

# ***GROWING 2025***

*Olds College  
Strategic Plan*

Updated June 2021



EST. 1913

**OLDS COLLEGE**

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# ***SOCIAL PURPOSE***

*“Transforming  
agriculture  
for a better world.”*

At Olds College this is our social purpose. Everything we do at Olds College is done to advance all aspects of the agriculture and agri-food industry. By transforming the agriculture and agri-food industry, we will make the world a better place. All of our programs and actions align to our social purpose. It is the why behind everything we do.

Our mission is to ensure Alberta's agriculture community has the talent, knowledge, and thought leadership to lead globally.

**ag·ri·cul·ture** // *the science, art or practice of cultivating the soil, producing crops, and raising livestock and in various degrees the preparation and marketing of the resulting products.*

**Agriculture (2021) definition from [www.merriam-webster.com/dictionary/agriculture](http://www.merriam-webster.com/dictionary/agriculture).**

**sma·rt ag·ri·cul·ture** // *utilizing technology and data to make science and evidence based management decisions to improve overall productivity, profitability, and sustainability of agricultural production.*

**Smart Agriculture (2021) definition from Olds College.**

# MESSAGE FROM THE PRESIDENT

*At Olds College we believe that agriculture is a key industry to our country's success.*

It is served by a breadth of disciplines and Olds College has an important role to play in advancing the education, skills development and innovation required. This is consistent with our Provincial Mandate of being a college focused on agriculture and related fields within the province of Alberta and is supported by our social purpose of *transforming agriculture for a better world*. Our Strategic Plan articulates that purpose and the drivers that enable our focus toward achieving it.

When we set out to create our seven-year strategic plan in 2018, we knew that it would provide a clear direction for Olds College. The response we have seen both internally and externally to our strategic plan has been incredible.

Internally, it has given us a razor sharp focus and a clear sense of identity. All of the great work that is done by the Olds College team is directly tied to supporting our strategic drivers. Through internal collaboration we have seen a year over year increase in applications to our credit programs and a 100 percent increase in student involvement in applied research.

We have launched the Olds College Smart Farm, the Smart Ag Innovation Centre and the Werklund School of Agriculture Technology, along with new credentials in agriculture technology, and expanded capacity in several programs. We have also announced two new dynamic learning spaces on campus, the Ag Tech Learning Hub scheduled to open in fall 2022 and the Animal Health Education Centre that will be ready for fall 2023.

Our dedicated team of faculty and staff have created exceptional work integrated learning opportunities providing our students access to a hands-on, high-tech education. One of the statistics that we are most proud of is that in our 2020 student survey, 96 percent of students said they would recommend Olds College to a friend.

Externally we have seen great interest in our strategic plan from industry, government and fellow post-secondary institutions; interest that has translated into more than 140 external partnerships with industry, donors, research agencies and other post-secondary institutions.

During the initial development of our strategic plan in 2018, internal and external stakeholders were consulted. Each strategic driver was created to align and support Alberta's Adult Learning System Principles. In 2021, internal consultation sessions were held to review and update our strategic plan. During these sessions, it became clear that significant progress has been made in moving the College forward, and that our strategic plan Growing 2025 is more relevant than ever. During the update process, we also worked to align each driver to the goals outlined in the Ministry of Advanced Education's Alberta 2030: Building Skills for Jobs report.

Looking forward, Olds College is committed to continuing the momentum that our Strategic Plan has created. To continue to work together to grow our programming, applied research and partnerships to create an innovative learning environment centered around collaboration between our students, lifelong learners and the agriculture and technology industries. By doing so we are ensuring that our learning environments and programming support the development of a highly skilled and relevant workforce for Alberta, Canada and across the globe. A workforce that will help us transform agriculture for a better world.

*I invite  
you to join  
us on the  
path to  
continue to  
grow Olds  
College.*



Stuart Cullum, President  
Olds College

# PROGRESS TO DATE

(at June 30, 2021)



Enrollment has increased 12% (compared to 2017/2018).



