

STRATEGIC FRAMEWORK 2025–2028

ʔə ɬ xʷməθkʷəy̓əm | at Musqueam

Acknowledgement of Musqueam territory and relationship

snəwəyət̓ leləṁ Langara College is located on the unceded, ancestral, and traditional territory of the Musqueam people, who have lived on the Fraser River estuary since time immemorial and hold constitutionally protected rights and title to their lands.

Our relationship with Musqueam is reflected in the College's gifted name snəwəyət̓ leləṁ, meaning "house of teachings," and in shared commitments outlined in our 2023 Memorandum of Agreement.

Honouring Musqueam's generosity, Langara has raised the Musqueam flag, installed a traditional welcome post, and continues to uplift Musqueam voices and cultural presence on campus. We are proud to be known as Langara ʔə ʔ x̣ẉməθḳẉəỵəm — Langara at Musqueam — and we are committed to deepening our relationship in the spirit of respect, reciprocity, and reconciliation.



Message on Behalf of the Board of Governors

Post-secondary institutions do not exist in isolation—we are deeply connected to, and shaped by, the communities we serve. To fulfill this responsibility, **snəweyət leləm** undertook an ambitious and collaborative strategic planning process to chart a path forward. Rooted in our strengths, this process aimed to strike a balance between continuity and growth, tradition and innovation.

Through a series of reflective and inclusive consultations, we celebrated what is best about Langara while imagining what more we could become. The result is *Future Focused*—a bold, three-year framework designed to guide our efforts and amplify our impact.

At the heart of *Future Focused* are Langara's Academic Centres. These Centres unite academic and career-based programs with applied research and learning experiences that are responsive

to the evolving needs of learners, communities, and employers. As we bring this model to life, we will remain steadfast in our commitments to Indigenization and reconciliation, sustainability, and equity, diversity, and inclusion.

On behalf of the Board of Governors, I want to extend sincere thanks to everyone who contributed to this important process. Your insights, aspirations, dedication and commitment have shaped a strategic direction that reflects who we are—and who we aim to become. Together, we are building a *Future Focused* Langara that will continue to serve British Columbians with purpose and excellence for years to come.



Mary Lynn Baum
Board Chair



Welcome to Future Focused.

Welcome to *Future Focused*, Langara's strategic framework for 2025–2028. Think of this framework as a guide to the direction Langara is taking to meet the challenges of today while creating opportunities for the future. It is, in many ways, a commitment to our community.

Langara is a vibrant and diverse learning environment. We were created to provide flexible, innovative, and student-centred education—and we remain true to that purpose. We empower learners to reach their potential through high-quality education and strong support systems. We are defined by our relationship with Musqueam and our dedication to Indigenous ways of being and doing. We have also made commitments to sustainability and to the principles of inclusion and belonging.

We are an academic institution offering undergraduate credentials from certificates to degrees, and we have a continuing studies division that delivers programs aligned with labour market needs.

At the heart of *Future Focused* are Langara's Academic Centres—a strategic reorganization of programs into hubs of learning that create belonging and foster deeper connections among students, faculty, staff, and the wider community.

These Centres build on Langara's existing strengths and will increase our responsiveness and ability to recruit and retain students.

Each Centre is responsible for developing and delivering programs that meet the needs of today's learner and reflect the economic, social, and cultural priorities of British Columbia. To support our vision of being Canada's premier pathways college, we have identified the additional strategic priorities needed to ensure the success of these Centres: responsive programming and teaching excellence, student success and retention, workforce development, technology utilization, and campus renewal.

By pursuing a *Future Focused* Langara, we all succeed. Together, we can move forward with purpose and confidence—making Langara the first choice for students, faculty, staff, and our broader community.



Dr. Paula Burns
President and CEO



COMMITMENTS

Indigenization and Reconciliation

Langara is committed to honouring our place on Musqueam territory by working in partnership to advance learning rooted in Indigenous ways of knowing, being, and doing—deepening understanding, relationships, and reconciliation.

Sustainability

Langara is committed to embedding environmental, social, and economic responsibility across the College. Guided by the UN Sustainable Development Goals, we prepare learners for climate leadership, innovation, and collective action.

Equity, Diversity, and Inclusion

Langara is committed to a welcoming, inclusive community that values diverse perspectives. We work to eliminate systemic barriers and foster belonging so everyone feels respected, supported, and able to thrive

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.

Academic Centres

“Our six Academic Centres are where Langara’s future comes to life—offering responsive programs, excellent teaching, and meaningful connections that prepare students to succeed, contribute, and lead in a changing world.”



Strategic Priorities.

Excellence in
Programs,
Teaching, and
Learning

Student Success,
Recruitment,
and Retention

Human Capacity

Technology
Utilization

Campus
Development



Excellence in Programs, Teaching, and Learning



“We’re empowering faculty to lead with excellence—by supporting inclusive, innovative teaching and developing responsive programming that aligns with the needs of learners and communities.”

ACTIONS

- Support faculty with professional learning, mentorship, and tools to deliver inclusive, high-impact instruction.
- Streamline program development through Academic Centres to better meet labour market, community, and student needs.
- Expand partnerships that connect students to applied learning, research, and clear educational pathways.

Langara’s new Academic Centres will strengthen program quality, improve responsiveness, and foster collaboration across departments. The Centres will enable the College to revise or develop programs more efficiently—especially those aligned with green jobs, digital literacy, and social innovation—while responding to labour market trends, social needs, and Indigenous perspectives.

Faculty will be supported to lead instructional excellence through mentorship, professional learning, and the adoption of inclusive, high-impact teaching practices. This includes innovative approaches such as field schools, applied projects, and culturally responsive assessments. Collaboration between faculty and student services will help integrate support directly into the academic experience.

