

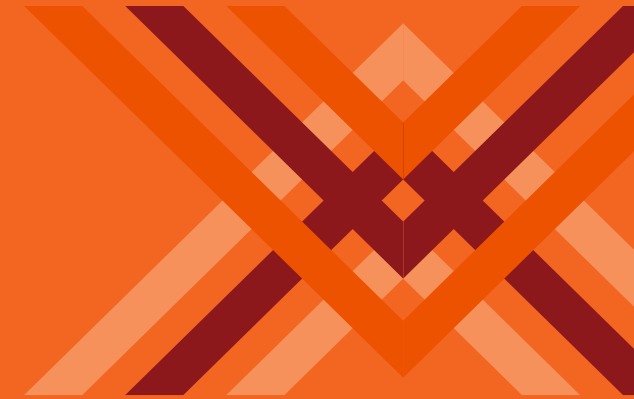
Strategic Plan: Weaving a shared future.

YEAR 1 UPDATE (2021-2025)

JANUARY, 2022

snəwəyət̚ leləm̚.

THE COLLEGE OF HIGHER LEARNING.



Langara.

THE COLLEGE OF HIGHER LEARNING.



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Territorial Acknowledgement

snəwəyəʔ leləm Langara College acknowledges with respect our location on Musqueam unceded traditional territory. Our relationship with Musqueam is reflected in our use of the name snəwəyəʔ leləm, which means *house of teachings* and was given to the College in 2016 by Musqueam, and in the incorporation of the Musqueam symbol river grass in the College's coat of arms.

About snəwəyəʔ leləm Langara College

Located in beautiful Vancouver, B.C., Canada, snəwəyəʔ leləm Langara College provides University, Career, and Continuing Studies education to more than 23,000 students annually. With more than 1,700 courses and 130 programs, Langara's expansive academic breadth and depth allows students of all ages, backgrounds, and life stages to choose their own educational path.

Langara College started in 1965 as part of Vancouver Community College and in 1970 opened its West 49th Avenue campus. On April 1, 1994, Langara College was established as an independent public college under the Provincial College and Institute Act.

Langara contributes \$966 million in added income to our regional economy, through the spending of our alumni, students, and the organization. For every dollar invested in Langara, society gains \$8.70 in added provincial revenues and social savings. We provide these educational opportunities to students and economic and social benefits to our community, while charging one of the lowest per credit tuition fees in the region.



95%

Students satisfied with their education.



6,671

Total domestic FTE students served.



100,000+

Alumni Community



\$966M

Total economic impact. This is equivalent to 11,729 jobs.



Introduction

Langara's 2025 Strategic Plan: *Weaving a shared future*. presents an inspiring vision of where the College strives to be in five years. It builds on the significant progress by Langara within our 2020 plan.

Those achievements include:

- a deepening relationship with Musqueam
- academic program review, renewal, and development, which has supported significant enrolment growth and strong financial performance
- major improvements to our information technology infrastructure and systems
- enhancements to business processes
- the development of a new 25-year Campus Master Plan
- our 49th anniversary celebration and first-ever comprehensive fundraising and alumni engagement campaign, Beyond 49

So much growth, change, and progress in a relatively short time brings new challenges. Adding to that, the global COVID-19 pandemic has significantly disrupted the post-secondary sector, including Langara's students, employees, and the communities we serve. This new Strategic Plan seeks to address those challenges, while highlighting new opportunities. It sets out a vision of an institution that embraces Indigenization, celebrates its diversity, engages broadly with the community and government in our students' interests, and above all, provides relevant, accessible, high-quality learning experiences for our students, supporting the social and economic sustainability of the region.

This Strategic Plan is a complementary document to the new Academic Plan. Together they set the course for Langara over the coming five years.

VISION

Langara College is Canada's premier pathways college.

MISSION

Langara College provides diverse learners with the academic and experiential foundation for further education, career success, and professional and personal development.

VALUES

- **Excellence**
We strive for excellence – for our students, in teaching and learning, and in all aspects of administering the College.
- **Collegiality**
We welcome and include diverse people and perspectives, collaborating together in mutual respect and dignity.
- **Innovation**
We are forward thinking and open to new ideas, approaches, and technologies.
- **Integrity**
We act in the interests of our students, with honesty and transparency, and are responsible stewards of public resources.

