

**MINUTES**  
**OLDS COLLEGE BOARD OF GOVERNORS MEETING**  
 Thursday, March 27, 2025 @ 9:00 a.m.  
 DMP Main Boardroom

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

<b>Attendees:</b>		
Al Kemmere, Interim Chair	Mykaela Bauer	Cheri Copithorne-Barnes
Anna Dau	Tracy Gardner	Mabel Hamilton
Sarah Hayes	Ashmeet Kaur Khambha	BR Pirri
Rana Atta	Debbie Thompson, Interim President	
<b>Guests:</b>	Dalin, Bullock Interim VP, Academic	Edward Latka CFO
Peter Mal, VP, Student Experience	Mara-Lee Moroz, Chief People & Culture Officer	Todd Ormann, VP, Development & Research
<b>Recording:</b>	Heather Steckly	

**OPEN SESSION**

**AGENDA ITEM**

**1. CALL TO ORDER**

*Chair Kemmere called the meeting to order at 9:02 a.m.*

## 2. AGENDA

A MOTION was made by A. Kaur Khambha 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.

S. Hayes declared a conflict with respect to agenda item 9.1.4.

## 4. REVIEW OF MINUTES

### 4.1 FEBRUARY 27, 2025

A MOTION was made by R. Atta to adopt the minutes of the February 27, 2025 Board of Governors meeting as circulated.

MOTION CARRIED

## 5. BUSINESS

### 5.1 CHAIR'S REPORT

The Board Chair made the Board aware that the Chair's Report will be linked to the Board Highlights document for dissemination to the campus community.

A MOTION was made by A. Dau that the Board of Governors receive the Chair's Report as information.

MOTION CARRIED

### 5.2 EXTERNAL RELATIONS COMMITTEE

#### 5.2.1A 2025/26 Three Year External Relations Plan

#### 5.2.2 2025/26 External Relations Plan

In developing External Relations Plans, the Board expressed a desire to extend its reach to regional municipalities and asked that the Committee consider how to include broader stakeholder engagement into both the 3 year plan and the 2025/26 implementation plan. The Committee will consider amendments to the plans at the next Committee meeting and bring a revised plan to the Board at the May meeting.

A MOTION was made by M. Hamilton that the Board of Governors direct the External Relations Committee to discuss broader engagement with regional stakeholders and adjust the External Relations Plans accordingly.

MOTION CARRIED

#### 5.2.3 Inter-American Institute for Cooperation on Agriculture (IICA) Conference at Olds College

##### 5.2.3.1 Briefing Note

T. Ormann made the Board aware that the IICA invitation only Conference will be held at Olds College on June 16/17, 2025. The Board recognized that this is a significant opportunity for the College and members expressed willingness to play an appropriate role as determined by administration.

#### 5.2.4 Trades Campaign Advocacy

##### 5.2.4.1 Briefing Note

T. Ormann reviewed the process for Board advocacy and fundraising within member networks. Board members were provided with speaking points and associated materials for their use and were asked to channel leads through the Board Secretary as the primary point of contact.

A MOTION was made by T. Gardner that the Board of Governors receive the External Relations Committee report as information.

MOTION CARRIED

### 5.3 AUDIT AND FINANCE COMMITTEE

#### 5.3.1 Audit Entry Meeting

##### 5.3.1.1 2025 Audit Plan

S. Hayes reviewed the 2025 Audit Plan discussed with the auditors at the last Audit and Finance Committee meeting. Areas of focus for the audit are tied to recommendations arising out of the last audit. In terms of timing, the audit is planned to occur earlier than in

the prior year. While there is more work to do, this represents significant progress by the CFO and Business Services team.

5.3.1.2 2025 Auditor General's Report

S. Hayes reviewed the 2025 Auditor General's Report which has now been made public. Improvements have been made year over year but both administration and the Audit and Finance Committee recognize there is work to be done.

In response to the Auditor General's Report the Red Deer Advocate ran a story that included the following quote from the Board Chair:

*"Olds College takes the Auditor General's report very seriously. We appreciate the Auditor General's recognition of the positive steps we've already taken, and we are working closely with their office to address the outstanding recommendations and further improve our financial reporting processes and controls."*

5.3.1.3 Plan to Address 2022/23 Audit Recommendations

S. Hayes advised that steady progress is being made to address the outstanding audit recommendations, noting that the CFO has identified recommendations that are ready for testing in the 2025 audit process.

The Audit and Finance Committee recognizes that it will take time and consistent effort to demonstrate improvement on audit results. The Board expressed a firm commitment to ensuring the resources are available to achieve long term results. Administration is similarly committed to rebuilding the internal culture and processes toward sustainable improvement.