The establishment of the Werklund School of Agriculture Technology, which now includes 6 academic programs.



Annual applied research now exceeds \$6 million.



55% increase in farmland (total of 2,800 acres) since the launch of the Smart Farm in 2018.



96% Students would recommend Olds College to a friend.



Over \$30 million in funding approved and raised for the development of and expansion of student learning and applied research facilities, including the Ag-Tech Learning Hub, Animal Health Education Centre and the completion of the Smart Ag Innovation Centre.



Olds College is implementing our Indigenous Strategy and signed the CICan Indigenous Education Protocol.



Applied Research grants and funding in excess of \$23 million.



More than 140 external industry partners, donors, research agencies and PSI's.



100% increase in student participation in applied research activities.



More than \$74 million in earned revenue and investment.



50% of academic programs have increased capacity.



Two new ag-tech credentials approved and launched.



Established the Olds College Equity, Diversity and Inclusion committee made up of Olds College employees and students.





# LANDSCAPE AND DESTINATION 2025

At Olds College we recognize that the world is changing. Global demand for food production is increasing as populations around the world continue to grow.

*The United Nations estimates that the world needs to produce at least 50% more food to feed 9 billion people by 2050.*

At home, Canada is the fifth largest exporter of agricultural and agri-food products. According to the Canadian Agri-Food Trade Alliance, Canada exports \$56 billion a year in agricultural and agri-food products. Approximately half of everything we produce is exported as either primary commodities or processed food and beverage products.

In Alberta, the agriculture industry is the third largest exporter of agri-food products in Canada. As Alberta looks to diversify our economy from the highs and lows of the energy sector, there is increased focus to support and develop the agriculture industry. This growth will be supported by the growing labour force, as a result of the population projection that Alberta will see. The Government of Alberta projects we will add close to 1.8 million residents over the next 25 years, 47% will be from international migration.

At Olds College, we see global market demand for agriculture and related products and services increasing. With this increased demand comes the requirement for the agriculture industry to produce more food using less resources. To do this, we must be part of the solution to develop practices that optimize technology and science to increase the quality and quantity of agricultural production.



*We see a world that benefits from our innovations.*

A world that is focused on sharing knowledge on new agriculture practices and technology to end hunger and achieve food security for all countries. A world that is working together to promote sustainable agriculture.

*We see an agriculture industry that can compete on a global scale.*

An industry that is known for sustainable management of resources and innovative production that allows us to produce more, using less.

*We see an economy in Alberta that is better leveraging its agriculture industry.*

An industry that will generate dynamic new opportunities for our workforce as value-added jobs are created and stay right here in Alberta; employing more Albertans and creating enhanced productivity.

*We see a student experience at Olds College that is uniquely our own: an experience that is hands on with 21<sup>st</sup> century technology.*

A student experience that provides lifelong learners with access to the latest technology and ideas.

The College must continue to develop and push into the world of agriculture technology and smart agriculture practices. The Olds College Strategic Plan provides the roadmap for us to clearly see our path forward and continue to be a leader in the agriculture sector. We will continue to be connected to the family farm and industry, but in a 21<sup>st</sup> century way.

Our strategy is ambitious. We recognize the need for the College to stay relevant. To respond to new technology, global demand, growing populations and the needs of our students and life-long learners. We know that in order to be successful we must grow, and continue to evolve in a way that supports our province, our economy, and our learners.

