

# Accountability Plan & Report 2017/2018



**Langara.**

THE COLLEGE OF HIGHER LEARNING.

# Langara.

THE COLLEGE OF HIGHER LEARNING.

## **Accountability Plan & Report 2017/18 Reporting Cycle**

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**Office of the Board of Governors  
Office of the President**

June 21, 2018

Honourable Melanie Mark, Minister  
Ministry of Advanced Education, Skills and Training  
PO Box 9870 Stn Prov Govt  
Victoria BC V8W 9T5

Dear Minister Mark:

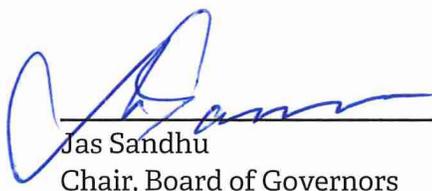
We are pleased to submit the Langara College Accountability Plan and Report for the 2017/18 Reporting Cycle. This document was prepared under our direction in accordance with the Budget Transparency and Accountability Act, the BC Reporting Principles, and the Taxpayer Accountability Principles. It describes the progress made towards achieving Langara's goals, objectives, performance measures, and targets for 2017/18.

The 2020 Strategic Plan sets out a vision of a modern institution that sustains itself by delivering exceptional academic and market-relevant programming for our students. It continues to put the people who make up our college community at the heart of all we do, while increasing our engagement with the communities we serve. In its second year of the 2020 Strategic Plan, the college continues to make significant progress in all the vision categories and lay the foundation for continued improvement in the upcoming years.

The college is encouraged by the positive results achieved so far in each of the four Strategic Plan vision categories in support of our mission for academic excellence. Our values – excellence, collegiality, innovation, and integrity – continue to guide the community as we work to improve results and reach our goal to be “Canada's pathway college.”

This document has been reviewed and approved by the Langara College Board of Governors, and with this letter, we hereby affirm our accountability for the Langara College Accountability Plan and Report.

Yours sincerely,



Jas Sandhu  
Chair, Board of Governors



Dr. Lane Trotter  
President and CEO

## INTRODUCTION

This report is produced in compliance with the Ministry Mandate Letter for fiscal year 2017/18, which outlines the respective roles, responsibilities, and performance expectations of the Government and the College. The Accountability Plan and Report provides a medium for Langara to communicate our current and future goals, and to report on our progress toward internal targets and Ministry of Advanced Education, Skills and Training performance measures. In addition, this document offers the public a general introduction to Langara's development and performance.

## INSTITUTIONAL OVERVIEW

Langara College, located in south Vancouver, was established as an independent public college on April 1, 1994, after offering programs as part of Vancouver Community College for 29 years. Our vision is to be Canada's pathways college and our mission is to provide accessible educational opportunities that meet the needs of our diverse community and to support exceptional learning experiences that lead to employment, career advancement, and further education. We are firm believers in life-long learning and deliver on this commitment by charting exceptional educational pathways for students of all ages, backgrounds, and life stages. Langara plays a critical role in preparing students with the skills and knowledge needed for high-demand occupations both in our local region and in other BC communities.

We offer the most comprehensive university transfer program of any BC college: eight baccalaureate programs, 21 career programs, and continuing studies courses in over 80 subject areas. Students can pursue programs of study leading to a post-degree certificate or diploma, bachelor's degree, associate degree, diploma, certificate or citation. We also provide a wide range of educational experiences designed to enrich post-secondary learning, including co-operative education, domestic and international field studies, and educational partnerships with domestic and international institutions and organizations. Langara College Continuing Studies offers a unique selection of intensive English and academic skills programs for students whose first language is not English, in addition to personal and professional development courses designed to meet the needs and schedules of our community. The College served over 23,000 students in the 2017/18 fiscal year.

To facilitate an accessible, rewarding learning experience, Langara is continuously expanding and updating its offerings. Our small classes (33 students, on average) allow individual attention from instructors and increased student interaction, which fosters teamwork and communication skills. For years, we have been one of British Columbia's leading colleges, providing more transfer students to BC universities than any other college or institute<sup>1</sup>.

