

Weaving a shared future.

STRATEGIC PLAN 2025



snəwəyət leləm.

THE COLLEGE OF HIGHER LEARNING.

Langara.

THE COLLEGE OF HIGHER LEARNING.

**Welcome to the 2025 Strategic Plan.
The future of Langara College is
in your hands.**



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Territorial acknowledgement.

snəwəyət 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 snəwəyət 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 snəwəyət̓ leləm Langara College.

Located in beautiful Vancouver, B.C., Canada, snəwəyət̓ 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.



Langara.

Langara



Introduction.

Langara's 2025 Strategic Plan 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.



Our story.

It is a sunny day in June of 2025 as I walk towards Langara's Convocation, and I can hardly believe I am actually here – my graduation day. When I started at Langara a few years ago, I wasn't sure what I was doing and if I would make it to grad. I definitely experienced some challenges along the way but appreciate all the help Langara provided me. It felt really good to be in a position this past year to give back and help others by volunteering through VOLT.

As I enter the gowning room, I see so many smiling faces – friends and classmates, as excited as I am. I never expected I would meet so many different kinds of people at college, but it enriched my experience at Langara. As different as we all were from each other, with the culture at Langara, I always felt like I could just be myself. Before Langara I didn't know much about the culture of the local Coast Salish peoples, but having the opportunity to experience aspects of Musqueam culture on campus has helped me to better understand.

As I line up with my classmates to walk into convocation hall, I can't help but reflect on everything I learned these past few years. My instructors were so knowledgeable and supportive. I accomplished things I didn't think I could. I was able to get the classes I needed, and the curriculum was really practical and relevant. I feel confident and excited to start third-year university now.

I am waiting now by the side of the stage for the Dean to call my name. I look out to the audience to see if I can spot any familiar faces in the crowd and nearly miss my name being called. It's finally time. I cross the stage, accept my diploma, have my photo with the President, and get a hug from my favourite instructor, who is waiting for me at the far side of the stage. My friends, family, and instructors cheer me on, and my Dad embarrasses me by yelling my name too loudly. A bittersweet moment to cap off my Langara experience.

I actually feel kind of sad to think I won't be on campus anymore. The new A Building looks like it will be amazing when it is complete. But I am going to stay connected to the College. I will be back. I guess it is true what they say – once a student, always a Langaran.







Our culture.

