



**Board of Governors**  
**Public Meeting**  
October 30, 2024  
4:00 p.m. – 7:00 p.m.  
Governors Boardroom/Teams  
**Minutes**

*We respectfully acknowledge that we are on Treaty No. 8 Territory, the ancestral and traditional territory of the Cree, Dene, and Métis, peoples.*

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**Distribution**

In Attendance:

**Board of Governors:**

Don Scott, Chair  
Andrew Rosser, 1<sup>st</sup> Vice Chair, Public Member  
Joe MacNeil, Public Member (Regrets)  
Kim Farwell, Public Member  
Adele Thomson, Public Member  
Kalpesh Patel, Public Member (Regrets)  
Chief Raymond Powder, Public Member  
Dr. Nermin Zukic, Academic Staff (Regrets)  
Kathleen Brennan, CUPE Representative  
Chioma Igbokei, Student Representative  
Marc Vergara, Student Representative  
Sandra Efu, Interim President & CEO

**Administration:**

Murray Walford, Vice President Corporate Services & CFO  
Chantal Beaver, Associate Vice President, Public Engagement  
Deni Ruiz, Associate Director, People & Culture  
Terri Turner (RS)

**Guest:**

Susie Bowles, Associate Vice President, Student Experience & Registrar  
Sunil Choudhary, Public Community attendee  
Tim Mitchell, Legal Counsel

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**1. Call to Order** (D. Scott, Chair)

D. Scott, Board Chair, called the Public Board of Governors meeting to order at called the meeting to order at 4:06 p.m.

**2. Declaration** (All)

- Declaration of Conflict of Interest
  - There was no declaration of conflict of interest.

- Declaration of Fraud & Irregularities
  - There was no declaration of Fraud or irregularities

**3. Adoption of Consent Agenda (D. Scott)**

**Motion:** “THAT, the Consent Agenda for the October 30, 2024 meeting of the Board of Governors be approved as presented/amended.”

**Moved by K. Farwell** and seconded by A. Thomson “**that**, the Consent Agenda for the October 30, 2024 meeting of the Board of Governors be approved as presented.”

**Carried Unanimously**

**4. Adoption of Regular Agenda (D. Scott)**

**Motion:** “THAT, the Regular Agenda for the October 30, 2024, meeting of the Board of Governors be approved as presented/amended.”

**Moved by K. Farwell** and seconded by A. Thomson “**that** the Regular Agenda for the October 30, 2024 meeting of the Board of Governors be approved as amended.”

**Carried Unanimously**

**5. Board Executive Committee Update (D. Scott)**

**5.1 Strategic Plan (SP) Annual Update (S. Efu)**

- S. Efu referred to the pre-read, which provides an update on the college initiatives and progress to date; there is still work to be completed to achieve some of our goals

**5.2 Strategic Plan Options (S. Efu)**

- S. Efu referred to the pre-read, noting that the executives recommend extending the SP to 2027
- K. Farwell asked about the risks
- S. Efu noted that there were two primary concerns: one is providing quality programs, and the second is sustainability to support the institution into the future, particularly with recent IRCC announcements
- S. Efu provided information about the financial aspects
- A. Thomson asked how our decisions on our land will impact the SP
- S. Efu noted that the disposal of the land is one option, but we are considering other options just in case we cannot sell. Selling the land will provide us with funds to address some of the gaps in the long-range plan
- The Board of Governors supports extending the SP

**Motion:** “THAT the Board of Governors approves the recommendation to extend the current strategic plan to 2027 as presented.”

**Moved by K. Farwell** and seconded by A. Thomson “**that**, the Board of Governors approves the recommendation to extend the current strategic plan to 2027 as presented.”

**Carried Unanimously**

**5.3 What’s in a name (S. Efu)**

- S. Efu reviewed the BN
- C. Beaver reviewed the history of the name Keyano and the process by which this name was originally chosen

- C. Beaver noted that the response from the community was to keep the name Keyano but incorporate the meaning of the word “Keyano” in the logo
- C. Beaver noted that the college is currently working on the branding exercise; the plan is that we will be ready once the order in council is provided for us to be redesignated as a polytechnic.