*We know that  
by working together,  
we can transform  
agriculture for  
a better world.*



# ***OLDS COLLEGE 2025 STRATEGIC DRIVERS***

*Driver 1*

***BE A COLLEGE KNOWN FOR ACADEMIC  
EXCELLENCE AND STUDENT SUCCESS.***

*Driver 2*

***ACHIEVE 2,000 FULL LOAD EQUIVALENTS (FLE'S)  
AND INCREASE NON-FLE ENROLMENT BY 50%.***

*Driver 3*

***INCREASE APPLIED RESEARCH ACTIVITY TO \$10 MILLION  
OR GREATER ANNUALLY.***

*Driver 4*

***BE A LEADER IN SMART AGRICULTURE.***

*Driver 5*

***INCREASE EARNED REVENUE/INVESTMENT  
BY \$100 MILLION.***

*Driver 6*

***BE RECOGNIZED AS AN EMPLOYER OF CHOICE.***

*Driver 7*

***BE A SMART AND SUSTAINABLE CAMPUS.***

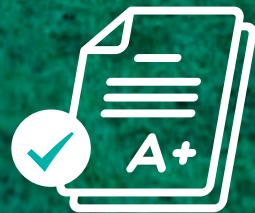






*Strategic Driver #1*

***BE A COLLEGE KNOWN  
FOR ACADEMIC  
EXCELLENCE AND  
STUDENT SUCCESS.***



## ***OBJECTIVES TO GUIDE US***

- Students are successful in completing their programs and transitioning to the workforce.
- Students have the opportunity to engage in Work Integrated Learning.
- Students are supported by academic and wellness services.
- Recognition and respect for gender equity, diversity and inclusion.
- Our pedagogy is responsive to the evolving needs of learners.
- Every student is equitably engaged and supported by effective systems, spaces, and policies that are connected to the information they need, their purpose and career path.
- Our programs and course content are relevant to the evolving needs of industry.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Develop and track completion and employment outcome data.
- Create an environment that enables students to thrive through inclusive learning, applied research, and campus community.
- Hire a Work Integrated Learning (WIL) Coordinator to support the increasing demand and operational process that will be needed to ensure WIL is successful.
- Develop a Work Integrated Learning Framework to assist in increasing the application of Work Integrated Learning into our programs.
- Implement the action plan for our Indigenous Strategy.
- Enhance learning with the support of the Teaching & Learning Centre of Innovation.
- Implement an engagement framework to ensure that the College supports and delivers an inclusive and meaningful student experience.
- All students have access to a broad range of extracurricular activities recognized by a Co-Curricular Record (CCR) program.
- Leverage a comprehensive development, review and maintenance framework for courses and programs.

## ***WHAT SUCCESS LOOKS LIKE***

- Greater than 80% of students agree or strongly agree that Olds College campus environment supports their mental health.
- 90% of instructional staff participate in pedagogy-related professional development each year.
- 92% of students would recommend Olds College to a friend.
- 40% of students create a co-curricular record.
- Increase Indigenous learner satisfaction.
- 80% of our programs will include a Work Integrated Learning opportunity that is available to students.
- 100% of Program Curriculum Committees and Industry Advisory Committees are in operation.
- Increase student completion by 2%.



A photograph of two men in blue life jackets on a river. The man on the left is smiling and holding a wooden paddle. The man on the right is seen from the back, also in a life jacket. The background is a blurred green riverbank.

*Strategic Driver #2*

**ACHIEVE 2,000  
FULL LOAD EQUIVALENTS  
(FLE'S) AND  
INCREASE NON-FLE  
ENROLMENT BY 50%.**





## ***OBJECTIVES TO GUIDE US***

- Increase available seats of a minimum of five existing credit programs by 50%.
- Develop and maintain a total of 30 credit programs.
- Increase Continuing Education and Corporate Training enrolment by 100%.
- Expand dual credit programming to 65 FLEs annually. We will serve 325 students through dual credit each year.
- International students comprise 10% of credit enrolment.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Develop and implement an International Enrolment Plan.
- Implement an integrated brand, recruitment and marketing plan with a focus on program expansion and seat efficiency.
- Utilize and maintain a Strategic Enrollment Management (SEM) framework.
- Develop and implement instructional efficiencies.
- Utilize market research and the IDEA Framework to identify new programs (credit and non-credit).
- Implement and maintain a business development plan for Continuing Education and Corporate Training.