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<sup>1</sup>Most recent data available from the Student Transitions Project, Mobility Pivots and Dashboard (2002/03 to 2016/17).

# 2020 Strategic Plan



## 2016/17-2020/21 STRATEGIC PLAN

### Vision

Langara is Canada's pathways college. We provide students with the academic and experiential foundation to chart their course to further education, professional and personal development, and career success. Our Vision categories include:

- **Organizational Sustainability:** Langara's breadth of high-quality programming as well as our student and employee support services attract and retain students, faculty, and staff. Our programming appeals to local, international, and continuing studies students, creating a diversified financial base that enables the provision of high-quality academic experiences. We continuously seek efficiencies in the ways we teach and work through improvement and modernization of our business processes, IT systems, and physical spaces.
- **People and Culture:** Langara is a respectful community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students. Our students and alumni report very high satisfaction with their educational experiences. The growth in experiential learning opportunities has helped more students achieve their personal, educational, and career goals.
- **Communities:** Langara students and employees as well as the wider communities we serve regularly interact for mutual benefit. We welcome the input of alumni and industry leaders in educational activities and provide a wide range of life-long learning opportunities to our local communities. Our students give back to the community and learn from these service opportunities. The connections forged through increased engagement have led to a growing number of alumni and donors who support fundraising initiatives.
- **Relevant, Innovative, and High-Quality Programming:** Langara helps students achieve academic and career success by offering a multitude of educational pathways to recognized credentials and further educational opportunities. We are committed to continuing to meet the evolving needs of our students, partner institutions, and employers.

### Mission

Langara College provides accessible, high-quality undergraduate, career, and continuing educational programs and services that meet the needs of our diverse learners and the communities we serve.

### Values

Our values describe what we believe in and how we will act as we implement the Strategic Plan. These values are based in part on those identified during the development of our Academic Plan, and include:

- **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 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 particular focus for the first two years is supporting our mission for academic excellence by prioritizing financial sustainability.

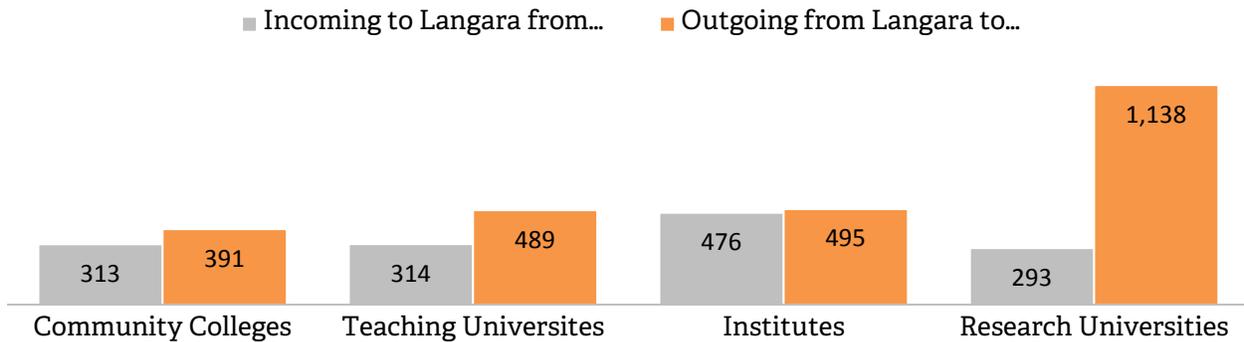
# Strategic Context



**STRATEGIC CONTEXT**

The Province defines the Langara College service area as the combination of Vancouver, Richmond, and Burnaby school districts<sup>2</sup>. For more than ten years, approximately three quarters of our students have listed their residence within this region. The College’s primary demographic is 18 to 24 year old students (76% in 2017/18), but we also serve many who are entering or returning to school later in life, retraining for new careers or advancing their professional qualifications. Almost three quarters (68% in 2017/18) of our credit studies students are registered in University Transfer programs, and we successfully transfer more students to research and teaching-intensive universities than any other BC college or institute. However, Langara is not just a sending institution; of all BC colleges, we are also the second highest recipient of transfer students. In 2016/17, we received nearly 1,400 transfer students from BC colleges, institutes, and universities<sup>3</sup>.

