



ANNUAL BUSINESS PLAN

2026 - 27



ical Nurse
rogram

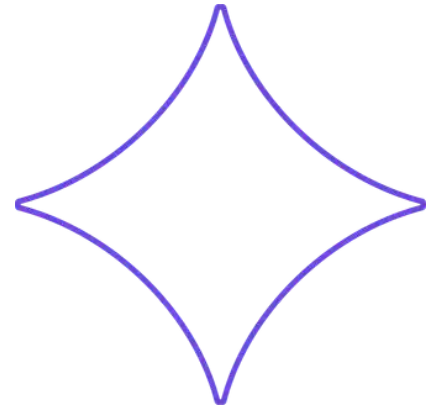
Bow Valley
College

ical Nurse
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Message from the President & CEO



Bow Valley College is delivering on a commitment to transparent and inclusive annual planning. In this document, we provide a roadmap outlining strategic objectives, actionable steps, resource allocation, and budget for the 2026-27 operational year.

The 2025-26 fiscal year was one marked by change and growth at the college as we executed Year 1 objectives of the Launch | Advance | Evolve Strategic Plan. Though it was also a challenging year, collaborative efforts across the college saw us exceed our 10% enrolment growth target in health-related programming, surpass our goal of securing \$1.25M in external funding for health-related applied research, and secure \$5M in funding from the Government of Alberta to begin work on campus expansion. These milestones demonstrate a concerted effort to build on our foundation and the pillars of the strategic plan, demonstrating our ability to provide high-quality and future-oriented education while fostering relationships with our partners.

The 2026-27 fiscal year will continue this work as we aim to secure our future while expanding our impact. This begins with financial stability, including our continued efforts to increase domestic enrolment, generate alternative revenue streams, streamline and reduce operational costs, all while providing excellent graduate employment outcomes. This year will be about truly making ourselves known for the things we do best, advancing health care education, aligning our programs with local and provincial workforce needs, and improving graduate employment outcomes. And that means investing in our people, ensuring they have the tools, resources, and skills needed to advance the strategic plan.

I encourage members of the college community to read this plan with thoughtful attention, as it will act as our institution's road map for the year ahead. While our goals aim high, they demonstrate our firm belief that we are Calgary's college – of today and of the future.

Through delivering on the commitment of an exceptional employee experience, we will continue to build an exceptional experience for our students, ensuring they have the skills needed to succeed every day.

Dr. Misheck Mwaba

President & CEO
Bow Valley College

Launch | Advance | Evolve

Bow Valley College is Calgary's college. Professional journeys start here.

We are here to launch, advance, and evolve careers.

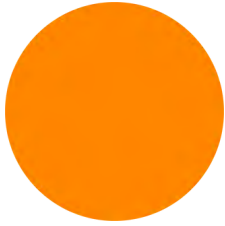
VISION: Bow Valley College advances transformative education, launching careers to new heights.

MISSION:

- To empower all students.
- To challenge our thinking.
- To remove barriers.
- To create opportunity.
- To make all learning count.



Values



Respect

We embrace diverse perspectives with trust and compassion and challenge each other with civility. Our actions and words have power, and our collective strength is elevated when we recognize this. We hold space for diverse perspectives by being open, empathetic, and compassionate.

Indigenous Insights

Learning is life, and life is learning. Learning is a journey that continues long after we are gone. The circle symbolizes the cycles of life and the transfer of knowledge—there is no beginning or end. The circle is sacred and represents the interconnectivity of all aspects of being. It means respect for the land, ancestors, ourselves, and all our relations. Inside the circle, we are all equal.

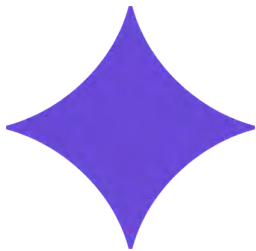


Inclusion

We all belong. We create an environment where every individual is seen, heard, valued, and recognized. We acknowledge and work to overcome our own biases, fostering an environment of empathy, allyship, and equal opportunity. We celebrate our unique differences and diverse perspectives.

Indigenous Insights

Our future depends on learning and understanding each other for mutual benefit, sustainability, and equal opportunity. We must include all humans on our journey, of all races, creeds, and abilities.



Creativity

We challenge the status quo. Curiosity drives innovation in everything we do. We support each other to overcome challenges, embrace new ideas and bold actions, shape unconventional solutions, and courageously take risks. Together, we are building an environment that champions creativity and celebrates innovation and positive change.