The Centres will also expand applied research, work-integrated learning, and academic pathways through deeper partnerships with employers, government, and civil society. Programs will reflect Langara’s commitments to reconciliation, sustainability, and student success—creating meaningful learning environments and better transitions for learners. These efforts will build a culture of excellence that supports both faculty and students.



Student Success, Recruitment, and Retention



“We’re here to support every step of the student journey—by creating welcoming pathways into Langara, helping students stay and succeed, and ensuring they leave prepared to thrive in life and work.”

ACTIONS

- Deliver integrated academic, personal, and career supports that reflect the diversity of our students
- Use data and new technologies to recruit and retain students effectively and equitably
- Prepare learners to thrive in a changing world—and contribute meaningfully to reconciliation

Student success is at the heart of Langara’s mission. Through our Strategic Enrolment Management Plan, we will adopt data-informed recruitment strategies and strengthen retention through guided pathways and intentional partnerships. Holistic supports—such as advising, mentorship, and career development—will

be embedded within the student experience and guided by Langara’s EDI Framework.

We will work to remove barriers to access before students arrive, ensuring equitable opportunities for all learners. Recruitment efforts will use analytics, AI tools, and personalized engagement to reach diverse prospective students.

All members of the Langara community play a role in fostering a welcoming and inclusive environment. We aim to cultivate a future-ready student body prepared for life, work, and study on Musqueam territory—and to contribute to reconciliation.



Human Capacity



“Our people are our strength, and we’re building a vibrant, inclusive workplace where faculty and staff feel valued, supported, and empowered to grow.”

ACTIONS

- Attract and retain skilled employees through inclusive hiring, succession planning, and wellness support.
- Invest in professional development to help employees grow and adapt to change.
- Embed EDI, Indigenization, and reconciliation across all people practices and policies.

Langara is committed to fostering a culture of continuous improvement and professional growth. Our talent strategy focuses on inclusive recruitment, equitable hiring, and succession planning to attract and retain people who support student success.

Guided by our People Plan, we will strengthen a diverse and engaged employee community while enhancing wellness and aiming to be recognized as a Top Employer in BC. Through mentorship, leadership development, and access to learning tools, we will help employees grow and adapt to change.

Any investments in new technologies will be matched with practical training. EDI, Indigenization, and reconciliation will be embedded across all people practices—through inclusive policies, culturally responsive training, and a focus on psychological safety—to ensure all employees can thrive.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Technology Utilization



“We’re embracing technology to improve learning, streamline services, and make sure everyone at Langara has access to the digital tools they need to succeed—today and in the future.”

ACTIONS

- Modernize Langara’s digital infrastructure through the transition to Workday Student and other critical upgrades.
- Expand equitable access to educational technology that supports inclusive, accessible, and engaging learning.
- Equip students, faculty, and staff with the tools and training needed to succeed in a technology-enabled environment.

Investments in smart classrooms, digital platforms, and applied research spaces will foster innovation, academic excellence, and community engagement. As we adopt and upgrade technologies, we will do so in alignment with Langara’s commitments to equity, sustainability, and Indigenization. Ensuring equitable access to digital tools will support inclusion and remove barriers to participation—so that all students can succeed in a technology-enabled future.

Langara is modernizing its digital infrastructure to create a more sustainable, accessible, and student-centred learning environment. A signature initiative is the transition to Workday Student, a major modernization of our Student Information System. This long-term project will streamline how students access services and navigate their education.



Campus Development

ACTIONS

- Finalize and begin to implement a Campus Master Plan rooted in sustainability and Indigenous principles.
- Invest in energy-efficient infrastructure and learning spaces that support innovation and student success.
- Explore strategic partnerships to support student housing and enhance the campus experience.

Langara's refreshed Campus Master Plan will guide development grounded in sustainability and Indigenous principles, including relationality and reciprocal relationships. A core priority is uplifting Musqueam voices and respectfully representing their culture and history across campus planning and stewardship.

The Plan will address academic infrastructure needs while upgrading learning environments to support innovation, excellence, and student success. Our campus renewal will help achieve the UN Sustainable Development Goals by reducing environmental impact through green infrastructure, energy-efficient systems, and sustainable materials.

We will also pursue partnerships to expand access to student housing and strengthen the campus experience. Together, these actions will support a more inclusive, resilient, and future-ready campus community.

“We’re transforming our campus to be more sustainable, welcoming, and connected to Musqueam land and culture—so everyone can feel a stronger sense of belonging and place.”



Moving Forward, Focused on our Future.

“By working together with clarity and purpose, we will build a Future Focused Langara—one that continues to serve the needs of learners, employers, and our community for years to come.”

This strategic framework sets the stage for Langara's future—balancing tradition and innovation, and growth with continuity. Through the Academic Centres, we will deliver programming that meets the evolving needs of students, faculty, staff, and the broader community. We will cultivate excellence in all that we do and prepare learners to thrive in a changing world. Annual implementation plans will guide progress across all Strategic Priorities and give faculty and staff a clear sense of how they can contribute to the success of the Framework.

In conjunction with this Framework, Langara will also be guided by other important institutional plans, including but not limited to:

- the People Plan
- the Equity, Diversity & Inclusion (EDI) Framework
- the Strategic Enrolment Management (SEM) Plan
- the Academic Plan
- the Accessibility Plan
- the Student Success Plan

Each year, we will celebrate accomplishments and measure progress, remaining focused on the future. Milestones will include:

1. Delivering responsive programming through the successful launch of all Academic Centres, powered by ongoing excellence in teaching
2. Year-over-year improvements in student graduation numbers
3. Deployment of an employee engagement survey and responsive action plan
4. Increased adoption of new technologies in academic and service delivery
5. Implementation of Campus Master Plan elements rooted in Indigenization principles