**2016/17 Pathways of Transfer Students to and from Langara**



The total population of the College service area grew by 1% in the last year, and is expected to increase by 6% between 2018 and 2023<sup>4</sup>. Langara’s domestic enrolment generally reflects the population change in the 18-24 age group, which tends to be affected by economic indicators such as regional unemployment. It should be noted that the following population projection does not take into account two factors that may influence future enrolment. Langara draws a majority of our students from the 18-24 year old cohort. According to BC Stats, the College service area population in the 15-19 age group is projected to decrease by 2% in the next 5 years, while the population in the 20-24 age group is projected to decrease by 24% in the same period<sup>5</sup>, partially influenced by the rapid escalation of regional housing costs. However, this may be counterbalanced by the development of the Cambie corridor, which will increase urban density in our neighbourhood, with the potential for significant impact on our long-term enrolment and space utilization planning. The College is working toward greater efficiencies in enrolment, course planning, and space utilization in order to maintain a balanced budget while upholding academic excellence, innovation, and quality undergraduate and post-degree opportunities for all students.

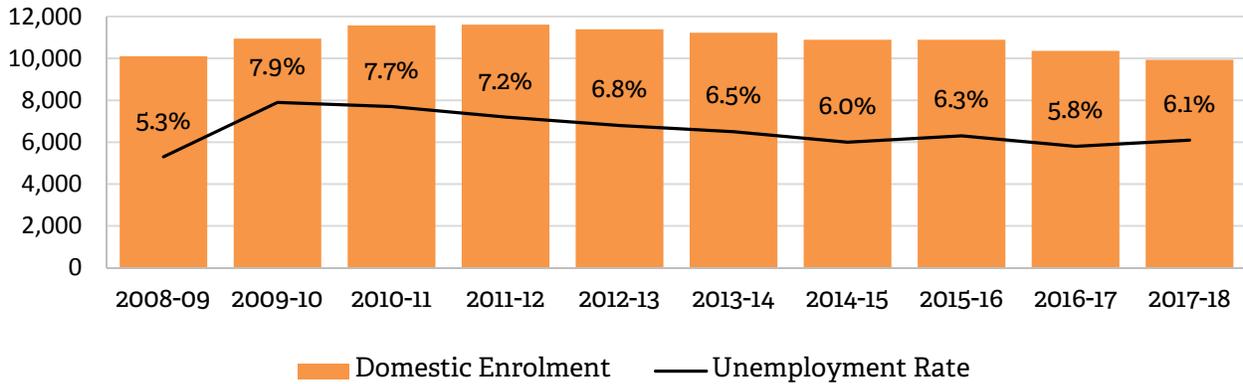
<sup>2</sup> Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

<sup>3</sup> Most recent data available from the Student Transitions Project, Mobility Pivots and Dashboard (2002/03 to 2016/17).

<sup>4</sup> P.E.O.P.L.E 2017 Projection Model, BC Stats, Government of British Columbia. July 1, 2017.

