



## MINUTES

### OLDS COLLEGE BOARD OF GOVERNORS MEETING

Thursday, October 23, 2025 @ 9:00 a.m.

The Board of Governors is committed to the principles of governance excellence. Underpinning this pledge is an unwavering commitment to integrity and ethical action. The key values reflect both the reality and aspiration of the Board and form a constant guide for planning, decision-making and working together.

The Board Key Values are:

#### **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

Attendees:		
Al Kemmere, Board Chair	Mykaela Bauer	Cheri Copithorne-Barnes
Anna Dau	Sarah Hayes	Rana Atta
BR Pirri	Debbie Thompson	
Regrets:	Mabel Hamilton	
Guests:	Dr. Peter Mal, VP, Student Experience	Todd Ormann, VP, External Relations & Research
Ed Latka, Chief Financial Officer	Mara-Lee Moroz, Chief People & Culture Officer	Dalin Bullock, VP, Academic
Recording:	Heather Steckly	

## AGENDA ITEM

1. **CALL TO ORDER**  
*Chair Kemmere called the meeting to order at 9:03 a.m.*
2. **AGENDA**  
*A MOTION was made by BR Pirri 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.
4. **CONSENT AGENDA (6 month pilot)**  
Guidance of the Use of Consent Agendas
  - 4.1 **MINUTES: SEPTEMBER 24, 2025**
  - 4.2 **NICE TO KNOW INFORMATION**
    - 4.2.1 Events & Happenings
    - 4.2.2 Olds College News
      - 4.2.2.1 Generous Donation of Combine will Help Advance Agriculture
      - 4.2.2.2 New Scholarships Cultivate Future of Agriculture and Horticulture at Olds College
      - 4.2.2.3 Faculty Feature: Dr. Ken Fry - Along Came a Spider
      - 4.2.2.4 Olds College Students Gain Real-World Experience Through Internships
      - 4.2.2.5 Farmer Collaboration Expands Smart Farm Research
      - 4.2.2.6 Top Sellers at 2025 ASHA Yearling Sale Conceived at Olds College
      - 4.2.2.7 Olds College Welcomes Future Students at Fall Open House
    - 4.2.3 Board Correspondence
    - 4.2.4 Publications
      - 4.2.4.1 Impacts of maternal bovine appeasing substance administered at weaning on behavioral and physiological adaptation of beef heifers to the feedlot (Animal).
      - 4.2.4.2 Jawad, H., Gellatly, D., Lei, Y. et al. Candidate serum metabolite biomarkers of subclinical *Haemonchus contortus* infection in sheep. Scientific Reports 15, 34203 (2025).
      - 4.2.4.3 Reducing Feed Efficiency Test Length of Beef Cattle and Sheep to Improve Industry Adoption.
  - 4.3 **POLICY REVIEW COMMITTEE**
    - 4.3.1 Meeting Minutes - October 14, 2025
    - 4.3.2 Routine Content Review
      - 4.3.2.1 BG-8 Agenda Development Policy
      - 4.3.2.2 BO-2 Financial Planning Oversight*A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve the Consent Agenda including items 4.1 to 4.3.2.2.*  
*MOTION CARRIED*
5. **BUSINESS**
  - 5.1 **CHAIR'S REPORT**  
No discussion arose from the Chair's written report included in the agenda package.  
  
*A MOTION was made by A. Dau that the Board of Governors receive the Chair's Report.*  
*MOTION CARRIED*

### 5.3 POLICY REVIEW COMMITTEE

#### 5.3.1 Routine Content Review

##### 5.3.1.1 BG-8.1 Agenda Development Procedure

Chair Pirri presented the proposed amendments to Policy BG-8.1 Agenda Development Procedure, noting the Committee's recommendation to incorporate the Board's process in accommodating late additions and links to the Board meeting agenda. The proposed amendments are consistent with current Board agenda processes.

*A MOTION was made by R. Atta that the Board of Governors support the recommendation of the Policy Review Committee and approve the amendments to Policy BG-8.1 Agenda Development Procedure as presented.*

**MOTION CARRIED**

##### 5.3.1.2 BG-18 Governance Succession Planning

Chair Pirri presented the proposed amendments to Policy BG-18 Governance Succession Planning, noting the recommendation to remove specific dates for recruitment activities to allow for flexibility to address Board and Ministry requirements. The Board was assured that this work will be incorporated into the Work Plan on an annual basis to ensure that it is completed annually, recognizing the need to be flexible in order to address emergent needs.