THEMATIC PRIORITY

While all outcomes in the plan are important, the thematic priority is an area of particular focus for the first two years:

As we advance the goals set out in this plan, we will place the **success of our students** at the centre of all our decisions and move forward with respect for the Indigenous communities we serve.



Update of Strategic Plan Implementation

This report is an update on the first year of Langara's progress towards achieving the strategic initiatives set out in the 2025 Strategic Plan, *Weaving a shared future*. Despite a slightly shorter reporting period, it demonstrates progress towards meeting those targets, as well as any adaptations, made as of December 2021. This report includes baseline data taken from the previous 2020 Strategic Plan, as well as updates to those baselines. The impact of the COVID-19 pandemic on the College community and the shift towards online learning and working is significant. Navigating the multifaceted challenges presented by COVID-19 has demanded flexibility and resources. It is reflected most in those strategic priorities which rely on on-campus events and in-person participation.

Desired Future State: Our Culture

Students are the centre of all our decisions and practices, a commitment brought to life through our Student Success Plan. We are a diverse, inclusive, and resilient community of students and engaged employees, well supported for growth, change, and success. We celebrate our place on unceded traditional Musqueam territory and our intercultural mosaic, and work to advance our Internationalization Plan and Indigenization strategy.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> 1.1 Develop and implement a talent management strategy. 	<ul style="list-style-type: none"> Participation of regular employees in personal & professional development. 	<ul style="list-style-type: none"> 90% 	<ul style="list-style-type: none"> 33%. Sessions included: educational benefits (e.g., tuition waivers, tuition reimbursements); new hire orientation; social wellness events (holiday breakfast, department decoration contests); physical wellness programs (virtual fitness classes); emotional wellness supports (Back-to-Campus Support, Balance & Burnout Workshop); Payroll information sessions (Form T2200, pension plans).
	<ul style="list-style-type: none"> Engagement survey. 	<ul style="list-style-type: none"> Improvement on the baseline. 	<ul style="list-style-type: none"> Determine baseline by 2022.
	<ul style="list-style-type: none"> Workday Talent Management implemented. 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> In progress.
<ul style="list-style-type: none"> 1.2 Provide effective emotional, physical, and mental well-being supports for students and employees. 	<ul style="list-style-type: none"> Feasibility assessment, government relations strategy and consider industry engagement on student housing on or off campus. 	<ul style="list-style-type: none"> Feasibility assessment complete; government relations strategy implemented; role of industry (if any) determined. 	<ul style="list-style-type: none"> Developing Community Relations Plan in consultation with key stakeholders, including Board of Governors. Hired an agency to support communications for the Community Relations Plan, including reaching out to key stakeholders: donors, alumni, government, industry, and community partners, as well as Musqueam and other Indigenous groups. April - July: planning and strategy formation. Hired students and community to rebuild the homestay program and supports.
	<ul style="list-style-type: none"> Connections to community resources that provide housing support. 	<ul style="list-style-type: none"> Key community resources identified and services delivered to students. 	<ul style="list-style-type: none"> Our in-house Homestay Program has successfully accommodated students who have been able to travel to Canada for their international studies during the pandemic. A quarantine support program was established to assist students navigating the complex requirements related to traveling to Canada and the mandatory 14-day quarantine period. Conducted daily wellness checks to ensure students had access to resources and support during their 14-day isolation upon arrival to Canada. In 2021, 2308 students were provided with this type of support.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
	<ul style="list-style-type: none"> Develop intercultural competency programming. 	<ul style="list-style-type: none"> Created and implementation underway. 	<ul style="list-style-type: none"> Ongoing: the Centre for Intercultural Engagement hosted and participated in multiple events, webinars, and information sessions including National Congress of Black Women Foundation Webinar Panel, Collaborative Online Intercultural Learning, and Indigenization.
	<ul style="list-style-type: none"> # of students and employees per year that have enhanced intercultural competency through a program of study or experience in intercultural engagement. 	<ul style="list-style-type: none"> 350 students, 100 employees. 	<ul style="list-style-type: none"> 243 employees (Note: some employees attend multiple events) 375 students
	<ul style="list-style-type: none"> Extent students and employees feel included. 	<ul style="list-style-type: none"> Improvement on the baseline. 	<ul style="list-style-type: none"> 89%*.
	<ul style="list-style-type: none"> # of employees who have participated in wellness programs related to three or more dimensions of wellness per year. 	<ul style="list-style-type: none"> Growth over the baseline as established in 2021. 	<ul style="list-style-type: none"> 1,377 employees (70%) participated in at least one dimension of our wellness programs. 118 employees (6%) participated in programs spanning three or more dimensions. We plan to expand our wellness offerings once public health restrictions are lifted.
	<ul style="list-style-type: none"> Satisfaction rate of students with College wellness supports. 	<ul style="list-style-type: none"> Maintain or increase over baseline (95%). 	<ul style="list-style-type: none"> 94%*.
<ul style="list-style-type: none"> 1.3 Embark on a collaborative process to develop a justice, equity, diversity, and inclusion (JEDI) strategy to guide the College's policies and practices reflecting the communities we serve. 	<ul style="list-style-type: none"> Strategy in place. 	<ul style="list-style-type: none"> Created and implementation underway. 	<ul style="list-style-type: none"> Preliminary planning underway. Hiring underway for Director, Equity, Diversity and Inclusion to support Langara community.