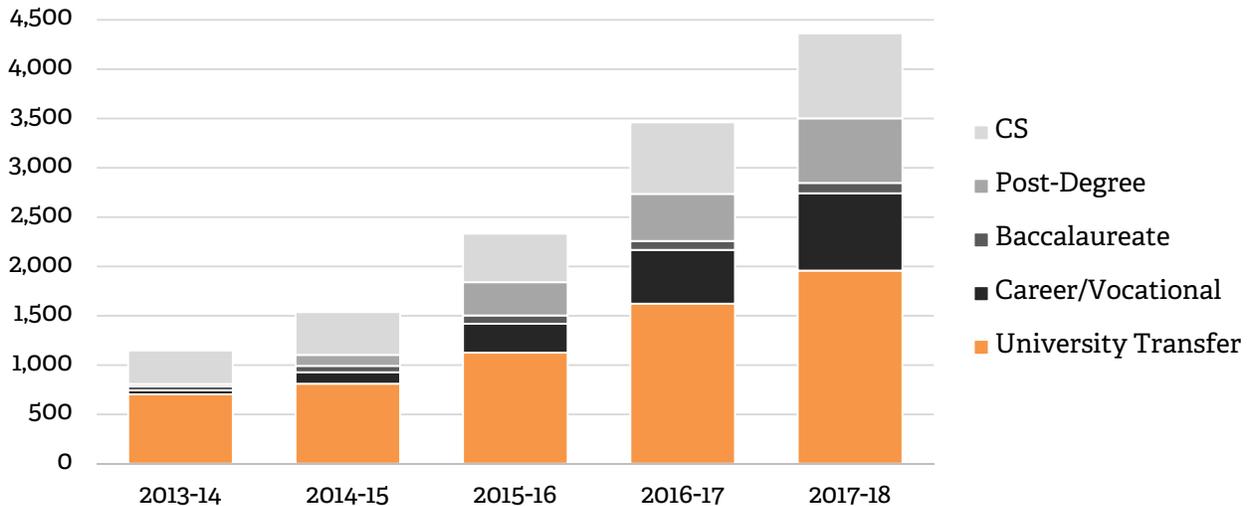
<sup>5</sup> P.E.O.P.L.E 2017 Projection Model, BC Stats, Government of British Columbia. July 1, 2017. BC Stats has changed its population projection age cohorts, so population projections are no longer available for the 18-24 year old cohort.

**Historic Domestic Enrolment and Unemployment Rate**



In alignment with Provincial and federal immigration targets, Langara has grown its population of international students strategically. With its academic reputation, Langara College has been consistently popular among international students from many regions of the world. In academic year 2017/18, international students represented 91 different countries, including China, India, Vietnam, Japan, Brazil, South Korea, and other Southeast Asian and South American countries. In addition to our traditional academic offerings, Langara is expanding our services for professionals seeking international experience and education. We are expanding in new regions including Mexico, Colombia, and Ukraine. Following two successful cohorts of custom training for post-secondary administrators from Yunnan province, China, in the past two years, we welcomed a third group in 2017/18. Langara students truly have the world as their classroom with credit and non-credit field schools and exchange programs, as well as our new India Connect program that gives undergraduate students co-op work experience in India.

**International FTE by Fiscal Year**



# New Directions and Initiatives



## NEW DIRECTIONS AND INITIATIVES

Langara is moving into the future focused on excellence, collegiality, innovation, and integrity. In accordance with the direction provided by the 2020 Strategic Plan, the College is committed to our mission of academic excellence, while maintaining fiscal responsibility and sustainability. We are a teaching-centred institution which recognizes that both scholarly and experiential activity have important roles to play in providing students with the solid foundations necessary for success in their chosen pathways. We plan to enrich the student experience through strong, innovative, and diverse program offerings, improved facilities, excellence in teaching, and a collegial environment that respects diversity and integrity.

### Academic Focus

The 2017/18 academic year has been one of the most exciting in recent years. Continuing work that began last year in response to unprecedented growth in student numbers, the College completed a restructuring of its academic faculties. The new Faculty of Nursing and Faculty of Management will join the existing Faculty of Arts and the restructured Faculty of Science and Faculty of Social Sciences and Community Programs, bringing the total number of faculties to five. This restructuring also adds much-needed administrative supports to assist in handling increased volumes of academic administrative work at the faculty, division, and departmental levels. Recruitment of Deans for the new faculties is underway and should be completed by the end of summer 2018.

Changing student demographic profiles have required the College to take a more active approach to enrolment management. We have recently embarked on a comprehensive Strategic Enrolment Management (SEM) plan that will guide our academic planning in years to come. Overseen by the SEM Steering Committee, the project has four major components: Targeted Populations, Student Experience, Program Innovation, and Marketing and Technology. Each of these threads of planning will drive innovation in the delivery of programs and supports and will ensure that the College continues to offer quality programs and services to support our students and our local and provincial communities.