## ***WHAT SUCCESS LOOKS LIKE***

- Reduce the direct cost of program delivery per FLE.
- Generate 3,500 applications annually.
- 200 international Full Load Equivalent (FLEs).
- Total number of non-credit registrations exceeds 4,500.
- Achieve 2,000 Full Load Equivalent (FLEs).
- Identify a minimum of 20 prospective programs (credit and non-credit).



*Strategic Driver #3*

**INCREASE APPLIED  
RESEARCH ACTIVITY  
TO \$10 MILLION OR  
GREATER ANNUALLY.**



## ***OBJECTIVES TO GUIDE US***

- Maintain a net cost of 10%.
- Achieve a balance of support to companies of all sizes.
- Build enduring and value-added relationships with industry, public sector, post-secondary institutions and academic stakeholders.
- Achieve 20% of applied research funding from industry and donors.
- 20% of faculty are involved in scholarly activity and applied research.
- Increase integrated student learning experiences through applied research activities.
- Enhance our applied research specialization in agriculture technology.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Elevate the College brand by profiling applied research activity.
- Establish a seed-fund for faculty involvement in applied research.
- Develop and maintain an Olds College Centre for Innovation (OCCI) Business Plan.
- Increase partnerships with post-secondary institutions and industry stakeholders.
- Create cross-campus collaboration with OCCI.
- Continue to build and enhance the Smart Farm and applied research infrastructure.
- Enhance expertise and capabilities related to agriculture technology.

## ***WHAT SUCCESS LOOKS LIKE***

- 100 products or processes developed or improved.
- 300 companies supported by and/or engaged with OCCI.
- 20% of students have an applied research experience.
- Achieve a 3-year rolling average of \$15 million in annual grant and industry solicitations.
- Projects with Small to Medium-sized Enterprises (SME's) account for a minimum of 75% of all applied research projects.
- 15 applications (annually) to the Olds College faculty applied research seed-fund.
- 80% of clients would recommend OCCI to another company.





*Strategic Driver #4*

**BE A LEADER  
IN SMART  
AGRICULTURE.**



## ***OBJECTIVES TO GUIDE US***

- Evolve the Olds College brand centred on agriculture technology.
- Develop and launch new programming in agriculture technology with a minimum of three provincially approved credentials.
- Build and develop 40 new non-credit courses.
- Olds College Faculty are engaged in Smart Ag research.
- Establish the Olds College Smart Ag Ecosystem with strong participation by industry stakeholders and other post-secondary institutions.
- Transformation of the farm into a future-state learning and research environment (Olds College Smart Farm) and integrate learning outcomes across all relevant programming.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Expand the agriculture acres and assets that the Olds College Smart Ag Ecosystem has access to by growing our partnership network.
- Provide smart agriculture professional development opportunities to faculty and staff.
- Build and develop globally-recognized smart ag infrastructure.
- Implement a smart agriculture brand, marketing and communications plan.
- Actively demonstrate and integrate smart agriculture within a student learning environment.
- Integrate resource, capital and College business operating plans with the Smart Farm, smart ag applied research and academic programming.
- Proactively coordinate student learning and faculty integration throughout smart ag research and the Smart Farm.

## ***WHAT SUCCESS LOOKS LIKE***

- Agriculture technology programs launched with three new credentials.
- 50 companies collaborating in the Olds College Smart Farm.
- 100% of Olds College employees undertake smart ag professional development.
- 75% of FLEs engaged on the Olds College Smart Farm.
- 100% of smart ag research projects have faculty involvement.
- Demonstrate increased brand awareness as Canada's Smart Ag College.
- Smart ag international presence is demonstrated through staff, faculty, research, industry and student involvement.





