



**MINUTES**  
**OLDS COLLEGE BOARD OF GOVERNORS MEETING**

Thursday, December 11, 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

[Board Member Acknowledgement](#)

Attendees:		
Al Kemmere, Board Chair	Mykaela Bauer	Cheri Copithorne-Barnes
Anna Dau	Sarah Hayes	Mabel Hamilton
Rana Atta	BR Pirri	Debbie Thompson
<b>Guests:</b>	Dr. Peter Mal, VP, Student Experience	Todd Ormann, VP, External Relations & Research
Dalin Bullock, VP, Academic	Mara-Lee Moroz, Chief People & Culture Officer	Ed Latka, Chief Financial Officer
G. Brent Cooper, McLeod Law	Jeff Thom, McLeod Law	A. Neil Hutton, McLeod Law
Randy Mitchell, McLeod Law		
<b>Recording:</b>	Heather Steckly	

## AGENDA ITEM

### 1. CALL TO ORDER

Chair Kemmere called the meeting to order at 9:01 a.m.

### 2. AGENDA

A MOTION was made by S. Singh 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.

M. Bauer declared a conflict with respect to a Personnel Matter in the in-camera session.

D. Thompson declared a conflict with respect to a Personnel Matter in the in-camera session.

### MOTION TO MOVE THE MEETING IN-CAMERA

A MOTION was made by M. Hamilton to move the meeting in-camera.

MOTION CARRIED

### MOTION TO RETURN TO OPEN SESSION

A MOTION was made by D. Thompson to return to Open Session.

MOTION CARRIED

## OPEN SESSION

### 5. MOTIONS OUT OF IN-CAMERA

#### 5.1 PROSPECTIVE BOARD MEMBER

A MOTION was made by R. Atta that the Board of Governors approve submission of the information regarding a prospective Board member to the Ministry of Advanced Education for consideration in a future appointment.

MOTION CARRIED

#### 5.2 2025/26 PRESIDENT & CEO PERFORMANCE PLAN

A MOTION was made by S. Hayes that the Board of Governors approve the 2025/26 Olds College President & CEO Performance Plan as presented.

MOTION CARRIED

D. Thompson abstained

A MOTION was made by BR Pirri that the Board of Governors direct the Governance Model Committee to develop the mid-year performance assessment process in conjunction with the President.

MOTION CARRIED

D. Thompson abstained

#### 5.3 OLDS COLLEGE TRUST

A MOTION was made by D. Thompson that the Board of Governors direct Olds College to provide the sum of \$11,850 to the Olds College Trust to cover operating expenses for the upcoming year.

MOTION CARRIED

S. Hayes abstained

### 6. CONSENT AGENDA (6 month pilot)

Guidance of the Use of Consent Agendas

#### 6.1 MINUTES: OCTOBER 23, 2025

#### 6.2 CHAIR'S REPORT

#### 6.3 AUDIT AND FINANCE COMMITTEE

6.3.1 November 24, 2025 Meeting Minutes

6.3.1 December 1, 2025 Meeting Minutes

6.3.1.1 First Quarter Reports

6.3.1.1.1 Budget to Actuals

	6.3.1.1.2	Cash Flow Analysis
	6.3.1.2	Board Operating Budget First Quarter Reports
	6.3.1.2.1	Budget to Actuals
	6.3.1.2.2	Board Member Expenses
<b>6.4</b>	<b>BOARD EFFECTIVENESS COMMITTEE</b>	
	6.4.1	November 7, 2025 Meeting Minutes
	6.4.1.1	Board Self-Evaluation Results
	6.4.1.1.1	September 24, 2025
	6.4.1.1.2	October 23, 2025
	6.4.1.2	Compiled Skills & Competencies Matrix - <i>submitted to the Ministry on November 12, 2025</i>
	6.4.2	December 1, 2025 Meeting Minutes
<b>6.5</b>	<b>EXTERNAL RELATIONS COMMITTEE</b>	
	6.5.1	December 1, 2025 Meeting Minutes
<b>6.6</b>	<b>POLICY REVIEW COMMITTEE</b>	
	6.6.1	December 1, 2025 Minutes
<b>6.7</b>	<b>GOVERNANCE MODEL COMMITTEE</b>	
	6.7.1	December 1, 2025 Minutes
<b>6.8</b>	<b>NICE TO KNOW INFORMATION</b>	
	6.8.1	Events and Happenings
	6.8.2	Olds College News
	6.8.2.1	From Down Under to Olds College
	6.8.2.2	Mongolian Delegation Visits Olds College
	6.8.2.3	Belgard Supports Landscape Apprentices
	6.8.2.4	Broncos Bash with Bamford a Smashing Success!
	6.8.2.5	Central Alberta Trades Strategy
	6.8.2.6	Olds College Centre for Innovation's First Research Showcase
	6.8.2.7	Olds College Explores Global Ag Innovation at Agritechnica 2025
	6.8.2.8	AgSphere Investment Boosts Innovation in Canadian Agriculture
	6.8.3	Correspondence
	6.8.3.1	Letter from the Minister of Advanced Education
	6.8.3.2	Letter to the Town of Olds