* Source: Langara College Fall 2021 Current Student Survey.

Desired Future State: Relevant, Innovative, High-Quality Programming

Continuous and steadfast focus on student success drives our actions. A spirit of continuous improvement, supported by well-established program reviews, ensures the high quality of Langara’s academic and continuing studies programs. Programs provide students with the knowledge and skills needed to contribute to our economy and community, and students can access the courses they need for timely completion of their studies. Indigenous ways of knowing are woven into our programs. Our new Academic Plan provides direction for academic innovation.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> 2.1 Create, implement, and embrace a continuous quality improvement process aligned to the curriculum life cycle. 	<ul style="list-style-type: none"> Number of program reviews completed each year. 	<ul style="list-style-type: none"> Eight successfully completed program reviews each year. 	<ul style="list-style-type: none"> 3 completed program reviews: Engineering, Physics & Astronomy, Registered Massage Therapy.
<ul style="list-style-type: none"> 2.2 Provide relevant and accessible programming, responsive to the needs of British Columbians. 	<ul style="list-style-type: none"> Current student satisfaction. 	<ul style="list-style-type: none"> Maintain or increase over baseline (95%). 	<ul style="list-style-type: none"> 93%*
	<ul style="list-style-type: none"> Student satisfaction with their ability to enrol in courses they wanted. 	<ul style="list-style-type: none"> 80% 	<ul style="list-style-type: none"> 78%*
	<ul style="list-style-type: none"> Programs that embed work-integrated education experiences (WIL, Co-op) by % of FTE students enrolled. 	<ul style="list-style-type: none"> 48% 	<ul style="list-style-type: none"> 42%
	<ul style="list-style-type: none"> # of students participating in Work-Integrated Learning each year. 	<ul style="list-style-type: none"> Improvement on current baseline (901). 	<ul style="list-style-type: none"> 364: 199 post-degree diploma, 136 Co-op, 23 flex assessment, 6 practicum. Note: internships coordinated by Nursing or Early Childhood Education are not included.
	<ul style="list-style-type: none"> The percentage of co-op employers who rate students’ performance as very good to outstanding. 	<ul style="list-style-type: none"> 85% 	<ul style="list-style-type: none"> 82% (Spring 2021) 78% (Summer 2021) Fall 2021 evaluation in progress.
<ul style="list-style-type: none"> 2.3 Decolonize curriculum and integrate Indigenous ways of knowing and learning. 	<ul style="list-style-type: none"> Process in place. 	<ul style="list-style-type: none"> Substantial progress from baseline. 	<ul style="list-style-type: none"> Hired a Curriculum Consultant, Indigenization Specialist in September 2021 February 2021: Introduction to Indigenous Pedagogies workshop (26 participants) June 2021: 4-part series, facilitated discussion for BCcampus’ Pulling Together Guide for Instructors (20 participants) September 2021: Conceptualizing Wahkohtowin Through a Decolonial and Indigenized Framework workshop (18 participants) October 2021: BCcampus’ Pulling Together Guide for Curriculum Developers, Part 1 (18 participants)

