BCIT Student Association

Strategic Plan 2026–31

Connecting Communities,
Shaping Our Future



Vision

To be a welcoming community where every student is engaged and empowered to succeed within and beyond their academic journey.

Mission

To enhance student life through advocacy and the provision of student-centred, relevant, and quality service.

Values

STUDENT-CENTRED
We put students first in everything we do.

INTEGRITY
We act honestly and do the right thing.

ACCOUNTABILITY
We own our successes and build on our lessons learned.

DYNAMIC
We look ahead, adapt, and solve problems.

WELCOMING
We are curious, inclusive, and open to the perspectives of others.

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A Word from Leadership

Land Acknowledgement

The Student Association of BCIT (BCITSA) acknowledges that we carry out our work on the unceded traditional territories of the Coast Salish Nations of xwməθkwəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and sə̓lilwətaʔɬ (Tsleil-Waututh).

BCITSA recognizes that many historical and current injustices, including racism, colonialism, and residential schools, have deeply impacted Indigenous Peoples, and we commit ourselves to understanding these injustices and the legacies they continue to perpetuate. We commit to seek to foster a relationship of trust, respect, and collaboration with Indigenous Peoples.



Dear BCIT students, partners, and community members,

We are proud to introduce the 2026–31 Strategic Plan for the Student Association of BCIT: *Connecting Communities, Shaping Our Future*. This plan reflects our shared commitment to students, to the communities that support them, and to the future we are building together across BCIT.

We find ourselves in a challenging environment. Students are navigating rising costs, changing expectations, and increasing pressures on their time, wellbeing, and sense of connection. At the same time, these challenges create opportunities: to listen more deeply, to advocate more effectively, to strengthen the way we work, and to design services that meet students where they are.

Over the next five years, this plan will guide the BCIT Student Association as we expand our external influence, strengthen our workplace culture, renew and reinforce our governance, and ensure our financial and operational sustainability. It also affirms our responsibility to enhance services across all of BCIT's campuses, recognizing that every student deserves meaningful support, representation, and opportunities to belong.

Connecting Communities, Shaping Our Future is both a theme and a call to action. It asks us to build stronger relationships—with students, BCIT, Indigenous communities, government, industry, alumni, and one another—so that the Student Association can continue to be a strong, trusted, and forward-looking voice for students.

We are grateful to the students, staff, elected leaders, partners, and community members whose perspectives helped shape this direction. Together, we will meet this moment with purpose and create a more connected, resilient, and student-centred future.

Sincerely,



Adam Matthews-Kott

PRESIDENT



Sameer Ismail

CO-EXECUTIVE DIRECTOR



Roland Gagel

CO-EXECUTIVE DIRECTOR

Where We Are Today

The Student Association of BCIT enters this strategic planning period from a place of renewed stability, shared purpose, and hard-earned resilience.

After an extended period of organizational instability—including leadership transitions, shifting structures, and evolving expectations—the Association has a clearer understanding of what is needed for the future: **stronger systems, sharper priorities, greater accountability, and a renewed commitment to students and the communities we serve.**





Building a Stronger Team

This moment is also shaped by the recent unionization of our workforce, marking a new chapter in our workplace culture and labour relations. It creates an important opportunity to strengthen trust, transparency, collaboration, and shared responsibility, while ensuring employees are supported and empowered to deliver meaningful services and advocacy for students.

Turning Priorities into Progress

Past strategic plans have helped define broad aspirations, but have not always provided the clarity needed to ensure accountability. The 2026–31 Strategic Plan responds by setting a more focused direction—one that connects ambition with action, supports effective governance, and allows students, employees, and elected leaders to understand how progress is being made.

We continue to operate in a challenging environment, with students facing rising costs, increasing pressures, and changing expectations. Yet these challenges also create opportunities to deepen our impact, expand our external influence, strengthen partnerships, and enhance services across all of BCIT's campuses.

Our ability to seize these opportunities comes from the resilience of the Association, the passion of our employees, and the clarity of our mission and shared purpose. With renewed stability, stronger foundations, and a clear strategic direction, we are ready to move forward with confidence as a trusted, student-centred voice for BCIT students.

How We Got Here

This strategic plan was built through a thoughtful and participatory process designed to listen carefully, reflect honestly, and translate what we heard into a clear direction for the organization.

We began by conducting surveys with staff, management, the Executive Board, and Council. These surveys gave participants an opportunity to share their perspectives on the organization's strengths, challenges, opportunities, and future priorities. To deepen that feedback, we then held focus groups with the same groups, creating space for discussion, clarification, and shared reflection.



What We Heard

Across these conversations, several themes emerged clearly and consistently. We heard that the organization draws strength from being student-centred and values-based. People spoke about the importance of supporting one another, showing up for colleagues and students, remaining flexible in the face of change, and working collaboratively to solve problems. These qualities are a source of pride and resilience, and they form a strong foundation for the future.

We also heard that there are areas where the organization can grow. Participants identified that we are sometimes siloed within our respective departments, that our structure is not always clear, and that our members do not always know us—or the full scope of what we do—as well as they should. We also heard a desire for better allocation of resources and a need for greater transparency in how decisions are made, communicated, and carried forward.