A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve the Consent Agenda, including items 6.1 to 6.8.3.2.

MOTION CARRIED

## **7. BUSINESS**

### **7.1 AUDIT AND FINANCE COMMITTEE**

#### 7.1.1 2025 Audit

##### 7.1.1.1 Audit Report

Audit and Finance Committee Chair, S. Hayes, reviewed the 2025 Audit Report. The Board was reminded of the position of the College coming out of the 2022/23 audit which was not completed until near the end of the 2023/24 fiscal year. The 2023 audit report included eight major recommendations and, financial stewardship aside, this reflected poorly on the organization. In response to this report, addressing the recommendations and associated reputational risk was identified as a priority for both the Board of Governors and the Executive Leadership Team.

Over the course of the past year, the Audit and Finance Committee has closely monitored the Plan to Address the Audit Recommendations and is pleased to note that work to address the recommendations has, in many cases, been completed and tested in the course of the 2025 audit. The auditors have recognized the progress made by the organization, however, in all but one of the recommendations, more time is required in order to demonstrate sustainability of the processes put in place. It will be critical that over the course of the next year, a focus on sustainability and consistency be maintained and the Audit and Finance Committee is committed to ongoing oversight of this work.

Chair Hayes noted that the nature of the Auditor General’s public report makes it unlikely that the report will demonstrate the progress made by Olds College. The Board Chair has had an opportunity to express this concern to the Assistant Auditor General and requested consideration to include at least an acknowledgement of the progress made by the College. It is uncertain whether this request can be accommodated and the public report continues to pose a reputational risk for the College.

On behalf of the Audit and Finance Committee, Chair Hayes expressed gratitude for the efforts of the CFO and teams in addressing the Board’s concerns while managing the day-to-day operational needs of the College.

7.1.1.2

**2025 Financial Statements**

E. Latka, CFO, presented the audited 2025 Financial Statements for Board approval. The CFO made the Board aware of changes to the draft statements reviewed by the Board in September that are reflected in the audited statements.

Key outcomes highlighted by the CFO included:

- Accumulated Surplus from Operations is \$9.5M (board minimum is \$2.4M)
- Additionally, the Financial Statements confirm the establishment of internally restricted funds of \$3.2M related to specific financial obligations of the College

The CFO acknowledged the efforts of the Business Services and Financial Strategic Operations teams and the significant progress made year over year.

*A MOTION was made by BR Pirri that the Board of Governors approve the audited 2025 Olds College Financial Statements as presented.*

**MOTION CARRIED**

7.1.1.3

**2026/27 Board Operating Budget**

No concerns or questions arose from the review of the 2026/27 Board Operating Budget draft.

*A MOTION was made by M. Hamilton that the Board of Governors approve the 2026/27 Board Operating Budget as presented for submission into the College budget development process.*

**MOTION CARRIED**

**7.2 BOARD EFFECTIVENESS COMMITTEE**

**7.2.1 Board Improvement Process**

7.2.1.1

**Timeline**

No concerns or questions arose from the presentation of the Board Improvement Process Timeline.

7.2.1.2

**Draft Survey**

No concerns or suggestions were brought forward related to the proposed survey questions related to the Board Improvement Process. As identified in the process timeline, the survey will be sent out to Board members in conjunction with the March Board meeting.