Indigenous Insights

The star represents the birth of creation and the constant that connects past, present, and future generations. Under this constant star, art, traditions, customs, and stories have flourished as they are passed down. The beauty of creation is represented by the star.



Resilience

We rise. We embrace uncertainty and change with optimism, knowing we will bounce back and grow. We are equipped to adapt, persist, and learn through setbacks and adversity.

Indigenous Insights

Indigenous Peoples are resilient. Despite hundreds of years of attempted genocide, strong communities continue to lead the way and find the courage to climb mountains and reduce barriers to success.



Teamwork

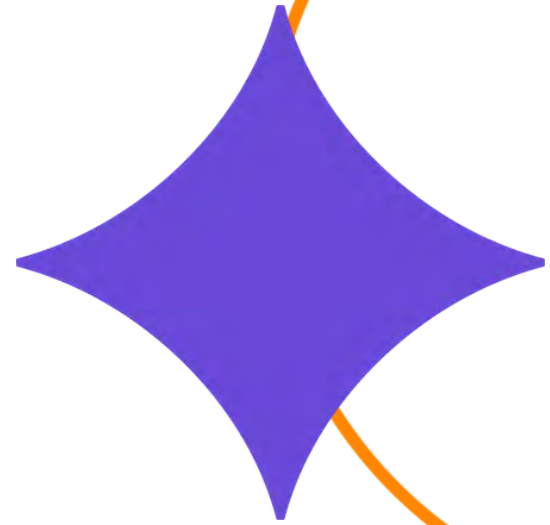
We are better together. Our strength lies in relationships. We make the greatest impact when we work in partnership. We are a community of collaborators and co-creators who celebrate our combined efforts.

Indigenous Insights

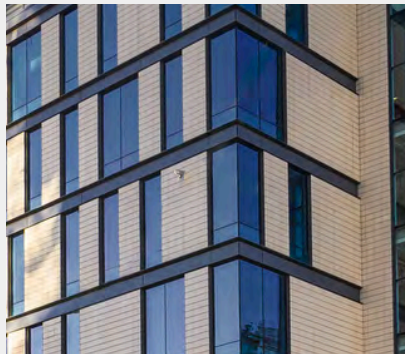
Succeed with honesty, respect, trust, and honour in understanding as the foundation of our relationships. By listening and learning, we work together for the strength of community.