*Strategic Driver #5*

**INCREASE  
EARNED REVENUE/  
INVESTMENT  
BY \$100 MILLION.**





## ***OBJECTIVES TO GUIDE US***

- Increase Conference Services revenue by 60%.
- Continuing Education and Corporate Training will generate \$3.5 million annually.
- Increase international tuition revenue based on 200 international full load equivalent students.
- Secure \$100 million in cumulative investment/donation revenue.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Transform Conference Services delivery model by reviewing space access, products and service delivery.
- Increase offerings, products and services for Continuing Education and Corporate Training.
- Implement an international recruitment, marketing, student success, and partnership plan.
- Identify and invest in new revenue generating opportunities.
- Generate \$150 million in external funding requests.

## ***WHAT SUCCESS LOOKS LIKE***

- Generate \$1.6 million from Conference Services revenue (annual) with a net 10% contribution.
- Achieve a net contribution of 15% from Continuing Education and Corporate Training and contribute at least \$500k.
- Attract 800 international student applications per year and generate \$2.7 million in tuition revenue.
- Generate \$40M in cumulative revenue in support of the Smart Farm.
- Receive 100 donations/investments of 100k and greater.



*Strategic Driver #6*

**BE RECOGNIZED  
AS AN EMPLOYER  
OF CHOICE.**



## ***OBJECTIVES TO GUIDE US***

- Achieve employee engagement consistent with high performing post-secondary institutions.
- Olds College is an inclusive, respectful and healthy workplace.
- Total rewards package is equitable and competitive.
- Enhance the culture of professional and personal development, mentorship and collaboration.
- Our Social Purpose is a defining reason employees select and stay at Olds College.
- Service centre model for Human Resources delivery.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Implement an employee centered Human Resource service model and brand ambassador strategy.
- Maintain a holistic performance management system that includes goals, development and training plans.
- Develop and implement an employee engagement plan and communication strategy.
- Enhance inclusive recruitment, selection, and orientation services.
- Implement flexible and health-promoting workplace practices.
- Conduct bi-annual compensation and employee engagement reviews.
- Strengthen the staff recognition program that acknowledges employee success.

## ***WHAT SUCCESS LOOKS LIKE***

- Recognized as an employer of choice from an external validator.
- Employee engagement and enablement scores greater than 75%.
- Achieve 50th percentile of compensation against comparable employers.
- Reduce time lost due to accident, illness and discretionary absence to less than 3%.
- 20% of College employees are awarded an additional micro-credential certification or designation annually.
- 100% of our staff will participate in the Respect and Inclusion Program.





Ag-Tech Learning Hub

*Strategic Driver #7*

# **BE A SMART AND SUSTAINABLE CAMPUS.**



## ***OBJECTIVES TO GUIDE US***

- Invest \$50 million in upgrading campus facilities to improve sustainability.
- Improve customer service and efficiency through enhanced utilization of Enterprise Resource Planning systems.
- Deploy a campus-wide fully integrated building management system.
- Increase facility energy efficiency by 20%.
- All enterprise and ancillary services are web enabled.

## ***PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES***

- Implement the Campus Master Plan to serve as a comprehensive framework including buildings, infrastructure and land use.
- Invest in energy efficient infrastructure and buildings to lower the annual carbon emissions associated with campus operations.
- Modernize existing building controls with data analytics capability (HVAC, door access, lighting).
- Expand the use of the space utilization platform to include all bookable assets.
- Develop an environmental sustainability action plan.
- Enhance data integration between Enterprise Resource Planning systems.
- Develop an e-commerce strategy and integration plan.

## ***WHAT SUCCESS LOOKS LIKE***

- College enterprise and ancillary business services are available online.
- 80% of systems are integrated.
- 100% of space allocation and bookings are through an integrated space utilization platform.
- Exceed \$50 million in facility development and upgrades.
- 100% of facility development and upgrades include building automation systems.
- New facilities and renovations are designed to LEED standards.



# ALIGNED FOR SUCCESS

*Our strategic drivers have been designed to support the Olds College Board of Governors Ends and the Ministry of Advanced Education's Alberta 2030: Building Skills for Jobs goals.*

**BOARD OF GOVERNORS ENDS POLICY:** The Board of Governors has approved four ends (written policies). The ends provide meaningful results that the College is working to achieve.