*A MOTION was made by M. Bauer that the Board of Governors approve the 2026 Board Improvement Process survey as presented.*

**MOTION CARRIED**

7.2.2	<p>Policy BG-11 Board Effectiveness Committee Terms of Reference  Chair Hamilton presented a revision to Policy BG-11 Board Effectiveness Committee Terms of Reference to include a policy provision under item 1.3 designed to ensure clarity of Board Education responsibility between the External Relations Committee and the Board Effectiveness Committee.</p> <p><i>A MOTION was made by A. Dau that the Board of Governors approve revisions to Policy BG-11 Board Effectiveness Committee Terms of Reference as presented.</i>  <b>MOTION CARRIED</b></p>
7.2.3	<p>2025/26 Board Education Plan</p>
7.2.3.1	<p>Student Forum - March  Chair Hamilton reviewed upcoming Board Education events, focusing specifically on the proposed Student Form to be held in March. Recognizing that student participation at past events has been limited and it is difficult to manage student expectations regarding feedback provided, the Committee recommended that the Student Forum not be held. The Committee noted that student surveys are regularly conducted with a generally high response rate. The student feedback gleaned from these sources would be more valuable from a Board perspective. As students are asked to complete multiple surveys, A. Dau requested clarity around which survey data would be reported to the Board.</p>
7.2.4	<p>New Board Member Orientation Self-Paced Course  The Board of Governors was made aware of the self-paced course developed for new Board members. The course will be iterative in nature and is designed to provide a way for newly appointed Board members to access orientation information prior to their first Board meeting.</p>
<p><b>7.3 EXTERNAL RELATIONS COMMITTEE</b></p>	
7.3.1	<p>Board Advocacy Breakfast</p>
7.3.1.1	<p>Planning Checklist</p>
7.3.1.2	<p>Recommendation  Upon consideration of the capacity of the Board of Governors in planning and hosting an Advocacy Breakfast event, the Committee recommended that this be deferred for consideration in a future year.</p> <p>The Committee made the Board aware of the Development Team’s interest in executing a fundraising breakfast event at the College in conjunction with an upcoming Board meeting. This would afford Board members an opportunity to invite potential donors from their networks and the focus would be a presentation of donor opportunities to support the Trades Campaign. Board members expressed concern with respect to the time needed to cultivate relationships prior to issuing such an invitation and identified that having the event in Olds may pose a challenge.</p> <p>Board members were more supportive of a breakfast event held in Calgary (and possibly Edmonton in a subsequent year) as this would be closer to the target market for potential donors. Objectives for the event were identified as:</p> <ul style="list-style-type: none"> <li>● An opportunity to meet the President</li> <li>● An opportunity to raise awareness and update potential donors on the strategic direction of the College</li> <li>● An opportunity to present the Trades campaign</li> </ul> <p>It was noted that the event could be organized in conjunction with a spring Board meeting with the meeting held in the same location as the breakfast for Board member convenience. Administration will explore this possibility as part of the event plan.</p> <p>It will be important that the College work with Board members to ensure that the right people are in the room. It was envisioned that this could become an annual event with a view to building</p>

momentum over time.

The Board Secretary will work with the VP, External Relations and Research to develop an event plan for presentation to the Board at the February Board meeting.

*A MOTION was made by BR Pirri that the Board of Governors direct administration to develop a plan for an External Relations breakfast to be held in Calgary in conjunction with a Spring Board of Governors meeting.*

**MOTION CARRIED**

### 7.3.2 Gala Event

#### 7.3.2.1 Briefing Note

#### 7.3.2.2 Recommendation

As directed by the Board, External Relations reviewed background information regarding past Gala events. The Committee noted the magnitude of the event, as evidenced by debrief notes provided, as well as the fact that the event was held at a significant cost to the organization.

While recognizing the value of the event in profiling Olds College, there is a need to be cognizant of the financial realities of the College and recent audit reports which would indicate it would be irresponsible to host an extravagant event at this time.

Chair Bauer made the Board aware of an alternative possibility as part of AgSmart and the Partner of the Year award presentation. The Board was highly supportive of this approach. The Board Secretary will convey the Board's direction to the VP, External Relations and Research so that planning can commence.

*A MOTION was made by S. Hayes that the Board of Governors approve the recommendation of the External Relations Committee and support administration in hosting a dinner in conjunction with AgSmart and the Partner of the Year award presentation.*

**MOTION CARRIED**

### 7.3.3 2025/26 Board Education

#### 7.3.3.1 Joint Meeting with Mountain View County

In reviewing the 2025/26 Board Education Plan, the Committee determined that, rather than structuring the conversation with Mountain View County through pre-provided questions, the focus for both the County and the College should be less operational with a focus on the organizations' Strategic Plans. The College should build on the high level presentation provided to Council by highlighting some of the tangible, near-term goals and actions. The County could do the same followed by a conversation that identifies areas of alignment and potential to work together. It is important that the County and the College are good neighbors and the joint meeting is an opportunity to build a relationship of mutual advocacy and support. The Board Secretary will provide this direction to Mountain View County.