5.3.1.3.1 CyberSecurity

The Board was provided with information regarding steps being taken to address CyberSecurity organizational risk. Development of a CyberSecurity response plan is well underway with a final version anticipated by April 2025. Implementation and staff training will follow in Fall 2025.

*A MOTION was made by C. Copithorne-Barnes to move the meeting in-camera.*

**MOTION CARRIED**

*A MOTION was made by BR Pirri to return to Open Session.*

**MOTION CARRIED**

5.3.3 Cash Flow Analysis

The CFO reviewed the three month cash flow projection which demonstrates a significant improvement in cash position year over year. Cash Flow will continue to be monitored for any pressures on the liquidity of the College to avoid previous fiscal concerns. The CFO advised that there are no specific concerns with liquidity at this time.

5.3.4 Request to Utilize Reserves

The CFO advised the Board that the Ministry of Advanced Education has communicated an opportunity to apply for utilization of up to 15% of current reserves for one time expenses. The request must be submitted by the end of March. The recommendation of the CFO is that the Board approve utilization of 15% of reserves for the purposes as outlined. If the reserves are not fully utilized for the proposed purposes, any redirection of the funds will be brought to the Board for consideration of approval.

*A MOTION was made by S. Hayes that the Board support the recommendation of the Audit and Finance Committee and approve submission of the request to utilize reserves for the proposed purposes to the Ministry for consideration of approval.*

**MOTION CARRIED**

5.3.5 2025-26 Board Operating Budget - draft

The Board reviewed the draft 2025-26 Board Operating Budget. Members were encouraged to provide any feedback to the Board Secretary cc'ing the full Board prior to the April 10, 2025 Audit and Finance Committee meeting. The Committee will deliberate further and submit an operating budget for Board consideration of approval at the May Board of Governors meeting.

A MOTION was made by M. Bauer that the Board defer the 2025/26 Operating Budget approval to the May Board of Governors meeting.

**MOTION CARRIED**

A MOTION was made by D. Thompson that the Board of Governors receive the Audit and Finance Committee report as information.

**MOTION CARRIED**

#### **5.4 GOVERNANCE MODEL COMMITTEE**

**5.4.1 Financial Planning Oversight - second reading**

A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve second reading of the Financial Oversight policy as presented.

**MOTION CARRIED**

**5.4.2 Enterprise Risk Oversight - second reading**

A MOTION was made by S. Hayes that the Board of Governors approve second reading of the Enterprise Risk Oversight policy as presented.

**MOTION CARRIED**

**5.4.3 Asset Protection Oversight - second reading**

A MOTION was made by BR Pirri that the Board of Governors approve second reading of the Asset Protection Oversight policy as presented.

**MOTION CARRIED**

**5.4.4 Organizational Culture Oversight - first reading**

A MOTION was made by M. Bauer that the Board of Governors approve first reading of the Organizational Culture Oversight policy as presented.

**MOTION CARRIED**

**5.4.5 Treatment of Employees and Volunteers - first reading**

A MOTION was made by C. Copithorne-Barnes that the Board of Governors approve first reading of the Treatment of Employees policy as presented with direction to the Committee to consider how to incorporate volunteers into the policy before it is presented for second reading.

**MOTION CARRIED**

**5.4.6 Governance Succession Planning - first reading**

A MOTION was made by M. Hamilton that the Board of Governors approve first reading of the Governance Succession Planning policy as presented.

**MOTION CARRIED**

**5.4.7 Policies for Rescindment:**

EL-10 Investments

A MOTION was made by R. Atta that the Board support the recommendation of the Governance Model Committee and rescind Policy EL-10 to be replaced by Policy BO-4 Investments approved by the Board on February 27, 2025.

**MOTION CARRIED**

#### **5.5 POLICY REVIEW COMMITTEE**

**5.5.1 Major Co-Investment Partnership Oversight - second reading**

A MOTION was made by BR Pirri that the Board of Governors approve second reading of the Major Co-Investment Partnership Oversight policy as presented.

**MOTION CARRIED**

**5.5.2 Capital Projects Oversight - second reading**

A MOTION was made by S. Hayes that the Board of Governors approve second reading of the Requests to the Ministry and Capital Projects Oversight policy as presented.

**MOTION CARRIED**

**5.5.3 Major Business Relationship Development Oversight - second reading**

A MOTION was made by A. Dau that the Board of Governors approve second reading of the Major Business Relationship Development Oversight policy as presented.

**MOTION CARRIED**

**5.5.4 Learning Environment - first reading**

A MOTION was made by R. Atta that the Board of Governors approve first reading of the Learning Environment policy as presented.

