW

- 5.3.1 GP-11 Investment in Governance
 - 5.3.1.1 Performance Report
- 5.3.2 GP-13 Board Linkage with Other Organizations
 - 5.3.2.1 Performance Report
- 5.3.3 BMD-3 Delegation to the President
 - 5.3.3.1 Performance Report

*A MOTION was made by B. Richardson that the Board of Governors approve and/or receive as information the Consent Agenda as presented.
MOTION CARRIED*

6. BOARD COMMITTEE REPORTS

6.1 Board Effectiveness Committee Report

6.1.1 2023/24 Skills and Competencies Matrix

- 6.1.1.1 Current Board
- 6.1.1.2 Future Board

M. Hamilton presented the compiled Skills and Competencies Matrix with all current members included. For comparison, the Board reviewed the Skills and Competencies Matrix as it will be when the terms of G. Cove, J. Wood and M. DesJardins conclude. The gaps identified through this process form the basis of the Committee’s recommendation of priority competencies presented for Board consideration of approval under Item 6.1.1.3 below.

6.1.1.3 Recommendation of Priority Competencies

A MOTION was made by M. Hamilton that the Board accept the recommendation of the Board Effectiveness Committee and approve legal, financial, government policy and experience with

	<i>agriculture and agri-food as the priority competencies for the upcoming Board recruitment process.</i> MOTION CARRIED
6.1.2	<p>Recruitment Timelines Board members were encouraged to submit names of potential Board members from their networks. Upon confirmation of interest on the part of a prospective Board member, the Board Secretary will provide the Skills and Competencies Matrix for completion and request a resume and brief bio. The Committee will review this information in January and move forward with interviews in order to provide a recommendation to the Board for consideration of approval at the February meeting.</p>
6.1.3	<p>Board Workshop It was the intent of the Board to meet with George Cuff in January for a governance workshop focused on next steps. Due to issues beyond his control, the facilitator is not available and may not be for a period of time. In the interest of moving forward, the Chair posited the concept of establishing a Committee to review the current governance model to determine what can be retained and what changes might be made. The Committee would then make recommendations to the Board for consideration at the February meeting. The concept was met with approval.</p>
6.1.4	<p>Coaching Report - October 26, 2023 The October 26, 2023 Coaching Report was provided to the Board as information.</p>
6.2	<p>Code of Conduct Review Committee Report Chair Menzies advised that there was nothing to report with respect to the Code of Conduct tabletop exercise due to the inability of the Committee lead to move this forward. The President noted the timelines within which a Code of Conduct matter must be addressed and recommended that another Board member be tasked with leading the review. While it is important not to rush this work, the Board recognized the importance of the Code of Conduct review. A. Kemmere volunteered to work with the Committee and administration in anticipation of reporting to the Board at the February meeting.</p>
7.	BOARD EDUCATION - internal
	Peter Mal and Dillon Andrus-Dobbs (Registrar) joined the meeting
7.1	Alberta's Learning Community - Students
7.1.1	<p>Presentation P. Mal and D. Andrus-Dobbs joined the meeting to provide the "Hearing from Students" presentation as part of Board education focused on matters internal to the College.</p> <p>The purpose of hearing from students is to ensure constructive input and dialogue and to provide an opportunity to listen and respond to student perspectives. The College engages with students in multiple ways, both formally and informally and information gleaned from nine separate formal mechanisms informed the presentation.</p> <p>In terms of recruitment and marketing, survey responses are positive. D. Andrus-Dobbs noted that 85% of students identified Olds College as their top choice and 98% of respondents would recommend Olds College to a friend. The website is the #1 tool used by students and, of interest, is the fact that 60% of respondents were from a family with an agriculture producer background. Current students identified the following as the key factors in choosing to attend Olds College: academic programs (83%), campus facilities and services (35%), employability and career opportunity (33%) and location being close to home (32%). Since 2018/19, Olds College is one of five post-secondary institutions that has seen increases in domestic headcount. Looking toward the 2024/25 academic year, the College continues to see positive trends in domestic enrollment.</p> <p>The demographics of the College break down as follows; 90% of students are from Alberta 4.5% of students are international 5.1% of students are self-reported indigenous 50% are between the ages of 18 and 24.</p> <p>Student satisfaction surveys indicate strength themes of academic growth, student services, study spaces and employable skills while challenge themes were identified in the areas of safety and security, campus parking, quality of instruction and assessment feedback. It is important to note that the following areas are no longer identified as challenges: classes deal with practical experiences and applications, students are provided with the help they need to get a job and scholarships and bursaries are announced in time to be helpful with college planning. Overall satisfaction remains higher than the national average.</p>

Student health and wellness is a key area for the College and it was noted that 87.2% of students (national average of 73%) agree that health and wellbeing is a priority at the College. While anxiety and depression are on the rise within the broader student population, so too is the percentage of students reporting good to excellent health.

Graduation and Outcomes at Olds College consistently ranks higher than other Alberta comprehensive community colleges. 46% of respondents were from a family with an agriculture producer background and, of those, 75% expect to be working in the agriculture industry. Of the 54% of graduates not from an agriculture producer background, 3 in 10 expected to be working in agriculture.