* Source: Langara College Fall 2021 Current Student Survey

Desired Future State: Community Engagement

Langara's deep and reciprocal relationships with myriad communities and governments strengthen our ability to provide outstanding learning experiences for our students.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> 3.1 Create mutually beneficial partnerships with communities, industries, and our alumni. 	<ul style="list-style-type: none"> # of students participating in applied research * projects. 	<ul style="list-style-type: none"> 40 per year 	<ul style="list-style-type: none"> 33
	<ul style="list-style-type: none"> # of community partners engaged in College-led applied research * projects. 	<ul style="list-style-type: none"> 6 per year 	<ul style="list-style-type: none"> 8 total partners
	<ul style="list-style-type: none"> Number of service learning (volunteer) hours generated by students. 	<ul style="list-style-type: none"> 16,700 	<ul style="list-style-type: none"> 3,276
	<ul style="list-style-type: none"> Expand or deepen engagement with community partners (e.g. VOLT, School Boards, Indigenous Nations and communities). 	<ul style="list-style-type: none"> 10% increase over baseline. 	<ul style="list-style-type: none"> 14 events, including: VOLT Homecoming, Community Change Program Welcome Week, VOLT Volunteer Fair, Sustainability Student Ambassador Program, National Volunteer Week.
	<ul style="list-style-type: none"> Number of individuals and organizations contributing to the Langara College Foundation each year. 	<ul style="list-style-type: none"> 610 	<ul style="list-style-type: none"> 959: we've seen significant engagement across several stakeholder groups, including donors, sponsors, affinity partners, businesses, and more. Previous years were 668 (2019), 681 (2020).
<ul style="list-style-type: none"> 3.2 Strengthen relationships with all levels of government – Indigenous, federal, provincial, and municipal. 	<ul style="list-style-type: none"> Implemented comprehensive government relations plan. 	<ul style="list-style-type: none"> Plan implemented. 	<ul style="list-style-type: none"> Implementation to begin in 2022 showcasing Langara's strengths and opportunities, and how we are an impactful partner in the execution of the provincial government's mandate letter.

**In contrast to fundamental research, which seeks to expand human knowledge for its own sake, applied research is the dedicated pursuit of innovative solutions to specific, practical problems faced by individuals, organizations, or society at large. Typically, applied research involves a mutually beneficial collaboration between an external organization and the College, often underwritten by government funding agencies.*

Desired Future State: College Sustainability

Langara is a modern and sustainable organization, with the high-quality learning spaces our students need and deserve. Langara has a strong financial position and is an efficiently run, environmentally responsible, organization enabling the delivery of high-quality programs and services to our students.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> 4.1 Ensure financial stability of the College to support its vision and mission. 	<ul style="list-style-type: none"> Maintain revenue from non-traditional sources (everything except domestic tuition & General Purpose Operating Grant). 	<ul style="list-style-type: none"> Maintain. 	<ul style="list-style-type: none"> 65% of the College's total annual revenue is independently generated.
<ul style="list-style-type: none"> 4.2 Contribute to climate action by increasing sustainability on campus. 	<ul style="list-style-type: none"> Develop strategies and advocate for funding for a LEED* certified replacement for A Building. 	<ul style="list-style-type: none"> Building design in place. 	<ul style="list-style-type: none"> Currently on hold pending funding for Consultant Team.
	<ul style="list-style-type: none"> Engagement of community and stakeholders in building advocacy. 	<ul style="list-style-type: none"> Increased engagement. 	<ul style="list-style-type: none"> Continued showcasing of the Strategic Plan and deepening multi-faceted relationships via community events and activities, including: Punjabi Market Festival, Indian Summer Festival, and Royal Bank of Canada collaboration.
	<ul style="list-style-type: none"> Enhance and report on campus sustainability initiatives. 	<ul style="list-style-type: none"> Achieve STARS* Bronze rating and work towards Silver. 	<ul style="list-style-type: none"> In June 2021 we received a Silver Rating from Association for the Advancement of Sustainability in Higher Education (AASHE) STARS. Continue working towards Gold Rating
<ul style="list-style-type: none"> 4.3 Integrate and streamline key business processes. 	<ul style="list-style-type: none"> Identify priority processes to improve in support of new Strategic Plan. 	<ul style="list-style-type: none"> Improve identified processes by 2025. 	<ul style="list-style-type: none"> Continue refining Workday ERP Finance and Human Resources systems to align technology and key business processes. Prepare for new Workday Student Information Systems. Implement Workday Adaptive Planning tool to support the reporting and prediction of current and future spending allowing cost centre managers to test budget scenarios. Streamline and simplify the faculty contract administration process, from hire to end employment. A total of 77 processes have been mapped, relating to offering, hiring, contracting, academic appointment, ending jobs, and payroll support. In preparation for the replacement of Banner as our Student Information System, a total of 95 current student processes relating have been mapped, including student registration, records, admissions, programs, courses, financial aid, and graduation processes. Using the analysis of student administration processes, Langara has launched an initiative to upgrade its Customer Relationship Management (CRM) capability.