*A MOTION was made by D. Thompson that the Board of Governors support the recommendation of the Policy Review Committee and approve the amendments to Policy BG-18 Governance Succession Planning as presented.*

**MOTION CARRIED**

#### 5.3.2 Board Performance Monitoring

##### 5.3.1.1 BG-18 Governance Succession Planning

Chair Pirri presented the Policy Review Committee's assessment of the strengths and areas of improvement related to Policy BG-18 Governance Succession Planning. Strengths were noted as:

- The strength of Board member networks in supporting the recruitment needs of the Board
- The Board consistently utilizes the policy when considering succession planning during the recruitment process
- Board members demonstrate a visible and strong commitment to Olds College

The following areas for improvement / awareness were identified as:

- The importance of ensuring, through open discussion and examples, consistency in the interpretation of the definitions for areas of competency within the Skills and Competencies Matrix
- Policy Statement 2.1.3 provides an important reminder that the Board composition should reflect the broader community served by the College and, as such, is an area of intentionality when approaching member recruitment opportunities

Chair Kemmere reiterated the importance of Board member networks in supporting member recruitment. Board members were encouraged to connect interested individuals to the Board Chair and Board Secretary who will support them through the submission process.

*A MOTION was made A. Dau by that the Board of Governors receive the Monitoring Report for Policy BG-18 Governance Succession Planning as presented and assessed as affirming compliance with the policy.*

**MOTION CARRIED**

##### 5.3.1.2 BPR-1 Relationship to the President

Chair Pirri presented the Policy Review Committee's assessment of the strengths and areas of improvement related to Policy BPR-1 Relationship to the President. Strengths were noted as:

- The strength of the relationship between the Board and the President, supported by clear communication between the President and the Board
- The effectiveness of the Board Chair as a liaison between the Board and the President

The following areas for improvement / awareness were identified as:

- Ongoing improvement in understanding and implementation of Board policies as the Board clarifies expectations with respect to institutional monitoring (oversight)

*A MOTION was made by S. Singh that the Board of Governors receive the Monitoring Report for Policy BPR-1 Relationship to the President as presented and assessed as affirming compliance with the policy.*

**MOTION CARRIED**

## **6. OPERATIONAL REPORTS**

### **6.1 PRESIDENT'S REPORT**

The following highlights were provided from the President's written report included in the agenda package:

**D. Thompson, President & CEO**

- External Engagement Activities:
  - The President joined the Alberta Post-Secondary Application System (APAS) Board and was appointed to the Planning and Priorities Committee. APAS impacts all institutions within the sector, represented by individuals across the system.
  - The President Co-chaired the Alberta Chamber of Commerce (ACC) & the Alberta Post-Secondary Network (APSN) Task Force meeting - a data-driven strategy connecting business, education and government to sustain long-term economic competitiveness.
  - The President, as a Board member, participated in the October meeting of the Rural Development Network (RDN).
  - The President chaired the Campus Alberta Council (CAC) Advisory Council Meeting. CAC is a joint venture between OC and RDP that provides post-secondary programs to communities through the central Alberta region.
  - The President, along with the VP, External Relations and Research and the VP, Academic, attended the Food Leadership Summit held on October 7 & 8 in Calgary. Members of our Research Team, Development Team and 23 students were also in attendance.

**ML Moroz, Chief People & Culture Officer (CP&CO)**

- Indigenous Services recently hosted two (2) pipe ceremonies on campus. A Ladies Pipe Ceremony (September 26, 2025) led by the College's Indigenous Elder, Pamela Lashmore, and a Community Pipe Ceremony (October 7, 2025) led by Indigenous Elder, Lance Scout. Elder Scout is from the Kainai Nation (Blood Tribe) and a member of the White Weasel tribe in Treaty 7 lands.

**E. Latka, Chief Financial Officer (CFO)**

- Audit 2025 is progressing well. The Office of the Auditor General has reached out to schedule a mid-November exit meeting date.
- 2026/27 budget processes have been accelerated with documents and templates released to budget owners this week. The proposed timelines have been adjusted to allow for sufficient time for budget development while maintaining the focus of completion for Board approval at the May Board of Governors meeting.