#### 5.4 Confidence line (S. Efu)

- S. Efu noted that in recent years, we did not have a safe avenue for staff and contractors to disclose information; the ConfidenceLine will alleviate this problem
- S. Efu noted this was officially launched on October 25, 2024; it is now on our website, and this has been communicated to all staff

#### 5.5 Annual Report (C. Beaver)

- C. Beaver highlighted that the government of Alberta provided us with a new template, they are requiring a submission of a spreadsheet. However, we are still going to roll out the public-facing report as we did in the past
- M. Walford noted that once the BOG approves this in November, then the auditors will review
- C. Beaver requested feedback to be provided to T. Turner by the end of next week

### 6. Governance & HR (A. Thomson)

#### 6.1 Update

- Matrix
  - A. Thomson noted that the Matrix was submitted to the government; however, we did get fewer responses than anticipated,
  - A. Thomson noted that the Matrix is an analysis of your skill, providing an overview of the make-up of the board; this helps guide new appointments, filling the gaps within our diverse skill set
  - A. Thomson noted that the government has reached out to let us know they are in the process of appointing new board members
- Board Cheer
  - A. Thomson noted that Board Cheer will be on Dec 5, 2024, from 4 to 6 pm, and T. Turner has sent the calendar invites
- Bylaws and Policies
  - A. Thomson noted that the committee had a first review of the BOG policies and bylaws; they will be brought back to the committee in November to allow the members time to review them before they are brought to the BOG for approval
  - A. Thomson noted that the Action Log was reviewed; we are looking at critical items such as ensuring the bylaws and policies for legislative compliance, including the remuneration of the board piece, as discussed last year

### 7. Finance & Audit (K. Farwell)

#### 7.1 Finance & Audit Update (September & October)

- Auditor General’s Report to the Audit Committee
- K. Farwell referred to the pre-read and noted that representatives from the Office of the Auditor General and MNP discussed the audit of the College at the last Finance & Audit meeting, and they will be providing a clean audit opinion
- K. Farwell provided an overview of our investment strategies; our rate of return was just over 11 %

- K. Farwell provided an overview of the college's yearly capital priorities submission; we should know by February if they were approved; if we do not get funding, then we will investigate other avenues
- K. Farwell reviewed the IMA agreement, noting there were no changes to the funding matrix, but we want to change the international enrollment target (this is not subject to funding adjustments); this will be reported to the government
- K. Farwell noted that the college will be starting the tabletop exercise in November, then the Auditor General will conduct a review to determine if the concerns they expressed last year were addressed
- K. Farwell reviewed the risk with regard to the challenges around international students; the risk may be greater next year; therefore, we will need a robust plan to mitigate
- C. Igbokei asked if this is for the students already here or the students planning to attend the college
- K. Farwell noted this is referring to the students planning to attend, not the students already enrolled
- K. Farwell reviewed risk mitigation and discussed the transfer of funds from the Accumulated Surplus from Operations to the Internally Restricted Surplus
- S. Efu discussed college retention, sustainability, and planning with the infrastructure the college currently has

## 7.2 Audited Financial Statements

- M. Walford referred to the BN, noting that after the BOG approves the statements, they are sent to the Auditor for review and approval by the Auditor General
- M. Vergara asked if we could look at payment plans for the students
- S. Efu noted that the student association reached out to initiate a payment plan; however, the challenge is that many students did not follow the plan in the past, which posed a financial risk for the college. The college leadership and the SAKC will continue to have discussions and explore other ways to support students

**Motion:** "THAT the Board of Governors approves the 2023-2024 Audited Financial Statements."

**Moved by R. Powder** and seconded by A. Thomson "that, the Board of Governors approves the 2023-2024 Audited Financial Statements."

**Carried Unanimously**

## 7.3 Internally Restricted Surplus

- K. Farwell noted this was discussed above

**Motion:** "THAT the Board of Governors, in accordance with the direction as per its May 2022 motion, approves the transfer of \$7,557,533 from the Accumulated Surplus from Operations to the Internally Restricted Surplus."

**Moved by K. Brennan** and seconded by R. Powder "that, the Board of Governors, in accordance with the direction as per its May 2022 motion, approves the transfer of \$7,557,533 from the Accumulated Surplus from Operations to the Internally Restricted Surplus."