*LEED – Leadership in Energy and Environmental Design

*STARS – The Sustainability Tracking, Assessment and Rating System. More information at: stars.aashe.org

Desired Future State: Indigenization

Langara has deepened our relationship with Musqueam and other Indigenous Nations and communities, and has implemented our first Indigenization Strategy.

Langara is the college of choice for Lower Mainland Indigenous students, and the employer of choice for Indigenous faculty and staff.

STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> 5.1 Informed by the recommendations from the Truth and Reconciliation Commission, initiate and implement Indigenization Strategy. 	<ul style="list-style-type: none"> Implement strategy. 	<ul style="list-style-type: none"> Implement strategy and assess progress. 	<ul style="list-style-type: none"> September, 2021: began development process for Langara's first Indigenization Strategy. Created working timeline for Indigenization Strategy development process. Identified six major areas of focus. Drafted Indigenization goals based on current needs and gaps. Initiated and currently conducting consultation and engagement process with internal College community, Indigenous communities including Musqueam, and external post-secondary Indigenous leaders.
<ul style="list-style-type: none"> 5.2 Maintain and deepen our relations with Musqueam. 	<ul style="list-style-type: none"> Develop a joint Musqueam/Langara Education Working Group to meet regularly and establish common goals. 	<ul style="list-style-type: none"> Mature structure in place for working group, responsive to the community's evolving needs. 	<ul style="list-style-type: none"> Opening further dialogue with Musqueam to establish Langara educational priorities and collaborations with community. Deepening relationships based around community protocol. Focusing on long-term sustainable relationship development from an Indigenous lens.
<ul style="list-style-type: none"> 5.3 Develop and implement strategies to recruit and retain Indigenous students and employees. 	<ul style="list-style-type: none"> Plan in place and implemented for recruiting new employees. 	<ul style="list-style-type: none"> Plan in place and implemented for employees. 	<ul style="list-style-type: none"> Preliminary planning underway.
	<ul style="list-style-type: none"> Review Indigenous Education and Services structures to enhance Indigenous student support and recruitment into a diverse range of academic programs. 	<ul style="list-style-type: none"> Plan in place and implemented for student recruitment and retention. 	<ul style="list-style-type: none"> Initial comprehensive review of position functionality and work responsibilities completed. New positions developed include, Indigenous Community Engagement and Policy Coordinator, Indigenous Student Recruitment Coordinator, Administrative Assistant, and Manager of Indigenous Upgrading Initiatives. Planning underway to increase community engagement and supports for our students and community through developing a Knowledge Keeper and Elder Program in the Gathering Place.
	<ul style="list-style-type: none"> Strengthen Indigenous student recruitment and retention by offering more scholarships, bursaries, and supports. 	<ul style="list-style-type: none"> Additional scholarships, awards, and bursaries established for Indigenous students. 	<ul style="list-style-type: none"> 5 new scholarships have been created. There are now 15 scholarships available specifically for Indigenous students, in addition to all other scholarships which are available to Indigenous students. Planning is underway to develop a robust revenue generation strategy to support Indigenous students through direct financial support and through programming.



Schematic Summary