**T. Ormann, Vice President, External Relations & Research (VPERR)**

- Andre Enslin has been hired as the Smart Farm Manager. Andre officially started on October 1. He brings a wealth of knowledge from previous roles related to crop production and farm management, as well as experience with crop input sales and ag tech support.
- Over the past month, Technology Access Centre for Livestock Production (TALCP) researchers have had four scientific publications accepted related to projects that took place at Olds College.
- Olds College Smart Farm is one of four Innovation Farms across Canada, funded by Farm Credit Canada. We are actively working to enhance industry-sponsored research and technology development partnerships with these other farms.



D. Bullock, VP, Academic (VPA)

- The Precision Agriculture Techonomy students have been working to create the 2026 crop plan alongside the Farm team. Enhanced engagement between academics and the farm is welcome and very positive
- Industry Training & Continuing Education (ITCE) attended the Graduation Ceremony at Montana First Nation (MFN) on October 6, 2025, which celebrated 17 students in two programs (HEO - 10 students; Greenhouse - 7 students). Increased opportunities for Heavy Equipment Operator (HEO) training on indigenous lands is important to achieving ITEC growth goals.

P. Mal, VP, Student Experience (VPSE)

- Applications opened October 1 for the entire 2026-2027 academic year with a record 171 applications submitted on opening day. This reflects a 25% increase in domestic applications year over year
- Our annual Open House was held October 3 & 4 with over 1,000 unique visitors and 265 applications submitted (30% increase from 2024). A significant effort was made by faculty and staff to welcome guests.

*A MOTION was made by R. Atta that the Board of Governors receive the President's Report.*

**MOTION CARRIED**

## **7. OVERSIGHT (MONITORING)**

### **7.1 REPORTS**

#### **7.1.1 BO-5 FISCAL OVERSIGHT**

*A MOTION was made by M. Bauer that the Board of Governors has assessed the Monitoring Report for Policy BO-5 Fiscal Oversight and finds that it demonstrates compliance with the policy.*

**MOTION CARRIED**

##### **7.1.1.1 Enrolment Report**

P. Mal presented the Enrolment Report, noting that the College is projecting 1840 full load equivalents (FLEs) for 2025/26. This projection will be updated throughout the year as multiple program intakes take place. Enrolment is trending ahead of the March 2025 budget projection.

##### **7.1.1.2 Industry Training & Con Ed**

D. Bullock presented the Industry Training and Con Ed report, noting the steady growth across metrics of gross revenue, net revenue and enrollment. Further growth is projected for 2025/26. The President noted that ITCE and Transnational Education offer significant own source revenue opportunities.

##### **7.1.1.3 Major Capital Projects Dashboard**

E. Latka presented the Major Capital Projects Dashboard, providing key updates with respect to project scope, schedule, budget and communication:

- Scope: temporary classrooms and relocation of programming continues to support a positive experience for both students and staff. Monitoring environmental impacts such as weather, is ongoing, taking a cautious and conscientious approach.
- Schedule: the project schedule is on track with the foundation nearing completion and steel structure construction anticipated to commence in November.
- Budget: the project is on track to the revised Board-approved budget. Tender packages are coming in within cost estimates. The fourth and final tender package has closed and, upon finalization, the full cost of the project will be available. The Development team remains confident that the \$7M fundraising campaign for the project is achievable.
- Communication: a Campus Construction: WJ Elliott webpage has been added to OC Connect. The page is intended to provide project status updates and announcements related to potential disruptions due to the construction, as well as emergency contact information. The page is updated regularly and Campus wide emails are sent out whenever there is any pending information that needs immediate dissemination.

##### **7.1.1.4 Briefing Note (September 26, 2025)**

On September 26, 2025 the attached Briefing Note was provided to the Board of Governors with the motion below: The motion was carried on October 1, 2025:

*A MOTION was made by A. Kemmere that the Board of Governors approve an additional \$200,000 to*

make necessary repairs and complete the installation of the new Heavy Equipment Operator modular classroom funded through future Industry Training and Continuing Education revenues and Capital and Maintenance Renewal funding.

A MOTION was made by S. Hayes that the Board of Governors ratify the electronic motion of September 26, 2025 for the public record.

MOTION CARRIED

#### 7.1.1.5 Update re Procurement Processes

To reduce the risk of future occurrences, a thorough review was conducted by administration, supported by engagement with key individuals. It was clear that consistent and rigorous processes and policies with respect to approval, defining project scope and budget and risk mitigation are required.

