

Strategic Plan 2025

2021–2025

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THE COLLEGE OF HIGHER LEARNING.

Langara.

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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 the Musqueam, on whose unceded traditional territory Langara resides
- 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, Langara included. 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. Its finally time. I cross the stage, accept my diploma, have my photo with the President, and get a hug from my favourite prof, 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

The College's culture places students at the centre of all our decisions and practices. 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.

DESIRED FUTURE STATE IN 2025	STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> • 1.1 Students are central to all our decisions and practices. • 1.2 Diverse and inclusive community college that celebrates its place on Musqueam territory and its intercultural mosaic. • 1.3 Effective cultural, emotional, physical and mental well-being supports for students and employees. • 1.4 Individual and institutional capacity to adapt and respond to change. • 1.5 Employees (faculty and staff) are engaged. 	<ul style="list-style-type: none"> • 1.6 Monitor and improve student satisfaction. 	<ul style="list-style-type: none"> • 1.12 Current student satisfaction. 	<ul style="list-style-type: none"> • 1.20 Improvement on the baseline survey results. 	<ul style="list-style-type: none"> • 1.29 92%
	<ul style="list-style-type: none"> • 1.7 Provide relevant personal and professional development opportunities to employees that support student success. 	<ul style="list-style-type: none"> • 1.13 Participation of regular employees in personal & professional development. 	<ul style="list-style-type: none"> • 1.21 90% 	<ul style="list-style-type: none"> • 1.30 75%
	<ul style="list-style-type: none"> • 1.8 Advance the College's Internationalization Plan. 	<ul style="list-style-type: none"> • 1.14 # of students and employees participated in intercultural programs. 	<ul style="list-style-type: none"> • 1.22 20% of students • 1.23 20% of employees (faculty and staff) 	<ul style="list-style-type: none"> • 1.31 Establish baseline.
		<ul style="list-style-type: none"> • 1.15 Extent students and employees feel included. 	<ul style="list-style-type: none"> • 1.24 Improvement on the baseline. 	<ul style="list-style-type: none"> • 1.32 Determine baseline from surveys.
	<ul style="list-style-type: none"> • 1.9 Provide effective emotional, physical, and mental well-being supports for students and employees. 	<ul style="list-style-type: none"> • 1.16 Satisfaction rate of employees with Employee & Family Assistance Program. 	<ul style="list-style-type: none"> • 1.25 Maintain or increase. 	<ul style="list-style-type: none"> • 1.33 91%
		<ul style="list-style-type: none"> • 1.17 Satisfaction rate of students with College wellness supports. 	<ul style="list-style-type: none"> • 1.26 Improvement on the baseline. 	<ul style="list-style-type: none"> • 1.34 Establish baseline.
	<ul style="list-style-type: none"> • 1.10 Develop and implement a talent management strategy (this includes an engagement survey). 	<ul style="list-style-type: none"> • 1.18 Engagement survey. 	<ul style="list-style-type: none"> • 1.27 Improvement on the baseline. 	<ul style="list-style-type: none"> • 1.35 Determine baseline by 2022.
	<ul style="list-style-type: none"> • 1.11 Embark on a collaborative process to develop a diversity and inclusion framework that guides the College's policies and practices reflecting the communities we serve. 	<ul style="list-style-type: none"> • 1.19 Framework in place. 	<ul style="list-style-type: none"> • 1.28 Created by 2025. 	<ul style="list-style-type: none"> • 1.36 Initiate development of framework.

Relevant, Innovative, High-Quality Programming

Langara's high-quality academic and continuing education programming is supported by continuous improvement processes. Our programs are relevant for our students and the communities we serve, integrate Indigenous ways of knowing, and are accessible to all students. Our new Academic Plan, informed by the Internationalization Plan and the Indigenization plan under development, will provide direction for academic innovation.