**Mega-End:** Alberta's agriculture community has the talent, knowledge and thought leadership to lead globally. This result will be produced in a manner that demonstrates stewardship and sustainability.

**E1** Learners have the relevant, transferable and diverse skills to achieve success and increase the number of qualified people to serve the global economy.

1. Learners are employment ready.
2. Learners have hands-on experience.
3. Learners are connected to industry.
4. Learners have an outstanding and enduring student experience.
5. Learners are equipped for life-long learning.
6. Learners acquire an entrepreneurial mindset.
7. Learners are prepared for next generation agriculture and related industries.

**E2** New knowledge, products and technology are created, demonstrated and transferred to industry and learners.

1. Smart Agriculture applied research solutions are created to address the challenges and opportunities in the value chain.
2. Agriculture industry has the skill sets needed to evolve at the pace of change.
3. Agriculture industry has the conditions necessary to adopt change.

**E3** Alberta Leads in agriculture.

1. The importance and holistic nature of the agriculture industry is recognized as being essential to the preservation and betterment of life.
2. Alberta is a region for agricultural innovation.
  - 2.1 Alberta leads in Smart Agriculture technology.

## **ALBERTA 2030: BUILDING SKILLS FOR JOBS GOALS**

*Improve Access  
and Student  
Experience*

*Develop Skills  
for Jobs*

*Support  
Innovation and  
Commercialization*

*Strengthen  
Internationalization*

*Improve  
Sustainability  
and Affordability*

*Strengthen  
System  
Governance*



STRATEGIC DRIVER	BOARD ENDS	ALBERTA 2030 GOALS
 <p>By 2025 Olds College will be a College known for Academic Excellence and Student Success.</p>	<p><b>E1</b> Learners</p>	<p>Improve Access and Student Experience Develop Skills for Jobs Strengthen System Governance</p>
 <p>By 2025 Olds College will have 2,000 full load equivalents (FLE's) and increase non-FLE enrollment by 50 percent.</p>	<p><b>E1</b> Learners <b>E2</b> New Knowledge, Products and Technology <b>E3</b> Alberta Leads in Agriculture</p>	<p>Improve Access and Student Experience Develop Skills for Jobs Strengthen Internationalization Improve Sustainability and Affordability</p>
 <p>By 2025 Olds College will increase applied research activity to \$10 million or greater annually.</p>	<p><b>E2</b> New Knowledge, Products and Technology <b>E3</b> Alberta Leads in Agriculture</p>	<p>Improve Access and Student Experience Support Innovation and Commercialization Improve Sustainability and Affordability</p>
 <p>By 2025 Olds College will be a leader in smart agriculture.</p>	<p><b>E1</b> Learners <b>E2</b> New Knowledge, Products and Technology <b>E3</b> Alberta Leads in Agriculture</p>	<p>Improve Access and Student Experience Support Innovation and Commercialization Improve Sustainability and Affordability Strengthen System Governance</p>
 <p>By 2025 Olds College will increase earned revenue/investment by \$100 million.</p>	<p><b>E1</b> Learners <b>E2</b> New Knowledge, Products and Technology <b>E3</b> Alberta Leads in Agriculture</p>	<p>Support Innovation and Commercialization Improve Sustainability and Affordability Strengthen System Governance</p>
 <p>By 2025 Olds College will be recognized as an employer of choice.</p>	<p><b>E2</b> New Knowledge, Products and Technology</p>	<p>Improve Access and Student Experience Support Innovation and Commercialization Strengthen System Governance</p>
 <p>By 2025 Olds College will be a Smart and Sustainable Campus.</p>	<p><b>E2</b> New Knowledge, Products and Technology <b>E3</b> Alberta Leads in Agriculture</p>	<p>Improve student experience and access Support Innovation and Commercialization Improve sustainability and Affordability</p>



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