Effective immediately, the Facilities Planning and Advisory Committee (FPAC), an ELT sponsored, cross-functional team started in 2024-25 to manage all facility planning and space prioritization needs, will be the body tasked with reviewing every space and facility related request moving forward. It will:

- maintain a priority listing of submitted proposals,
- establish accurate costs (including external consultations as appropriate),
- ensure timelines are established for each project, and
- make recommendations to ELT when projects are outside of FPACs allocated budget or are overly complex.

ELT will provide a decision on proposals based on FPAC's recommendation consistent with College policies.

Concurrently, relevant policies will be reviewed and updated to encapsulate the changes to process.

Administration note, with appreciation, the Board's support and expressed confidence that the steps taken will mitigate risk in the future.

### 7.1.2 BO-13 COMPENSATION & BENEFITS OVERSIGHT

The Chief People & Culture Officer presented the monitoring report for Policy BO-13 Compensation & Benefits Oversight. With the exception of Policy Statement 1.3, the institution is compliant with Board policy. As context for the stated non-compliance, the Board was made aware that the implementation of the Reform of Agencies Boards and Commissions (RABCCA) within Alberta's public sector significantly impacted the frequency and scope of compensation and benefits reviews across public institutions. Prior to the enactment of RABCCA in 2016, the post-secondary sector in Alberta regularly conducted comprehensive compensation reviews, with the last sector-wide salary survey completed in 2015.

In 2023, the Chief People and Culture Officer of Olds College (at the time) undertook a review of non-union compensation and proposed revised salary bands for Administrative, Managerial, and Executive (AME) employees. However, no documentation could be located to confirm that a comparative market analysis was conducted to support the development of these bands. Furthermore, it appears that the proposed salary bands were never formally implemented.

A MOTION was made by R. Atta that the Board of Governors has assessed the Monitoring Report for Policy BO-13 Compensation & Benefits Oversight and finds that it demonstrates compliance with the policy with the exception of Policy Statement 1.3 which non-compliance is accepted by the Board.

MOTION CARRIED

#### 7.1.2.1 Briefing Note:

In 2024, the Public Bargaining Compensation Office (PBCO) mandated participation from all public sector organizations in Alberta in a comprehensive salary survey. This initiative has since informed the development of a new non-union compensation framework applicable across the public sector.

		<p>The government's new framework emphasizes regular and systematic collection and analysis of market data. While it does not prescribe a specific frequency for future compensation reviews, a key principle of the new strategy is the consistent application of differentiated comparator markets both within and across sectors. Upon completion of this work, the College will be able to report compliance with Policy Statement 1.3.</p> <p><i>A MOTION was made by S. Singh that the Board of Governors receive the Compensation Framework &amp; Classification Project presentation.</i>  <b>MOTION CARRIED</b></p>
	<b>7.1.3</b>	<p><b>BO-14 LAND USE OVERSIGHT</b></p> <p>In 2024.25, the College did not engage in any of the activities related to Land Use within Policy BO-14 Land Use Oversight.</p> <p><i>A MOTION was made by S. Hayes that the Board of Governors has assessed the Monitoring Report for Policy BO-14 Land Use Oversight and finds that it demonstrates compliance with the policy.</i>  <b>MOTION CARRIED</b></p>
	<b>7.1.4</b>	<p><b>REQUEST FOR BOARD DIRECTION</b></p>
		<p><b>7.1.4.1 Presentation</b></p> <p>The Board Chair and Board Secretary brought the following requests for direction with respect to Board monitoring:</p> <ul style="list-style-type: none"> <li>• How to best link existing reports to Board monitoring reports, ensuring that the Board is receiving the information it needs to be assured of institutional compliance with policy;</li> <li>• How to address reports currently provided to the Board that do not have a direct link to policy; and</li> <li>• How to address monitoring of policy statements for which an existing report is not available</li> </ul> <p>Recognizing that implementation of monitoring of new governance policies will be an iterative process, the following process will be utilized with further review to be conducted in June:</p> <ul style="list-style-type: none"> <li>• Rather than connecting existing reports to specific policy statements, the Board Secretary will link them on the Executive Summary page attached to the relevant Board Monitoring sheet.</li> <li>• Administrative statements of compliance will be accepted, recognizing that at any time requesting evidence to support the statement is always within the Board's purview.</li> <li>• Reports that do not have a direct link to policy will be carefully considered from a governance perspective. Where they are deemed important for the Board, they will be added to "Nice to Know" information and the Board will direct the Policy Review Committee to consider whether a policy amendment is appropriate.</li> </ul> <p>Board members were reminded that review of the linked reports should be conducted through a policy compliance lens. Where compliance is not clear or is insufficient, members are to be prepared to advise the Board Chair in preparation for discussion at the meeting.</p> <p><i>A MOTION was made by C. Copithorne-Barnes that the Board of Governors receive the Board Oversight presentation.</i>  <b>MOTION CARRIED</b></p>
<b>8.</b>	<b>LEGISLATED APPROVALS</b>	
	<b>8.1</b>	<b>ANNUAL REPORT</b>
	<b>8.1.1</b>	<b>Briefing Note</b>
	<b>8.1.2</b>	<p><b>2025 Annual Report</b></p> <p>The President presented the 2025 Annual Report for Board consideration of approval, subject to insertion of the 2025 audited and approved Financial Statements. The Board affirmed the readability and clarity of the document and no suggested amendments were brought forward. Administration recognized the significant contribution made by the Marketing and Communications Team in finalizing the report for submission to the</p>