**MOTION CARRIED**

- 5.5.5 Investment in Governance - first reading  
*A MOTION was made by A. Kaur Khambha that the Board of Governors approve first reading of the Investment in Governance policy as presented.*  
**MOTION CARRIED**
- 5.5.6 Monitoring Organizational Performance - first reading  
*A MOTION was made by A. Kemmere that the Board of Governors approve first reading of the Monitoring Organizational Performance policy as presented.*  
**MOTION CARRIED**
- 5.5.7 Policies for Rescindment:  
GP-7.4 Policy Review Committee Terms of Reference  
*A MOTION was made by A. Dau that the Board support the recommendation of the Policy Review Committee and rescind Policy GP-7.4 to be replaced by Policy BG-16 Policy Review Committee Terms of Reference approved by the Board on February 27, 2025.*  
**MOTION CARRIED**

**EL-4 Financial Condition & Activities**

*A MOTION was made by S. Hayes that the Board support the recommendation of the Policy Review Committee and rescind Policy EL-4 to be replaced by Policy BO-4 Financial Condition & Activities approved by the Board on February 27, 2025.*  
**MOTION CARRIED**

**6. BOARD EDUCATION - external**

**6.1 INDUSTRY ADVISORY PRESENTATION:**

Vanessa George representing Animal Health Programs

- 6.1.1 Presentation  
V. George joined the meeting to provide the Industry Advisory Committee report for Animal Health Programs. Significant challenges within the industry include growing demand for veterinary services while facing ongoing workforce shortages, rising cost of veterinary services and economic uncertainty and increased use of emerging technology and practices. The increased scope of practice for Registered Veterinary Technicians (RVT) represents an opportunity as it allows for increased access to veterinary care through the ability for RVTs to become independent business owners. Workforce shortages and underutilization of RVT skills represent threats to the industry. Olds College can make a contribution by continuing meaningful engagement with the veterinary profession in producing workforce-ready graduates with strong technical and soft skills.

*A MOTION was made by T. Gardner to receive the Industry Advisory Committee presentation as information.*

**MOTION CARRIED**

**MOTION TO MOVE IN-CAMERA**

*A MOTION was made by A. Dau to move the meeting in-camera.*

**MOTION CARRIED**

**MOTION TO MOVE OUT OF IN-CAMERA**

*A MOTION was made by A. Kaur Khambha to return to Open Session.*

**MOTION CARRIED**

**8. BOARD EDUCATION - internal**

**8.1 TOUR OF TRADES BUILDING**

**9. OVERSIGHT**

**9.1 REPORTS**

- 9.1.1 Recruitment Report  
P. Mal presented the Recruitment Report to the Board. Within a highly competitive environment, the Recruitment Department is working to develop initiatives and tactics to drive both domestic and international enrolment.

The Board expressed appreciation for the report and requested that future reporting incorporate program specific details with respect to applications and admits.



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

**MOTION CARRIED**

**9.1.2 Student Complaints & Investigations**

P. Mal presented the Student Complaints & Investigations Report to the Board. The College takes student complaints seriously and over the past five years has developed a strong policy framework to guide the response with a goal to create a safe and supportive culture for students.

The Board requested that the report be updated to incorporate data for major areas of complaint for presentation at the May Board meeting.

*A MOTION was made by A. Dau that the Board of Governors receive the Student Complaints & Investigations Report as information and that the report be updated to incorporate data for major areas of complaint for presentation at the May Board meeting.*

**MOTION CARRIED**

**9.1.3 Facilities Report**

P. Mal presented the Facilities Report to the Board which included a brief update on priorities relating to campus facility maintenance and renewal. \$2.2M has been received by the College through the Campus Maintenance and Renewal (CMR) Grant which will be utilized to address the 2025-26 priorities as outlined in the report.

*A MOTION was made by C. Copithorne-Barnes that the Board of Governors receive the Facilities Report as information.*

**MOTION CARRIED**

S. Hayes left the meeting due to conflict of interest.

**9.1.4 Fundraising Report**

T. Ormann presented the Fundraising Report to the Board. With the Development Team in place, potential donors, tactics and processes are being identified. Conversations with prospective donors are under way.

*A MOTION was made by C. Copithorne-Barnes that the Board of Governors receive the Fundraising Report as information.*

**MOTION CARRIED**

**10. OPERATIONAL ACTIVITY REPORTS**

**10.1 PRESIDENT'S REPORT**

No questions or comments arose from the President's Report included in the agenda package.

*A MOTION was made by T. Gardner that the Board of Governors receive the President's Report as information.*

**MOTION CARRIED**

**10.1.1 2025 Strategic Plan - draft**

The Board reviewed the most recent draft of the Strategic Plan as provided by Berlin Communications, noting that the design work and a communications plan are still to be completed.