Langara continues to evolve its program offerings with the development of new career and academic programs at the certificate, diploma, and post-degree diploma credential levels. This year, Langara approved the Diploma in Gerontology program and several interdisciplinary programs including a Diploma in Applied Social Sciences and Humanities and a Post-Degree Diploma in Data Analytics. The proposal for a Bachelor of Science in Bioinformatics has completed stage 1 review and received the Minister's approval to begin the stage 2 review of program quality. In order to maintain the currency of its programs and to ensure alignment of programming with the needs of students and the community at large, Langara continues to monitor labour force dynamics.

Program review and renewal remains a priority for the College. As of December 2017, we have completed an additional 11 program reviews for the departments of Anthropology, Sociology, Fine Arts, Film Arts, Health Sciences, and Journalism. Outcomes of the review process include robust program goals and learning outcomes, course learning outcomes, curriculum mapping to credentials, and integration of student assessment, internationalization, Indigenous world-view perspectives, diversity, and inclusion, as well as opportunities to increase work-integrated learning opportunities and provide smooth pathways to research universities.

The College strives to provide a learning environment that promotes access and opportunities for student success. Following the implementation of its Sexual Violence and Misconduct policy last year, Langara has made strides in education, training, and awareness initiatives focused on three specific communication themes: general awareness, consent education, and bystander intervention. In August 2017, the College initiated a Sexual Respect Ambassador program, and attracted over 36 employee volunteers willing to receive comprehensive training and act as departmental advisers on matters falling under the Sexual Violence and Misconduct policy. This work was further supported by the implementation of highly specific case management software that enables the College to be more efficient, better informed, and better equipped to respond and care for students.

In parallel with the above work, the College also initiated the development of a campus-wide mental health plan, in partnership with the BC Division of the Canadian Mental Health Association (CHMA). To drive this work an interdisciplinary working group was established consisting of students, faculty, union representation, support staff, student services employees, and executive leadership. Fuelled by the passionate contributions of students, staff, and faculty who engaged in this important process by way of campus-wide summits, workshops, and small focus groups, the plan will identify key strategic objectives and more detailed recommendations that can be operationalized over the next three to five years. Both the mental health plan and the Sexual Violence and Misconduct policy are joint projects of Student Services and People Services.

Strengthening access, particularly for those students who received government care in their youth, remains a high priority for Langara. In addition to those students who have qualified for British Columbia's expanded level of support, Langara has chosen to further broaden this provision and fund the tuition of nine additional former youth in care students in fall 2017, and five in spring 2018.

### Indigenous Initiatives

Langara acknowledges its location on the unceded traditional territory of the Musqueam People. The College prides itself on its responsibility, as outlined in the recommendations of the Truth and Reconciliation Commission, to work with Indigenous peoples. As such, we are excited to continue to expand our understanding of Indigenous cultures and peoples and to work with Musqueam to welcome Indigenous students to our campus.

In 2017, the College developed a long-term staffing structure to provide better support to the College community as we indigenize the curriculum and campus, as well as provide increased supports to students. This new structure includes Rick Ouellet, our new Director of Indigenous Education & Services, who reports directly to the Provost and Vice President Academic and Students. It also includes an Indigenous Student Engagement Officer, who will help in the recruitment and retention of students, and an Administrative Assistant. Langara has committed permanent funding to provide increased support from our Indigenous Liaison Counsellor.

Langara College has centralized a number of the support services for Indigenous learners, including the Indigenous Liaison Counsellor, Elders in Residence, academic tutors, and co-op education advising. The College established the practice of including a Musqueam representative in the platform party for the College's annual convocation ceremonies; increased and enhanced College-wide events, such as the annual student honouring ceremony at Musqueam, as well as activities related to Indigenous awareness.