Building the Plan

Following this engagement, the Executive Board held a series of working sessions to consider the feedback gathered, reflect on the organization's priorities, and identify where focused action would have the greatest impact. Through those sessions, the Board distilled the input from surveys, focus groups, and organizational reflection into the five strategic priorities contained in this plan. In that way, the plan is both grounded in what we heard and oriented toward where we need to go next: strengthening what already makes us effective, while addressing the barriers that limit our ability to serve students and members with clarity, transparency, and impact.

Strategic Priorities

Our strategic themes provide a framework for where we want to go and how we'll get there. Together, they focus our efforts on the areas that matter most, from strengthening our organization and expanding our influence to deepening student engagement and improving the services we provide across campuses.

The following pages explore each theme and the priorities that will guide our work over the next five years.



Expanding our External Influence

- Improve our collaboration and our capacity for advocacy with BCIT and other external stakeholders.
- Connect with other student associations and organizations.
- Strengthen our connections with industry.



Strengthening our Workplace Culture

- Establish shared understanding of duties and decision-making roles.
- Strengthen morale and the employee experience.
- Build a professional development and employee training program.

Fostering Community & Student Leader Engagement

- Improve the Board's onboarding, training, and transition.
- Refresh BCITSA's marketing and student engagement approach, including with respect to student leadership.
- Improve students' awareness and engagement in elections.

Improving Financial & Operational Sustainability

- Establish and document how BCITSA work is done.
- Strengthen the performance of BCITSA's retail and food services.
- Ensure responsible stewardship of resources in labour relations.



Enhancing our Services on all Campuses

- Ensure the equitable provision of relevant programs and services to each campus, including regular leadership visits to specialty campuses.
- Review and strengthen the effectiveness of BCITSA's services.
- Double the capacity of BCITSA's childcare service.
- Break ground on a new BCITSA building.









Measuring Success

A strategic plan must be more than words on paper. It must be a measurable roadmap for progress—one that clearly connects our shared priorities to meaningful action, ongoing learning, and visible results.

In keeping with this understanding, stakeholders will be consulted annually to help determine the best way—and the best timing—to advance each priority in the plan. This input will inform the development of annual implementation plans that identify key actions, timelines, responsibilities, and opportunities for collaboration.

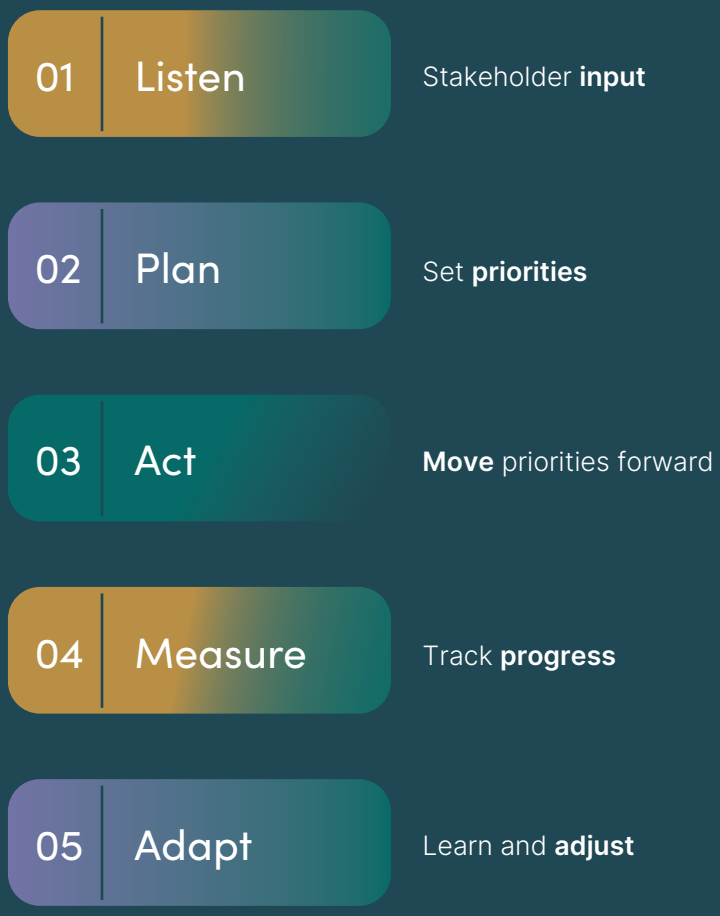


Tracking Our Progress

Progress will be reported on a regular basis so that stakeholders can see what has been accomplished, where work is underway, and where additional focus or support may be needed. Because many of the actions in this plan may be undertaken for the first time, there may be a need to adjust timelines, refine approaches, or course-correct as circumstances evolve.

Learning and Adapting

When adjustments are needed, they will be made with transparency and in the spirit of shared accountability. As we learn, adapt, and move forward together, we will support one another in advancing the priorities of the plan and achieving lasting progress.



BCIT SA Student Association

Enhancing Student Life

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