**Carried Unanimously**

#### 7.4 Major Ancillary Properties - Fort Chipewyan/Saline Creek/Home Hardware

- M. Walford referred to the BN and provided some highlights, noting he and Sandra met with the DM of Infrastructure, and he now has clarity on Bill 13
- M. Walford noted that with regards to Fort Chipewyan, we will need to go back to the RMWB for approval as they have a caveat, then back to infrastructure
- A. Thomson asked that if we sell, will there be a caveat to keep it as a school
- M. Walford said it is uncertain if a caveat will be applied
- S. Efu noted that the DM wanted an agreement in writing about the use of the property and the availability of funds to the purchaser to purchase the property
- Discussion ensued regarding the use of the property and opportunities

A. Rosser joined the meeting at 5:18 p.m.

- M. Walford noted that Saline Creek was transferred to us to develop and sell; the original intent was to benefit from the sale; the Ministry of Infrastructure requested the history; we can prove the intent, but we will likely have to consult with the town
- M. Walford suggested we delay Sparrowhawk as we may need to get permission from the Ministry of Infrastructure
- K. Farwell suggested that we add the condition to the motion, thus allowing the college to move forward with the sale once permission is granted

**Motion:** “THAT the Board of Governors approve the recommendation that the Sparrowhawk Condominiums be listed for sale, one at a time, with the condition that we receive permission from the Ministry of Infrastructure.”

**Moved by A. Thomson** and seconded by A. Rosser “that, the Board of Governors approve the recommendation that the Sparrowhawk Condominiums be listed for sale, one at a time with the condition that we receive permission from the Ministry of Infrastructure.”

**Carried Unanimously**

#### 7.5 Strategic Enrollment Management Plan -SEM (S. Bowles/S. Efu)

- S. Bowles joined the meeting at 5:25 p.m.
- S. Bowles provided an overview of the pre-read, noting that the goal is to develop activities to influence student enrollment; these activities impact retention, student outcomes, enrolment, and transfers, to name a few
- S. Bowles noted that the SEM committee built a 3-year plan to align with the SP; there are a lot of internal and external implication that allows us to be more strategic; this is reviewed annually to make any adjustment
- A. Thomson asked if there was forward planning with adjustments annually,
- S. Bowles noted it will be reviewed in the Spring
- C. Igbokei asked about the student experience section
- S. Bowles noted that it includes items that a new student needs to be successful, ensuring that supports are available even before a student arrives at the college
- A. Rosser asked if we are developing programs that align with the industry's needs

- S. Efu noted that we are hosting several round tables with community partners (Chamber, both school boards, and the social profit sector) to discuss community needs and determine how our programming aligns
- S. Efu noted that she will provide the BOG with a report in November

#### 7.6 Trades, Technology & Innovation- Business Case -Information Only (S. Efu/ M. Walford)

- S. Efu noted that the pre-read (titled The Keyano Innovation for Trades and Technology Project) is the business case that is tied to our request to become a polytechnic
- S. Efu provided background and an overview, noting that she and D. Scott have met with a few ministers to discuss the request
- K. Brennan asked about the planning in relation to support service for programming
- S. Efu noted that from a budget standpoint, the college considers this, but the submission to the government is focused on specific strategic items
- S. Efu noted that the business case has already been submitted to the government

### 8. Academic & Student Services Update

9. K. Brennan, C. Igbokei, and M. Vergara left the meeting at 6:10 p.m.

#### In-Camera

**Motion:** “THAT, the Board of Governors move in-camera.”

**Moved by K. Farwell** and seconded by A. Thomson “**that**, the Board of Governors move in-camera.”

**Carried Unanimously**

#### 9.1 Comprehensive update (Public Members Only)

Executives and the recording secretary left the meeting at 6:48 p.m.

Executives and the recording secretary returned at 7:08 p.m.

S. Bowles joined the meeting at 7:18 p.m.

**Motion:** “THAT, the Board of Governors conclude the in-camera discussion.”

**Moved by K. Farwell** and seconded by A. Thomson “**that**, the Board of Governors conclude the in-camera discussion.”

**Carried Unanimously**

### 10. Adjournment

There being no further business, **moved by K. Farwell** and seconded by A. Thomson “that the meeting of the Board of Governors be adjourned at 7:43 p.m.”

**Carried Unanimously**