Student housing is of critical importance and the College is working to ensure sufficient housing for the growing student population. Currently, 59% of students rent in and around Olds, 18% of students rent in Calgary, and 2% of students rent in Red Deer. 36% of international students would consider campus housing if it was available. Primary factors for living off campus include cost, ability to cook, privacy, employment, living with family, and pets.

Lunch Break

8. BOARD EDUCATION - external (formerly ownership linkage)

8.1 Industry Advisory Committee: D. Henry representing the Meat Processing Program

8.1.1 Presentation

D. Henry presented information with respect to the Meat Processing program and provided insight from an industry perspective with respect to Olds College academics. Significant challenges facing the industry include competition from new protein sources, environmental pressure on livestock production, including competition for crop lands and unknown regulatory changes. Opportunities within the industry can be found in small niche opportunities created by the “on-farm slaughter permit” affording the ability for direct-to-consumer sales. Olds College can contribute to industry success by ensuring that graduates have the skills necessary to navigate the regulatory environment and start food production plants on a small to medium scale. Looking out ten years, Olds College would have been successful if it produced 10-20 student entrepreneurs who are operating agri-food related businesses, thus creating opportunities for students to find employment and further their skills.

8.1.2 Board Response

9. OLDS COLLEGE OPERATIONAL OUTCOMES / PERFORMANCE

9.1 EL-4 Financial Condition and Activities

9.1.1 Performance Report

A MOTION was made by C. Sutton that the Board has assessed the first quarter performance report for EL-4 Financial Condition and Activities and finds that it demonstrates compliance with a reasonable interpretation of the policy.
MOTION CARRIED

9.2 EL-5 Asset Protection - *item 6 only*

9.2.1 Performance Report

A MOTION was made by M. Bauer that the Board has assessed item 6 of the performance report for EL-5 Asset Protection and finds that it demonstrates compliance with a reasonable interpretation of the policy except for the stated non-compliance with Item 6. b, c and d which the Board acknowledges and accepts the planned date for compliance.
MOTION CARRIED

9.3 EL-7 Communication and Support to the Board

9.3.1 Performance Report

The Board noted the low response rate on the part of members and, as such, was unprepared to accept the monitoring report as submitted. The Board requested that the survey be reissued with a message from the Chair requesting that all Board members complete it. The Chair and Board Secretary will coordinate reissuance of the survey early in the new year. Assessment of the monitoring report for Policy EL-7 Communication and Support to the Board will be deferred to the February meeting.

9.4 EL-10 Investments

	<p>9.4.1 Performance Report <i>A MOTION was made by A. Kemmere that the Board has assessed the performance report for EL-10 Investments and finds it demonstrates compliance with a reasonable interpretation of the policy except for the stated non-compliance with items 2 and 4.4(a) which the Board acknowledges and accepts the planned date for compliance.</i> MOTION CARRIED</p>
<p>10. MONITORING INSTITUTIONAL OUTCOMES / PERFORMANCE - operational activities</p>	
<p>10.1</p>	<p>President's Report President Cecil provided the following highlights from the written report included in the agenda package:</p> <p>Driver #1 - Olds College will be known for Academic Excellence and Student Success</p> <ul style="list-style-type: none"> The annual career farm took place on November 23. 421 students attended the event connecting with nearly 50 employers from across Canada. <p>Driver #2 - Olds College will achieve 2,000 FLEs and increase non-FLE enrollment by 50%</p> <ul style="list-style-type: none"> Approval of the Indoor Agriculture Certificate program was received and the program has been launched on the Olds College website for fall 2024 applications. Continuing Education and Corporate Training launched two new Microcredentials in December. <p>Driver #3 - Olds College will increase applied research activity to \$10 million or greater annually</p> <ul style="list-style-type: none"> Olds College has been ranked fourth in Canada's Top 50 Research Colleges according to Research Infosource Inc. Additionally, the College was listed nationally as number two for college research intensity (dollar per researcher) and number eight for college research income growth. <p>Driver #4 - Olds College will be a leader in smart agriculture</p> <ul style="list-style-type: none"> An academic programs Agriculture Technology Industry Advisory Committee was held on November 3 with industry representatives and faculty from across Canada. An MOU has been signed between Calgary Economic Development, Calgary Stampede and the C college to support the development of the "Smart Agri-Food Innovation" Hub in Calgary. <p>Driver #5 - Olds College will increase earned revenue/investment by \$100 million</p> <ul style="list-style-type: none"> In the first two weeks of January, the College will welcome 90 new students to the residence. Functional capacity is being met again for the winter semester with 30 students currently on the waitlist. The CCAC site visit conducted on December 13, 2023 was very successful and resulted in a three year renewal of the College's certification. A gift of \$90k was received to support student engagement and education in controlled environment agriculture and animal health. <p>Driver #6 - Olds College will be recognized as an employer of choice</p> <ul style="list-style-type: none"> The hiring competition for the Chief People & Culture Officer is complete. Interviews were conducted by a cross-campus panel on December 5. A successful candidate was identified with a start date of February 1, 2024. The Leader Connect initiative will be rolled out in January 2024. More information will be provided at the February Board meeting. <p>Driver #7 - Olds College will be a smart and sustainable campus</p> <ul style="list-style-type: none"> The third phase of the AHEC project is well underway and progress is being made toward the 2024 opening of the space. Space allocations in Duncan Marshall Place are under consideration. The Director of IT is working with other Alberta PSIs to explore and develop an Alberta Security Operations Center to enhance 24/7 cybersecurity monitoring and response.
<p>10.1.1</p>	<p>Capital Campaign Report No questions arose from the Capital Campaign Report provided as information to the Board.</p>
<p>10.1.2</p>	<p>Major Capital Projects Update</p>
<p>a.</p>	<p>Animal Health Education Centre As noted above, phase 3 of the project is well underway. Both the schedule and budget are on track.</p>
<p>10.2</p>	<p>SAOC Report C. Sutton presented the SAOC Report as information for the Board. The Board was asked to consider quarterly reporting rather than at every meeting. There is often not a lot to report when the space between reports is short and a cadence of September, December, March and June would allow for more fulsome reporting.</p>