DESIRED FUTURE STATE IN 2025	STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> • 2.1 Continuous and steadfast focus on student success. • 2.2 Accessible and integrated approach to student achievement and support. • 2.3 Reflective, responsive, and relevant programming. 	<ul style="list-style-type: none"> • 2.4 Create, implement, and embrace a continuous quality improvement process aligned to the curriculum life cycle. 	<ul style="list-style-type: none"> • 2.7 Number of program reviews completed each year. 	<ul style="list-style-type: none"> • 2.11 Eight completed program reviews each year. 	<ul style="list-style-type: none"> • 2.15 New program review process launched in 2019.
	<ul style="list-style-type: none"> • 2.5 Provide relevant and accessible programming, responsive to the needs of British Columbians. 	<ul style="list-style-type: none"> • 2.8 Student satisfaction with ability to access courses. 	<ul style="list-style-type: none"> • 2.12 Improvement on baseline. 	<ul style="list-style-type: none"> • 2.16 Establish baseline.
		<ul style="list-style-type: none"> • 2.9 # of dual credit courses with local school boards. 	<ul style="list-style-type: none"> • 2.13 Five 	<ul style="list-style-type: none"> • 2.17 0
<ul style="list-style-type: none"> • 2.6 Integrate indigenous ways of knowing and learning in our curriculum. 	<ul style="list-style-type: none"> • 2.10 Process in place. 	<ul style="list-style-type: none"> • 2.14 Implementation complete by 2025. 	<ul style="list-style-type: none"> • 2.18 Establish baseline once Indigenization plan in place. 	

Community Engagement

The College's relationships with community partners and governments strengthens our ability to provide outstanding learning experiences for our students.

DESIRED FUTURE STATE IN 2025	STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> • 3.1 Strategic reciprocal partnerships with the community and governments to expand opportunities for students. 	<ul style="list-style-type: none"> • 3.2 Create mutually beneficial partnerships with all sectors, including community, Indigenous, non-profit, industry, international, philanthropic, and alumni organizations. 	<ul style="list-style-type: none"> • 3.4 Programs that embed work-integrated education experiences by % of FTE students enrolled. 	<ul style="list-style-type: none"> • 3.12 48% 	<ul style="list-style-type: none"> • 3.20 42%
		<ul style="list-style-type: none"> • 3.5 # of students participating in Work-integrated Learning each year. 	<ul style="list-style-type: none"> • 3.13 1,150 	<ul style="list-style-type: none"> • 3.21 1,096
		<ul style="list-style-type: none"> • 3.6 # of Co-op employers. 	<ul style="list-style-type: none"> • 3.14 1,460 	<ul style="list-style-type: none"> • 3.22 1,398
		<ul style="list-style-type: none"> • 3.7 # of students participating in intercultural experiences each year. 	<ul style="list-style-type: none"> • 3.15 330 	<ul style="list-style-type: none"> • 3.23 103
		<ul style="list-style-type: none"> • 3.8 # volunteer hours generated by students. 	<ul style="list-style-type: none"> • 3.16 16,700 	<ul style="list-style-type: none"> • 3.24 14,200
		<ul style="list-style-type: none"> • 3.9 Expand or deepen engagement with VOLT community partners. 	<ul style="list-style-type: none"> • 3.17 Complete priorities of community partners. 	<ul style="list-style-type: none"> • 3.25 Five main community partners.
		<ul style="list-style-type: none"> • 3.10 Number of individuals and organizations contributing to the Langara College Foundation each year. 	<ul style="list-style-type: none"> • 3.18 610 	<ul style="list-style-type: none"> • 3.26 488
	<ul style="list-style-type: none"> • 3.3 Strengthen relationships with all levels of government – Indigenous, federal, provincial, and municipal. 	<ul style="list-style-type: none"> • 3.11 Implemented comprehensive government relations plan. 	<ul style="list-style-type: none"> • 3.19 Plan implemented. 	<ul style="list-style-type: none"> • 3.27 Create plan.

College Sustainability

Langara is a modern and sustainable organization, with the high-quality learning and living 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.