#### 7.3.3.2 Alberta's Industries/Employers

The Board was enthusiastic in its support of the Committee's recommendation that Administration convene a panel utilizing internal expertise and experience together with industry leaders for a facilitated discussion to be held in conjunction with the February or March Board meeting. The broader campus community will be invited to join the Board for this strategic and forward-looking discussion.

### 7.3.4 Policy BG-13 External Relations Committee Terms of Reference

Chair Bauer presented a revision to Policy BG-13 External Relations Committee Terms of Reference to include a policy provision under item 1.3 designed to ensure clarity of Board Education responsibility between the External Relations Committee and the Board Effectiveness Committee.

*A MOTION was made by S. Hayes that the Board of Governors approve revisions to Policy BG-13 External*

*Relations Committee Terms of Reference as presented.*

**MOTION CARRIED**

## **7.4 GOVERNANCE MODEL COMMITTEE**

### **7.4.1 Policy BG 1.1 Policy Development Procedure**

#### **7.4.1.1 Draft Revision**

In response to Board discussion at the October meeting, the Governance Model Committee recommended the addition of policy statement 1.1 to the Procedure to expedite policy and/or procedure approval through use of electronic approval process in urgent circumstances.

*A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve the revision to Policy BG 1.1 Policy Development Procedure as presented.*

**MOTION CARRIED**

#### **7.4.1.2 Guiding Principles**

No questions or concerns were identified with respect to the addition of the Guiding Principles of the Governance Model. Consideration will be given to how best to incorporate them as an overarching preamble to the Governance Model in Board Policy.

*A MOTION was made by BR Pirri that the Board of Governors approve the Guiding Principles as an overarching preamble to the Board of Governors Governance Model.*

**MOTION CARRIED**

## **7.5 POLICY REVIEW COMMITTEE**

### **7.5.1 Routine Content Review**

#### **7.5.1.1 BG-4 Board Accountability**

The Committee reviewed Policy BG-4 Board Accountability and recommended that the Board consider a revision of the policy to incorporate a definition of “fully prepared” for clarity around expectations of Board members.

*A MOTION was made by S. Singh that the Board of Governors approve the revisions to Policy BG-4 Board Accountability as presented.*

**MOTION CARRIED**

#### **7.5.1.2 BO-5 Fiscal Oversight**

The Committee reviewed Policy BO-5 Fiscal Oversight and recommended that the Board consider a revision of policy statement 1.6 to include “without Board approval” to be consistent with other policy statements and for clarity. A revision to policy statement 1.7 to allow the cadence of cash flow analysis reporting to be determined by the Audit & Finance Committee was proposed to allow for flexibility was also recommended.

*A MOTION was made by A. Dau that the Board of Governors approve the revisions to Policy BO-5 Fiscal Oversight as presented.*

**MOTION CARRIED**

### **7.5.1 Board Performance Monitoring**

#### **7.5.1.1 BG-23 New Board Member Orientation & Onboarding**

Chair Pirri presented the Policy Review Committee’s assessment of the areas of strength and areas of improvement related to Policy BG-23 New Board Member Orientation & Onboarding. Strengths were noted as:

- ★ The policy clarifies roles and responsibilities, specifically for the Board Chair and the Board Secretary, associated with the onboarding process
- ★ The policy is comprehensive and Board compliance will facilitate a seamless onboarding experience
- ★ The policy allows for a continuous feedback loop on the effectiveness of the process which will support continuous improvement