		<p>Board.</p> <p>A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve the 2025 Annual Report subject to insertion of the audited and approved financial statements.</p> <p>MOTION CARRIED</p>
9.	<b>FUTURE / STRATEGIC DIRECTION</b>	
	<b>9.1 TRANSNATIONAL EDUCATION</b>	
	9.1.1	<p>Presentation</p> <p>Dr. Raynie Wood, Executive Director, Alberta Bureau for International Education (ABIE) and Dr. Peter Mal, VP, Student Experience, joined the meeting to provide the Transnational Education (TNE) presentation. The Mandate of ABIE is to work with Alberta post-secondary institutions to advance international education through varied activities to build institutional capacity, support recruitment, advance mobility and partnership development, and transnational education engagement. Transnational Education opportunities offer institutions a way to address recent changes in federal immigration policies as well as support the provincial government's priorities.</p> <p>In terms of Olds College readiness, the Board was reminded of Priorities 1 (Purposeful Leadership in Agricultural Education) and 3 (Strengthening Partnerships) articulated within the Strategic Plan. Student representatives highlighted the critical importance of ensuring that the student experience not be lost as TNE opportunities are sought and implemented.</p> <p>While the College is currently engaged in TNE activities, the goal is to develop sustainable international education partnerships that generate revenue and position Olds College as a trusted Canadian provider of agriculture and agri-tech education globally. Under articulated guiding principles, the College's vision is to:</p> <ul style="list-style-type: none"> <li>• Become a recognized global leader in applied agricultural education and technology</li> <li>• Increase mobility of programming and brand</li> <li>• Decrease reliance on Canadian immigration policies</li> <li>• Diversify revenue streams</li> </ul>
	<b>LUNCH</b>	
10.	<b>BOARD EDUCATION</b>	
	<b>10.1</b>	
11.	<b>ROUNDTABLE</b>	
	<b>BOARD SELF-EVALUATION</b>	
	<b>MOTION TO MOVE IN-CAMERA</b>	
		<p>A MOTION was made by A. Dau to move the meeting in-camera.</p> <p>MOTION CARRIED</p>
	<b>MOTION TO RETURN TO OPEN SESSION</b>	
		<p>A MOTION was made by D. Thompson to return to Open Session.</p> <p>MOTION CARRIED</p>
14.	<b>MOTIONS OUT OF IN-CAMERA</b>	
	<b>14.1</b>	
	<b>MOTION TO MOVE INTO SPECIAL IN-CAMERA</b>	
		<p>A MOTION was made by BR Pirri to move the meeting into special in-camera.</p> <p>MOTION CARRIED</p>
	<b>MOTION TO RETURN TO OPEN SESSION</b>	
		<p>A MOTION was made by M. Bauer to return to Open Session.</p> <p>MOTION CARRIED</p>
15.	<b>MOTIONS OUT OF SPECIAL IN-CAMERA</b>	
	<b>15.1</b>	
16.	<b>ADJOURNMENT</b>	
		<p>The meeting was declared adjourned at 3:20 p.m.</p>





Al Kemmere  
Board Chair



Dr. Debbie Thompson  
President & CEO