DESIRED FUTURE STATE IN 2025	STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> • 4.1 Further the Campus Master Plan. • 4.2 Effective and sustainable business processes. • 4.3 Financial stability. 	<ul style="list-style-type: none"> • 4.4 Develop plans and advocate for funding for a LEED certified replacement for Building A. 	<ul style="list-style-type: none"> • 4.9 Design in place. 	<ul style="list-style-type: none"> • 4.16 In place. 	<ul style="list-style-type: none"> • 4.23 Initiate design work.
		<ul style="list-style-type: none"> • 4.10 Engagement of community and stakeholders. 	<ul style="list-style-type: none"> • 4.17 Increased engagement. 	<ul style="list-style-type: none"> • 4.24 10 meetings.
	<ul style="list-style-type: none"> • 4.5 Explore opportunities to provide housing supports for students on and off campus. 	<ul style="list-style-type: none"> • 4.11 Feasibility assessment, government relations strategy and consider industry engagement on student housing on or off campus. 	<ul style="list-style-type: none"> • 4.18 Feasibility assessment complete; government relations strategy implemented; role of industry (if any) determined. 	<ul style="list-style-type: none"> • 4.25 Consultations with Musqueam, City of Vancouver, Ministry, and potential partners.
		<ul style="list-style-type: none"> • 4.12 Connections to community resources that provide housing support. 	<ul style="list-style-type: none"> • 4.19 Key community resources identified and services delivered to students. 	<ul style="list-style-type: none"> • 4.26 Homestay program provides housing opportunities for students with local families.
	<ul style="list-style-type: none"> • 4.6 Integrate and streamline key business processes. 	<ul style="list-style-type: none"> • 4.13 Identify priority processes to improve in support of new strategic plan. 	<ul style="list-style-type: none"> • 4.20 Improved by 2025. 	<ul style="list-style-type: none"> • 4.27 Identify in 2021.
	<ul style="list-style-type: none"> • 4.7 Contribute to climate action by increasing sustainability on campus. 	<ul style="list-style-type: none"> • 4.14 Enhance and report on campus sustainability initiatives. 	<ul style="list-style-type: none"> • 4.21 Achieve STARS* Bronze rating and work towards Silver. 	<ul style="list-style-type: none"> • 4.28 Enroll in STARS program.
	<ul style="list-style-type: none"> • 4.8 Ensure financial stability of the College to support its vision and mission. 	<ul style="list-style-type: none"> • 4.15 Maintain revenue from non-traditional sources (everything except domestic tuition & General Purpose Operating Grant). 	<ul style="list-style-type: none"> • 4.22 Maintain. 	<ul style="list-style-type: none"> • 4.29 69% independently generated.

*The Sustainability Tracking, Assessment and Rating System. More information at: <https://stars.aashe.org/>

Indigenization

Langara has deepened our relationship with the Musqueam, and has implemented our Indigenization plan. Langara is the college of choice for Lower Mainland Indigenous students, and the employer of choice for Indigenous faculty and staff.

DESIRED FUTURE STATE IN 2025	STRATEGIC PRIORITIES	MEASURE	2025 TARGET	CURRENT STATE
<ul style="list-style-type: none"> • 5.1 Continue to advance Reconciliation commitments. • 5.2 College of choice for Indigenous students and employer of choice for Indigenous employees. 	<ul style="list-style-type: none"> • 5.3 Informed by the recommendations from the Truth and Reconciliation Commission, initiate and implement Indigenization plan. 	<ul style="list-style-type: none"> • 5.6 Implement plan. 	<ul style="list-style-type: none"> • 5.11 Implement plan. 	<ul style="list-style-type: none"> • 5.16 Initiate development.
	<ul style="list-style-type: none"> • 5.4 Maintain and deepen our relations with the Musqueam People. 	<ul style="list-style-type: none"> • 5.7 Develop a joint Musqueam/Langara Education Working Group to meet regularly and establish common goals. 	<ul style="list-style-type: none"> • 5.12 Mature structure in place for working group, responsive to the community's evolving needs. 	<ul style="list-style-type: none"> • 5.17 Initiate Joint Education Working Group.
	<ul style="list-style-type: none"> • 5.5 Develop and implement plans to recruit and retain. Indigenous students and employees. 	<ul style="list-style-type: none"> • 5.8 Plan in place and implemented for recruiting new Indigenous, including Musqueam, employees. 	<ul style="list-style-type: none"> • 5.13 Plan in place and implemented for employees. 	<ul style="list-style-type: none"> • 5.18 Review and plan development.
		<ul style="list-style-type: none"> • 5.9 Review Indigenous Education and Services structures to enhance Indigenous student support and recruitment in to a diverse range of academic programs. 	<ul style="list-style-type: none"> • 5.14 Plan in place and implemented for student recruitment and retention. 	<ul style="list-style-type: none"> • 5.19 Initiate review.
		<ul style="list-style-type: none"> • 5.10 Strengthen Indigenous, including Musqueam, student recruitment and retention by offering more scholarships and bursaries. 	<ul style="list-style-type: none"> • 5.15 Additional scholarships, awards, and bursaries established for Indigenous students. 	<ul style="list-style-type: none"> • 5.20 Eight scholarships, bursaries, and awards for Indigenous students.

Strategic Plan 2025: Schematic Summary