		<ul style="list-style-type: none"> <li>★ In terms of practice, the Board’s commitment to onboarding new members is well demonstrated</li> </ul> <p>Areas for improvement were noted as:</p> <ul style="list-style-type: none"> <li>→ The policy does not include information about Board Committees and associated member responsibilities</li> <li>→ Board mentorship is noted but there is no clarification with respect to a mentorship process</li> <li>→ It will be important to ensure that information for new members is kept current and this was identified as a significant body of work</li> <li>→ It was noted that care will need to be taken to ensure that new members are provided with opportunities to develop the same level of understanding as those who have been on the Board for a period of time. This will take intentionality and careful consideration.</li> </ul> <p><i>A MOTION was made by R. Atta that the Board of Governors receive the Monitoring Report for Policy BG-23 New Board Member Orientation &amp; Onboarding as presented and assessed as affirming compliance with the policy.</i></p> <p><b>MOTION CARRIED</b></p>
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	7.5.1.2	<p><b>BPR-4 President Search, Selection &amp; Appointment</b></p> <p>Chair Pirri presented the Policy Review Committee’s assessment of the areas of strength and areas of improvement related to Policy BPR-4 President Search, Selection and Appointment. Strengths were noted as:</p> <ul style="list-style-type: none"> <li>★ The Board piloted the policy and procedure over the past year and found it worked well</li> <li>★ The policy establishes clear, proactive timelines for search initiation and reappointment intent</li> <li>★ The policy is very current as it was recently updated and tested from a process perspective</li> </ul> <p>Inclusion of stakeholder feedback (students, faculty, community leaders) is not included in the policy and should be considered as a possible area for improvement.</p> <p><i>A MOTION was made by S. Hayes that the Board of Governors receive the Monitoring Report for Policy BPR-4 President Search, Selection and Appointment as presented and assessed as affirming compliance with the policy.</i></p> <p><b>MOTION CARRIED</b></p>
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**OPEN SESSION**

**LUNCH**

**10. OPERATIONAL REPORTS**

**10.1 PRESIDENT’S REPORT**

Due to time constraints, the President referred the Board to the written report included in the agenda package. No questions or concerns were raised with respect to the report.

*A MOTION was made by BR Pirri that the Board of Governors receive the President’s Report.*

**MOTION CARRIED**

**10.1.1 2025 Annual Report - update**

**10.1.1.1 Briefing Note**

The 2024-25 annual report timelines were early this year to support a timely completion. Due to internal processes and Government of Alberta reporting timelines, key student numbers were not final at the time of submission including Full Load Equivalents (p. 15), Good Academic Standing (Deans and Presidents list) (p. 12) and the number of students that graduated (p. 16). As a transparency measure, the Board was made aware of the updates to the approved Annual Report.

*A MOTION was made by C. Copithorne-Barnes that the Board receive the updated 2025 Annual Report as presented.*

**MOTION CARRIED**

## 10.1.2 2025-2028 Investment Management Agreement

### 10.1.2.1 Briefing Note

A Government of Alberta Investment Management Agreement (IMA) is a contract between the Minister of Advanced Education and a public post-secondary institution that outlines the institution's mandate, financial commitments, and performance metrics for outcomes-based funding, serving as the primary accountability instrument under the Post-Secondary Learning Act. These multi-year agreements, a component of the Alberta 2030 strategy, use performance-based metrics for funding and transparency to ensure institutions work to achieve provincial goals, and are available for review on the Government of Alberta's Open Government website.

Upon Board approval, the Investment Management Agreement will be signed by the Board Chair and submitted to the Ministry for signature by the Minister of Advanced Education. The Board was reminded that up to 40% of base grant funding provided by the Ministry is at risk if the IMA metrics are not achieved. The President expressed a high degree of confidence that Olds College will achieve the targets as stated in the Agreement.

#### 10.1.2.1.1 Correspondence: Ministry of Advanced Education

##### 10.1.2.1.2 2025-2028 Investment Management Agreement

*A MOTION was made by S. Singh that the Board of Governors approve the 2025-2028 Investment Management Agreement as presented and to authorize the Board Chair to sign the document on behalf of the Board of Governors as presented.*

*MOTION CARRIED*

## 10.2 SAOC REPORT

A. Dau provided the following highlights from the written report included in the agenda package:

- A. Dau, as SAOC President, attended the Alberta Students Executive Council (ASEC) Advocacy Days in Edmonton. The event afforded the opportunity to attend professional development sessions, advocacy training, participate in a UCP Caucus luncheon and meet with several Cabinet Ministers to discuss emerging student priorities.
- The VP, Academic prepared an OER Advocacy Report which was submitted to Olds College Leadership;
- The SAOC completed work on a new strategic plan which will be presented to stakeholders closer to the official implementation planned for April 2026.
- The SAOC hosted Board of Directors elections and welcomed two new staff members.