2026–27 President & CEO Objectives

Board approved on October 30, 2025



**Financial
Sustainability**

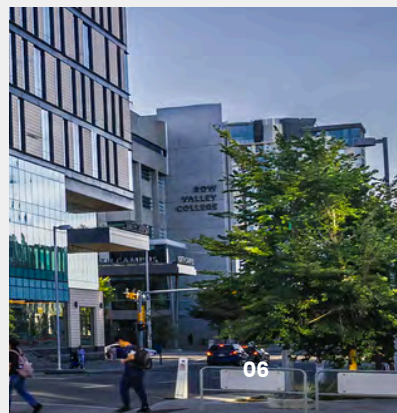


**Health
Care
Centre of
Excellence
(HCCE)**



**Academic
Programs
and Support
Services
Alignment**

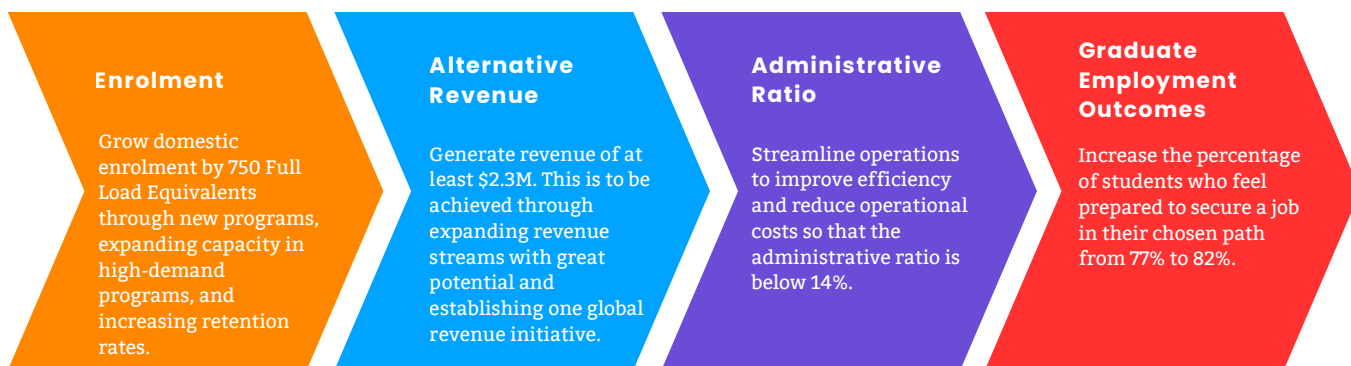
**Digital
Transformation**



Objective: Financial Sustainability

Ensuring financial sustainability will be a key focus for the coming years to ensure long-term college resilience and growth. This will be achieved through enrolment growth, scaling alternative revenue streams, managing operational costs, and meeting our Investment Management Agreement metrics.

Measures of Success



Objective: Health Care Centre of Excellence

Continue building and scaling the Health Care Centre of Excellence (HCCE). HCCE is the evolution of health care education and research at the college and supports community connection through five forward-looking strategic components: programming and teaching excellence, applied research and innovation, workforce development and industry training, accredited simulation centre, and technology incubator and industry collaboration.

Measures of Success





Objective: Digital Transformation

Enhance student experience and operational efficiency by transforming admissions process and career program identification.

Measure of Success

AI-Assisted Student Pathway

Deploy an AI-Assisted Student Career Pathway solution

Objective: Academic Programs and Support Services Alignment

Conduct a comprehensive review and strategic alignment of the college's academic programs and support services to ensure a program mix that is responsive to workforce needs (based on Alberta Jobs Strategy and Health Workforce Strategy). Criteria may include:

- Employment outcomes and workforce needs
- Student demand
- Long-term viability and community impact
- Alignment with government priorities

Measures of Success

Program Alignment

A minimum 80% of programs align with current and projected workforce needs.

Services Alignment

70% of expenses for non-academic activities directly support the student journey.

Program and Services Optimization

Plan of programs/services to be launched, revised, consolidated, or suspended/terminated is presented to the Board of Governors.

2026–27 Strategic Plan Priorities

Building on FY 2025-26 strategic priority progress and aligned with available budget, Strategic Council’s cross-disciplinary steering committees identified priorities for FY2026-27 in support of the strategic plan’s foundations and pillars. In addition to the President & CEO Objectives, strategic priorities include the following goals:



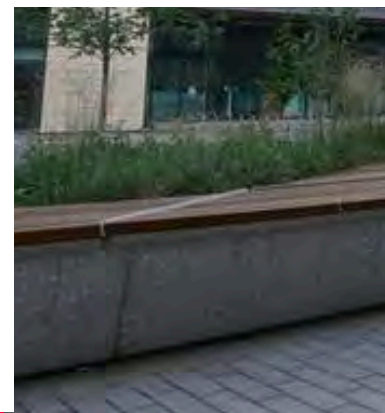
**Calgary’s College with Local
Impact and Global Reach**



**Exceptional
Student
Experience**



**Exceptional
Employee
Experience**



**High-Quality
and Future-
Oriented
Education**



**Dynamic
Ecosystem for
Career
Success**

Exceptional Student Experience

We are prioritizing and evolving the physical and virtual student experience.

Tailor seamless processes and wrap-around supports to the needs of a diverse student body

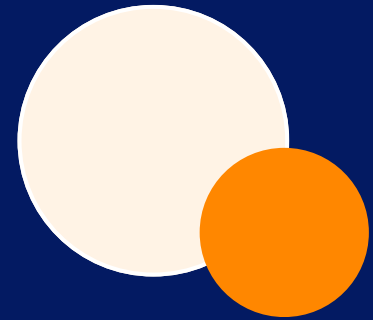
- Launch the new Student Information System (TheSIS) and initiate enhancements related to reporting, automation, and integrations
- Implement BVC Central enhancements
- Implement process improvements and communication plans to reduce barriers and increase seamless processes for students
- Expand AI agent platform to support the applicant and student stages of the student journey
- OneCard update and process optimization

Expand program accessibility by enhancing learning flexibility

- Scheduling software upgrade and process enhancements to support and improve learning space utilization and efficiency in anticipation of increased enrolment

Enhance technological literacy

- Revise the Digital Framework



Exceptional Employee Experience

Two major themes will continue into FY 2026-27: updating processes and systems related to the new Enterprise Resource Planning (ERP) and Human Resource Information System (HRIS) and developing our people.