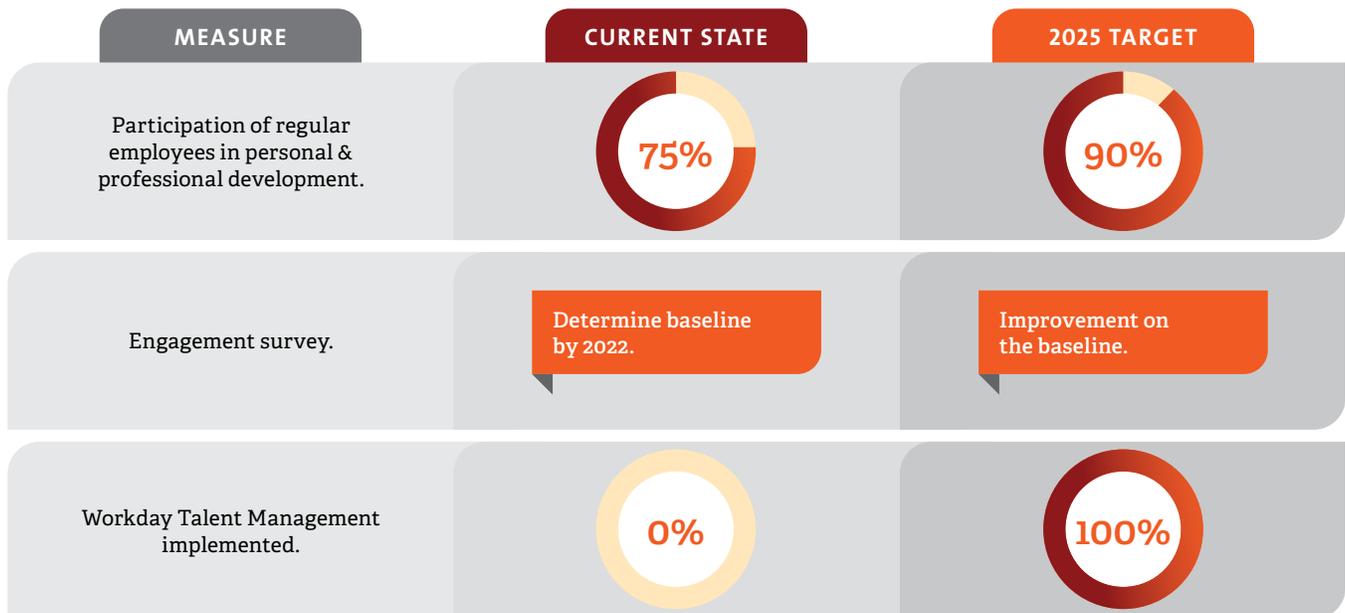
DESIRED FUTURE STATE

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.

1.1

STRATEGIC PRIORITIES

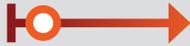
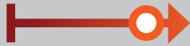
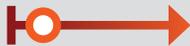
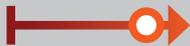
Develop and implement a talent management strategy.



1.2

STRATEGIC PRIORITIES

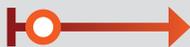
Provide effective emotional, physical, and mental well-being supports for students and employees.

MEASURE	CURRENT STATE	2025 TARGET
Feasibility assessment, government relations strategy and consider industry engagement on student housing on or off campus.	 <p>Consultations with Musqueam, City of Vancouver, Ministry, and potential partners.</p>	 <p>Feasibility assessment complete; government relations strategy implemented; role of industry (if any) determined.</p>
Connections to community resources that provide housing support.	 <p>Homestay program provides housing opportunities for students with local families.</p>	 <p>Key community resources identified and services delivered to students.</p>
Develop intercultural competency programming.	 <p>Under development.</p>	 <p>Created and implementation underway.</p>
# of students and employees per year that have enhanced intercultural competency through a program of study or experience in intercultural engagement.	 <p>40 students, 40 employees.</p>	 <p>350 students, 100 employees.</p>
Extent students and employees feel included.	 <p>Students 89%</p>	<p>Improvement on current (2020) baseline.</p>
# of employees who have participated in wellness programs related to three or more dimensions of wellness per year.	<p>Baseline will be set based on 2021 results.</p>	<p>Growth over the baseline.</p>
Satisfaction rate of students with College wellness supports.	 <p>95%</p>	<p>Maintain or increase.</p>

1.3

STRATEGIC PRIORITIES

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.

Strategy in place.	 <p>Initiate development of strategy.</p>	 <p>Created and implementation underway.</p>
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Relevant, innovative, high-quality programming.

DESIRED FUTURE STATE

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.