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

*MOTION CARRIED*

## 11. OVERSIGHT (MONITORING)

### 11.1 REPORTS

#### 11.1.1 BO-3 Enterprise Risk Oversight (Q1)

##### 11.1.1.1 Monitoring Report

*A MOTION was made by S. Hayes that the Board of Governors has received the recommendation of the Audit & Finance Committee assessing the Monitoring Report for Policy BO-3 Enterprise Risk Oversight as demonstrating compliance with the policy.*

*MOTION CARRIED*

#### 11.1.2 BO-4 Investments Oversight (Q1)

##### 11.1.2.1 Monitoring Report

*A MOTION was made by S. Hayes that the Board of Governors has received the recommendation of the Audit & Finance Committee assessing the Monitoring Report for Policy BO-4 Investments Oversight as demonstrating compliance with the policy.*

*MOTION CARRIED*

#### 11.1.3 BO-5 Fiscal Oversight (Q1)

##### 11.1.3.1 Monitoring Report

*A MOTION was made by D. Thompson that the Board of Governors has received the*

recommendation of the Audit & Finance Committee assessing the Monitoring Report for Policy BO-5 Fiscal Oversight as demonstrating compliance with the policy.  
**MOTION CARRIED**

#### 11.1.4 BO-7 Major Capital Projects Oversight

##### 11.1.4.1 Monitoring Report

A MOTION was made by C. Copithorne-Barnes that the Board of Governors has assessed the Monitoring Report for Policy BO-7 Major Capital Projects Oversight and finds it demonstrates compliance with the policy.  
**MOTION CARRIED**

#### 11.1.5 BPR-2 President Communication & Support to the Board

##### 11.1.5.1 Monitoring Report

A MOTION was made by A. Dau that the Board of Governors has assessed the Monitoring Report for Policy BPR-2 President Communication & Support to the Board and finds it demonstrates compliance with the policy.  
**MOTION CARRIED**

## 12. BOARD EDUCATION - internal

### 12.1 ACADEMIC DIVISION PRESENTATION

#### 12.1.1. Werklund School of Agriculture Technology

J. Steeves, Dean, Werklund School of Agriculture Technology (WSAT), joined the meeting to present an overview of academic programming within WSAT. Incoming and outgoing learner pathways provide opportunities for students within the six programs offered within the School. Program optimization is the focus of curriculum and program development within the School and, with this focus, some programs have been successfully relaunched. The WSAT has articulated goals and tactics to support achievement of the three priorities outlined in the Strategic Plan. The following advocacy messages were provided for Board member use when speaking with external funders and supporters:

- The expense of operating Ag related programming continues to stretch our budget and requires a unique funding model.
- The digitization of farm data and use of Artificial Intelligence (AI) and Machine Learning (ML), while perceived as complex, will begin to create simplicity in decision making for our industry.
- Agriculture and our students are evolving. Relationships will be key to ensure sustainability of our programming to support the ag industry.

Board members acknowledged, with thanks, the value of the information provided in the presentation.

### 12.2 ACCESS TO INFORMATION & PROTECTION OF PRIVACY

#### 12.2.1 Presentation

As the Access and Privacy Coordinator for the College, the Board Secretary provided a very quick review of the Access to Information Act and the Protection of Privacy Act as they relate to the work of the Board. Of importance to the Board are the constraints with respect to meetings in the absence of the public. It is critically important that topics to be considered in-camera are aligned with Access to Information legislation and that the Board monitors itself closely to ensure compliance. In the interest of time, this topic will be placed on a future agenda for further discussion.

##### 12.2.1.1 Checklist

The checklist developed to support inclusion of items on the in-camera agenda will be linked to future Board agendas to assist the Board in its work.

## 13. FUTURE / STRATEGIC DIRECTION

### 13.1 TOPIC: BOARD WORKSHOP DEBRIEF

Board members expressed appreciation for the thought provoking information provided in the Board Workshop on December 10. The Board Chair requested that members review the presentation and to be prepared to share one item of significance related to the work of the Board. These insights will guide the next conversation around the work of the Board.

14. **ROUNDTABLE**

**BOARD SELF-EVALUATION**

16. **ADJOURNMENT**

*The meeting was declared adjourned at 4:20 p.m.*



Al Kemmere  
Board Chair



Dr. Debbie Thompson  
President & CEO