Integrate Leadership Development framework into systems and processes

- Launch second cohort for the leadership development program
- Integrate leadership framework and language into job descriptions, onboarding, and people leader orientation
- Explore technology solutions that support leadership development materials

Implement professional development plans for all employees

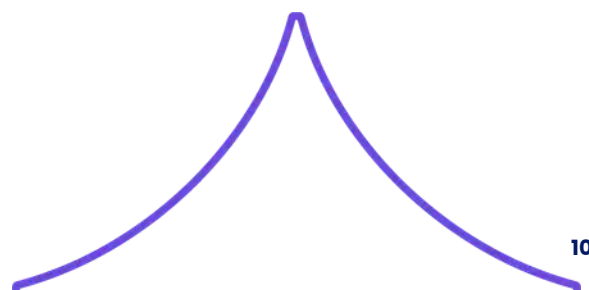
- Design Professional Development plan approach and integration into existing college employee structures and systems

Update processes and systems to support employee lifecycle programs

- Deploy new HRIS and ERP systems with user training and resource and initiate enhancements plan

Implement key initiatives in the Equity, Diversity, and Inclusion (EDI) Plan

- Incorporate Universal Design for Learning and EDI principles into professional development plans
- Create a welcoming and engaging employee experience for all employees through shared orientation opportunities and coordinated campus events



High-Quality and Future-Oriented Education

Align programming portfolio with labour market priorities and employment outcomes through:

- Academic programs and support services alignment
- Redeveloped program costing model
- Enrolment growth and program development

New credit programs

- Psychiatric Nurse Diploma developed using competency-based education model (launching Fall 2026)
- General Arts and Sciences Diploma*
- General Arts and Sciences Certificate*
- General Arts and Sciences – Health Sciences Certificate*

Health Care Centre of Excellence development

- Establish entity organization and governance structure
- Increase enrolment, program complement, teaching resources, applied research and scholarly activities
- Optimize space usage to accommodate anticipated growth
- Advance multi-year degree granting project which aims to:
 - Receive approval to be a degree-granting institution
 - Achieve Ministry of Advanced Education approval to offer the Bachelor of Science, Nursing (BScN) degree program
 - Prepare the organizational evaluation self-study for submission upon request by Campus Alberta Quality Council

Redeveloped credit programs

- Disability Studies certificate and diploma redeveloped using competency-based education model (launching Fall 2027)

Micro-credentials and Certificates of Achievement**

- Digital Design Entrepreneurship Certificate
- Digital Experience Design Certificate
- Cybersecurity Governance, Risk and Resilience Certificate
- Cybersecurity Incident Response and Management Certificate
- Applied AI for Administrative Operations Certificate

*Proposed for launch Fall 2026 pending Ministry approval

**Pending internal approvals



Calgary's College with Local Impact and Global Reach

This year's focus for this strategic pillar is establishing viable and sustainable alternative revenue sources through improved commercialization, support systems, and workforce development initiatives.

Health Care Centre of Excellence (HCCE) preparation

- Develop a philanthropic campaign to support HCCE and capital expansion plans
- Develop an HCCE capital expansion business case for the Government of Alberta's 2027 budget

Establish viable and sustainable alternative revenue sources

- Overall revenue activities
 - Identify activation plans to meet \$2.3M alternate revenue target through the following streams: Workforce Solutions (Extended Education, Pivot-Ed, Workforce Development services), Production Hub and venue rentals, and Global Engagement
- Digital Entertainment Nexus (DEN) revenue activities
 - Create financial sustainability model for the DEN that includes philanthropy, research grants, and revenue generation
- Overseas expansion
 - Establish one global revenue initiative

Dynamic Ecosystem for Career Success

The career development framework was created in FY 2025-26 and initial plans will be actioned in FY 2026-27.

- Finalize the implementation plan of the career development framework and implement initiatives identified from FY 2025-26
- Identify and create micro-credentials, certifications, and electives to support ongoing training and upskilling for students and alumni
- Complete process mapping and system identification to support seamless pathways from foundational learning to career programs and through to employment opportunities





2026-27 Enrolment

School	Domestic Full Load Equivalent	International Full Load Equivalent	Total Full Load Equivalent
School of Health and Wellness	2,687	356	3,043
School of Community Studies	2,179	727	2,906
Chiu School of Business	1,453	372	1,825
School of Foundational Learning	1,047	-	1,047
School of Technology	492	364	856
Bharwani School of Arts and Sciences	346	-	346
Centre for Entertainment Arts	85	42	127
Total	8,289	1,861	10,150

2026-27 Budget

Budget 2026-27 is a balanced budget focused on prioritizing major projects, stabilizing Digital Transformation, and growing our domestic student enrolment.