Board members noted that the verbiage following the President and Board Chair's message would be better placed at the end of the document so that the actual strategy is more at the forefront. Further, it was noted that the uniqueness of Olds College is not demonstrated within the plan. Members were asked to articulate their feedback in an email to the Board Secretary so that it can be provided to Berlin Communications for consideration. While there was initial concern that the breadth of programming at Olds College is not well articulated, it was agreed that the broad statement within the "Definition of Agriculture" sufficiently addresses this concern.

*A MOTION was made by A. Kaur Khambha that the Board receive the draft Strategic Plan with feedback to be provided to the Board Secretary.*

**MOTION CARRIED**

## 10.2 INTERNAL REPORTS

### 10.2.1 SAOC Report

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

- The SAOC is forming an Advocacy Task Force Committee to perform an environmental scan of services available to students through their student associations. The report is anticipated to be complete by the end of April and will inform internal improvements to the SAOC as well as advocacy to the institution and community.
- The Alberta Students' Executive Counsel (ASEC) released an open letter to the Ministry of Advanced Education regarding the restoration of operational grant funding.
- The SAOC created and submitted a proposal for a new Food Service Outlet in the new Trades Building.
- The SAOC Hosted their Annual General Meeting on March 11, 2025.
- In response to program intake suspensions, the SAOC released a statement expressing their sympathy for those impacted and providing resources to students to manage any stress or anxiety surrounding the announcements.
- The SAOC completed an EDI Assessment which provided valuable insights into member demographics, priorities and perception of EDI within the organization. The SAOC is developing an implementation plan based on recommendations within the assessment.
- Executive Council elections have been successfully completed with record participation by students.
- The SAOC has introduced the VP, Advocacy as a new Executive Council position. This position will replace the VP, Communications which will now be a paid position within the SAOC.

*A MOTION was made by A. Kaur Khambha that the Board of Governors receive the SAOC Report as information.*

*MOTION CARRIED*

## 11. NICE TO KNOW INFORMATION

### 11.1 EVENTS AND HAPPENINGS

### 11.2 OLDS COLLEGE NEWS

11.2.1 Broncos Men's Volleyball Travels to Quebec

11.2.2 Over \$95 Million Awarded for Lab to Market Grants

11.2.3 Tree Removal Begins for W.J. Elliott (Trades) Building Renovation

11.2.4 Olds College Welcomes Al Kemmere as Board Chair

11.2.5 Exciting Times Ahead for Olds College Animal Health Programs

11.2.6 Olds College Announces Program Intake Suspensions

11.2.7 Olds College Student Restores Tractor as Part of Hands-On Learning

11.2.8 Olds College Launches New Environmental Science & Technology Diploma Program

11.2.9 Olds College Students Set to Compete at Alberta Deans of Business Case Competition

11.2.10 Leona Staples AFSC Award

11.2.11 Red Deer Advocate News Item

### 11.3 BOARD CORRESPONDENCE

#### 11.3.1 Agriculture Education Grants

*A MOTION was made by A. Dau that the Board of Governors receive items 11.1, 11.2 and 11.3 as information.*

*MOTION CARRIED*

## BOARD MEMBER COMMENT SHEET

## BOARD SELF-EVALUATION

## 12. ROUNDTABLE

## ADMINISTRATION TO LEAVE THE MEETING UNLESS NEEDED FOR IN-CAMERA ITEMS

### **MOTION TO MOVE IN-CAMERA**

A MOTION was made by R. Atta to move the meeting in-camera.

MOTION CARRIED

### **MOTION TO MOVE OUT OF IN-CAMERA**

A MOTION was made by C. Copithorne-Barnes to return to Open Session.

MOTION CARRIED

### **14. MOTIONS OUT OF IN-CAMERA**

#### **14.1 HONORARY DEGREE**

A MOTION was made by T. Gardner that the Board of Governors support the recommendation of the Executive Leadership Team and approve the recipient of the 2025 Honorary Degree as presented and further that this information be embargoed until publicly announced in conjunction with the 2025 Convocation Ceremony.

MOTION CARRIED

### **MOTION TO MOVE INTO SPECIAL IN CAMERA SESSION**

A MOTION was made by BR Pirri to move the meeting into special in-camera.

MOTION CARRIED

### **MOTION TO MOVE OUT OF SPECIAL IN CAMERA SESSION**

A MOTION was made by T. Gardner to return to Open Session.

MOTION CARRIED

### **15. MOTIONS OUT OF SPECIAL IN-CAMERA SESSION**

- 15.1** A MOTION was made by A. Kemmere that the Board approve the preferred process for President recruitment and empower the Board Chair and Vice Chair to move forward with next steps.

MOTION CARRIED

### **16. ADJOURNMENT**

The meeting was declared adjourned at 4:50 p.m.



Al Kemmere  
Board Chair



Debbie Thompson  
Interim President