2.1

STRATEGIC PRIORITIES

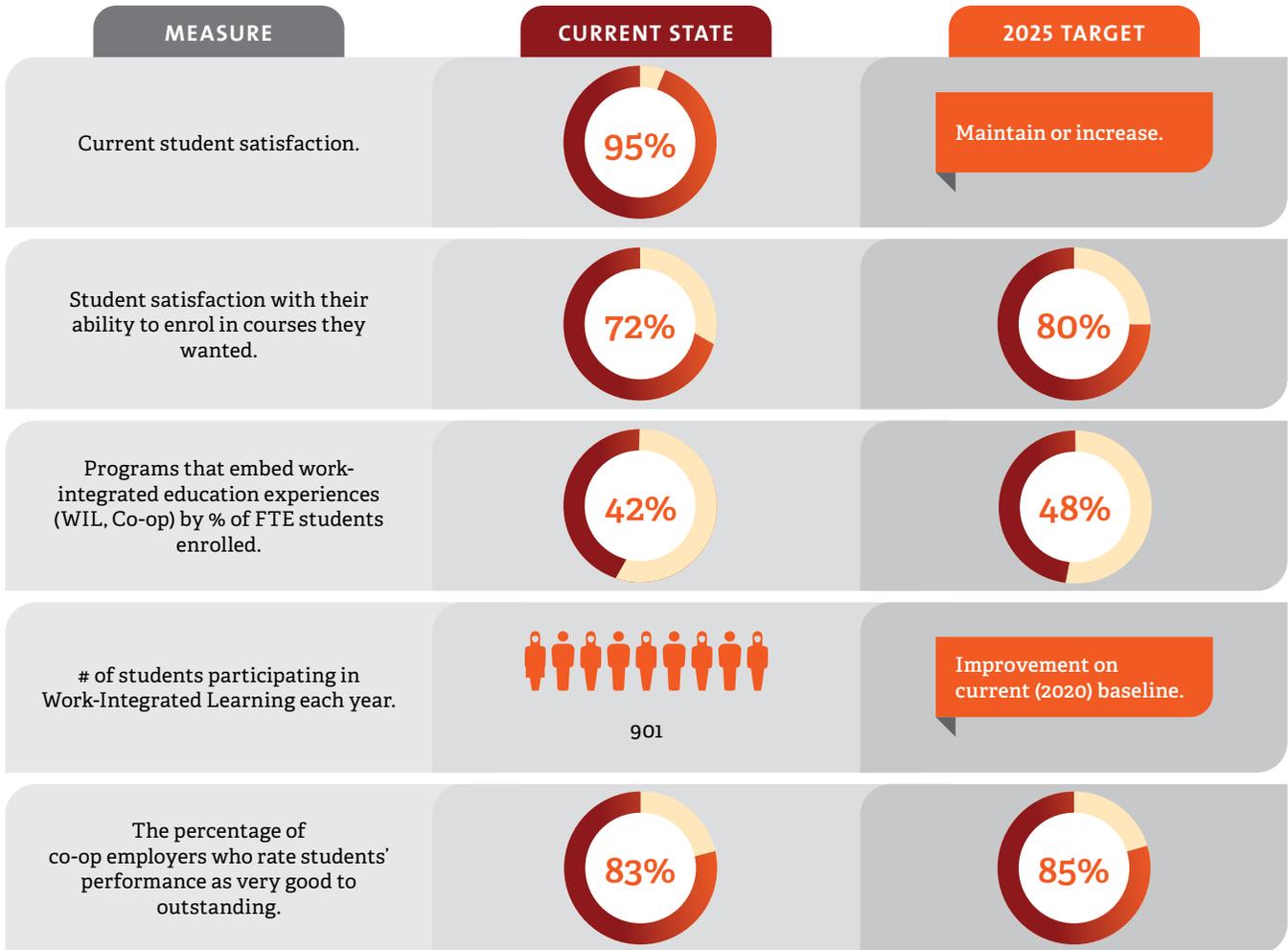
Create, implement, and embrace a continuous quality improvement process aligned to the curriculum life cycle.



2.2

STRATEGIC PRIORITIES

Provide relevant and accessible programming, responsive to the needs of British Columbians.

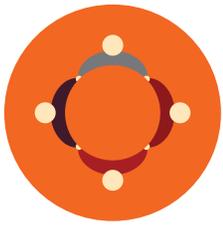


2.3

STRATEGIC PRIORITIES

Decolonize curriculum and integrate Indigenous ways of knowing and learning.





Community engagement.

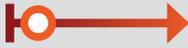
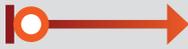
DESIRED FUTURE STATE

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

3.1

STRATEGIC PRIORITIES

Create mutually beneficial partnerships with communities, industries, and our alumni.

MEASURE	CURRENT STATE	2025 TARGET
# of students participating in applied research * projects.	 12 per year	 40 per year
# of community partners engaged in College-led applied research * projects.	 2 per year	 6 per year
Number of service learning (volunteer) hours generated by students each year.	 14,200	 16,700
Expand or deepen engagement with community partners (e.g. VOLT, School Boards, Indigenous Nations and communities).	 Establish baseline.	 10% increase over baseline.
Number of individuals and organizations contributing to the Langara College Foundation each year.	 488	 610

3.2

STRATEGIC PRIORITIES

Strengthen relationships with all levels of government – Indigenous, federal, provincial, and municipal.