Key points compared to 2025-26 budget are:

- Revenue increase of 5% or \$6.1 million
- Decrease in international enrolment of 15%
- Increase in domestic enrolment of 5%
- Decrease in non-compensation expenses by 21% or \$13.1 million
- Increase in compensation of 6% or approximately \$5 million
- Includes new roles associated with anticipated growth

Please note, revenue and expense totals are rounded figures from the sum of budget line items.

	2025-26	2026-27	2026-27 vs. 2025-26	
	Budget	Budget	Variance	
	A	B	C = (B-A)	D = (C / A)
Revenues (\$000's)				
Government of Alberta Grants	50,754	52,006	↑ 1,253	2%
Federal and Other Government Grants	2,880	2,883	↑ 3	0%
Sales of Services and Products	7,059	6,243	↓ (816)	-12%
Student Tuition and Fees	65,627	67,238	↑ 1,611	2%
Donations and Other Contributions	1,203	1,800	↑ 597	50%
Investment Income	7,324	10,875	↑ 3,551	48%
Revenue Total	134,846	141,045	6,199	5%
Expenses (\$000's)				
Salaries and Benefits	85,571	90,547	↑ 4,977	6%
Materials, Supplies and Services	38,874	25,868	↓ (13,005)	-33%
Maintenance and Repair	6,491	6,345	↓ (146)	-2%
Amortization of Capital Assets	14,538	14,671	↑ 133	1%
Scholarship and Bursaries	1,737	1,820	↑ 83	5%
Utilities	1,994	1,793	↑ (201)	-10%
Expense Total	149,204	141,045	(8,159)	-5%
Operating Surplus (Deficit)	(14,358)	-	14,358	-100%

2026-27 Budget

The following are the approved operational business cases for FY 2026-27.

Business Case Operational	Description	Operational Budget (\$000's)
CAQC Degree Pathway	Advance degree pathway readiness through internal planning, documentation, and coordinated external reviews.	184
Academic Programs and Support Services	Align and optimize academic programs and support services through a college-wide review and redesign.	203
ERP Implementation FY 2026-27	Implement the new ERP and HRIS ecosystem with integrated reporting, data flows, and core integrations.	2,467
TheSIS Implementation FY 2026-27	Replace the legacy SIS with TheSIS to mitigate end-of-life risk and improve scalability.	1,644
Scheduling Software and Processes Enhancement	Strengthen academic scheduling and space utilization through the implementation of a modern, cloud-based platform that delivers a student-centered, learning-focused, efficient, and equitable scheduling process.	320
HCCE Planning Capital Campaign Preparation	Develop HCCE fundraising and advocacy strategy and produce campaign collateral to support expansion efforts.	305
AI Assisted Student Journey Phase 2	Extend AI agent support from prospective learners to applicants.	37
OneCard Tech and Process Redesign	Streamline OneCard processes and technology for improved adoption and functionality.	64
Total		5,224

2026–27 Budget

The following are the approved capital business cases for FY 2026-27.

Business Case Capital	Description	Capital Budget (\$000's)
HCCE capital expansion for new building	Complete planning and due diligence to advance the downtown expansion required for HCCE.	4,961
South Data Centre Universal Power Supply (UPS) Upgrade	Upgrade to South Data Centre Universal Power Supply to mitigate outage risk.	285
Legacy Cisco Core Switch Replacement Phase 1	Replacement of half of College legacy Core Switches prior to expiration of support.	1,050
Virtual Desktop Environment GPU Replacement	Replacement of ~33% of GPU cards supporting the college's virtual environments.	627
A/V tech maintenance modern classroom, meeting rooms, shared spaces	Greenfield refresh of a third of college's ageing end-user devices.	204
End User Device Refresh	Greenfield refresh of ~35% of college's aging or inoperable fleet of laptops, virtualized desktop devices, and business mobile phones.	625
Chemistry Lab Equipment Upgrade: Spectrophotometer	Instrument used to measure the intensity of light absorbed by a sample at specific wavelengths, allowing for the analysis of the sample's concentration and composition.	6
Total		7,758



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www.bowvalleycollege.ca