A MOTION was made by C. Sutton that the Board adjust the reporting schedule and to accept quarterly reports in September, December, March and June annually.
MOTION CARRIED

11. REQUIRED APPROVALS AGENDA

11.1 Academic Council Minutes - November 9 & 10, 2023

11.1.1 Turfgrass Technician Certificate - transition to credit

11.1.1.1 Required Approvals Oversight Report

11.1.1.2 Briefing Note

11.1.2 Equine Massage Therapy Certificate - transition to credit

11.1.2.1 Required Approvals Oversight Report

11.1.2.2 Briefing Note

11.1.3 Animal Health Technology Diploma Program Name Change

11.1.3.1 Required Approvals Oversight Report

11.1.3.2 Briefing Note

11.1.4 Brewmaster and Brewery Operations Program Name Change

11.1.4.1 Required Approvals Oversight Report

11.1.4.2 Briefing Note

A MOTION was made by B. Cecil that the Board of Governors approve the Required Approvals Agenda as presented.
MOTION CARRIED

11.2 2022-2023 Financial Statements - *deferred pending audit completion*

11.3 2022-2023 Annual Report - *awaiting financial statements - deferred pending above*

MOTION TO MOVE IN-CAMERA FOR FURTHER BOARD DISCUSSION

A MOTION was made by C. Sutton to move the meeting in-camera.
MOTION CARRIED

MOTION TO MOVE OUT OF CAMERA

A MOTION was made by G. Cove to move the meeting out of camera.
MOTION CARRIED

12. MOTIONS OUT OF CLOSED SESSION

12.1 Partner of the Year

A MOTION was made by B. Cecil that the Board of Governors support the recommendation of the Executive Leadership Team and approve the Partner of the Year as presented and to embargo the information until the public announcement is made.
MOTION CARRIED

12.2 Major Business Relationships

Prior to calling the questions, C. Sutton requested that the vote on both major business relationships be recorded.

A MOTION was made by B. Richardson that the Board approve proceeding with the Major Business Relationship as defined under in-camera agenda item 4.4b with the Agreement amended to incorporate changes to ancillary fees consultations and oversight of student clubs by the SAOC as noted by C. Sutton.

RECORDED VOTE:

For: B. Cecil, B. Richardson, A. Kemmere, M. Bauer, M. Hamilton, G. Cove, T. Menzies

Against: M. Rendall, C. Sutton

MOTION CARRIED

A MOTION was made by B. Richardson that the Board approve proceeding with the Major Business Relationship

	<p>as defined under in-camera agenda item 4.4a with the Agreement amended to incorporate changes to ancillary fees consultations and oversight of student clubs by the SAOC as noted by C. Sutton.</p> <p>RECORDED VOTE: For: B. Cecil, B. Richardson Against: G. Cove, M. Hamilton, C. Sutton, M. Rendall, A. Kemmere, T. Menzies Abstention: M. Bauer MOTION FAILED</p>
	<p>12.3 Withdrawal of Invested Funds A MOTION was made by G. Cove that the Board support the recommendation of the Audit & Finance Committee and approve the withdrawal of a maximum of \$2.3M from unrestricted invested funds. MOTION CARRIED</p>
13.	NICE TO KNOW INFORMATION
	13.1 Olds College News
	13.1.1 Tools for Success: Bumper to Bumper Supports International Students
	13.1.2 Inspiring Hope and Opportunity: Student Refugee Program Empowers Students
	13.1.3 Farrier Science Instructor Aaron Perry Receives Mentorship Award
	13.1.4 Olds College Launches New Indoor Agriculture Certificate
	13.1.5 Innovative Teaching in Horticulture: 3D Printing in the Maker Space
	13.1.6 Successful Career Fair Connects Students with Promising Opportunities
	13.2 Board Correspondence
	13.2.1 Mykaela Bauer - Ministerial Order - November 30, 2023
14.	ROUND TABLE
15.	ADJOURNMENT The meeting was declared adjourned at 4:00 p.m.