Implemented comprehensive government relations plan.	 Create plan.	 Plan implemented.
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**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.*



College sustainability.

DESIRED FUTURE STATE

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, which facilitates the delivery of high-quality programs and services to our students.

4.1 STRATEGIC PRIORITIES

Ensure financial stability of the College to support its vision and mission.

MEASURE	CURRENT STATE	2025 TARGET
Maintain revenue from non-traditional sources (everything except domestic tuition & General Purpose Operating Grant).	Independently generated.	Maintain.

4.2 STRATEGIC PRIORITIES

Contribute to climate action by increasing sustainability on campus.

Develop strategies and advocate for funding for a LEED* certified replacement for A Building.	Initiate design work.	Building design in place.
Engagement of community and stakeholders in building advocacy.	10 meetings.	Increased engagement.
Enhance and report on campus sustainability initiatives.	Enrolled in STARS program. Sustainability student ambassadors hired and sustainability culture assessment in progress.	Achieve STARS* Bronze rating and work towards Silver.

4.3 STRATEGIC PRIORITIES

Integrate and streamline key business processes.

Identify priority processes to improve in support of new Strategic Plan.	Identify in 2021.	Improve identified processes by 2025.
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*LEED – Leadership in Energy and Environmental Design

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



Indigenization.

DESIRED FUTURE STATE

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.

5.1

STRATEGIC PRIORITIES

Informed by the recommendations from the Truth and Reconciliation Commission, initiate and implement Indigenization strategy.

MEASURE

Implement strategy.

CURRENT STATE

Initiate a collaborative process to develop an Indigenization strategy that has consulted with Indigenous communities in the Lower Mainland. Environmental scan underway.

2025 TARGET

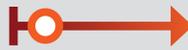
Implement strategy and assess progress.

5.2

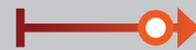
STRATEGIC PRIORITIES

Maintain and deepen our relations with Musqueam.

Develop a joint Musqueam/Langara Education Working Group to meet regularly and establish common goals.



Initiate Joint Education Working Group.



Mature structure in place for working group, responsive to the community's evolving needs.

5.3

STRATEGIC PRIORITIES

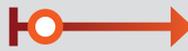
Develop and implement strategies to recruit and retain Indigenous students and employees.

Plan in place and implemented for recruiting new employees.

Review and plan development.

Plan in place and implemented for employees.

Review Indigenous Education and Services structures to enhance Indigenous student support and recruitment into a diverse range of academic programs.



Initiate review.



Plan in place and implemented for student recruitment and retention.

Strengthen Indigenous student recruitment and retention by offering more scholarships, bursaries, and supports.



Eight scholarships, bursaries, and awards for Indigenous students.



Additional scholarships, awards, and bursaries established for Indigenous students.





Schematic summary.

OUR CULTURE

Talent management strategy

Supports for students and employees

RELEVANT, INNOVATIVE, AND HIGH-QUALITY REGULAR AND CONTINUING STUDIES PROGRAMMING

Continuous quality improvement process

Relevant and accessible programming

COMMUNITY ENGAGEMENT

Mutually beneficial partnerships

Strengthen relationships with governments

COLLEGE SUSTAINABILITY

Financial stability

Increase sustainability

INDIGENIZATION

Indigenization strategy

Maintain and deepen relations with Musqueam



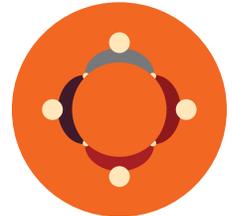
Justice, equity, diversity and
inclusion (JEDI) strategy



Integrate Indigenous ways of knowing
and learning into our curriculum



Integrate and streamline
key business processes



Recruit and retain
Indigenous students and employees





Strategic Plan yearly updates will
be available on our website.

langara.ca/langara2025

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