There has been an on-going community-based collaboration between Musqueam and the College. This began with Musqueam bestowing the name *sn"wey" lel"m* (*house of teachings*) on the College in January 2016. In 2018, the College developed an upgrading program for Indigenous learners that will have its initial cohort housed at Musqueam. In addition, we have developed branding with the goal of having *sn"wey" lel"m* and Langara College interchangeable as a college brand.

### International Education

Langara has been working diligently to provide our students with an environment rich with international learning and cultural experiences. We have expanded the cultural diversity of our student body to include growing numbers of students from China, India, Vietnam, Japan, Southeast Asia, and South America. As we continue to explore new markets, including Mexico, Colombia, and Ukraine, the diversity of our student population will increase. In addition, we launched several programs that offer increased opportunities for international and domestic students to work together as they develop skills for high-demand careers and pathways to immigration.

The College continued to increase international student enrolment during this period but is attempting to place a cap or ceiling on this growth. We believe that our success is attributed to Langara's commitment to supporting student success and the development of innovative programming

that matches the aspirations of international student markets. To support our marketing and recruitment efforts in several high-potential markets, Langara has engaged with in-country representation to promote our programming and provide prospects and applications with excellent support services. We have increased enrolment capacity for students in our popular post-degree programs in Nursing, Diversity and Inclusion Leadership, Web and Mobile App Design, and Management. We added post-degree programs in 2D and 3D Animation and Health, Safety, and Environmental Compliance in 2017/18.

In addition to relevant programming, Langara provides experiences that encourage international students to gain a deeper understanding of Canadian culture and opportunities for cross-cultural exchange. The i-Guide peer mentorship program continues to grow, offering new international students a chance to benefit from the guidance, advice, and support of a more experienced international student mentor during their first semester on campus. Recognizing and celebrating the cultural diversity on our campus and in our community, Langara has been hosting college-wide cultural events including Diwali, Lunar New Year, and International Education Week celebrations.

Many of our international students live with Metro Vancouver families, either as part of our robust Spring and Summer English Language Programs, or through our extensive network of more than 1,300 Homestay families for students of Langara and other partner institutions. Besides providing revenues to serve institutional priorities and supplementing the income of participating families in the region, the Homestay program also supports international education initiatives for Vancouver School Board, Burnaby School District, UBC Continuing Studies, and Emily Carr University of Art and Design. Langara will continue to seek opportunities to serve other public sector education and advanced education institutions.

### Planning and Success

In this second year of Langara's work towards our Strategic Plan 2020 goals, we continued to make progress in all four vision categories — an accomplishment that would not have been possible without the talent and efforts of our faculty and staff. In the Organizational Sustainability category, Langara prepared a business case for a new Enterprise Resource Planning (ERP) software system, and with the College Board's support, we have recently prepared and issued the request for proposal (RFP) document for a new ERP system and partner to support us in implementing it. The RFP evaluation process is expected to be completed in late spring 2018, with the implementation beginning in fall 2018. The implementation work will move us toward achieving the goals outlined in the Strategic Plan for mapping our business processes and aligning them with technology. Another major initiative under this vision category in 2017 was re-opening our campus master plan. Langara has engaged Proscenium and Teeple Architects to assist with this project. To date, they have conducted a number of stakeholder engagement sessions and individual interviews on campus, and they are now preparing the updated plan for review with the Master Planning Steering Committee.

Under the second category, People and Culture, in 2017 Student Services completed the baseline survey with incoming students to set the target for being their "College of Choice." For 94% of new students, Langara was their first choice, a metric the College hopes to improve on in the future. Satisfaction among students and graduates remains high, while the College continues to aspire for 100% satisfaction across all groups. Only two years into the plan, we have already increased the percentage of our students enrolled in programs that include work-integrated learning experiences to 39.7%. People Services continues to focus on leadership and professional development for all faculty and staff, launching a new program this year to provide assistance for employees to enrol in a program related to their professional goals that also align with the College's goals.

Engagement with the wider community is vital for Langara's success, as reflected in the goals in the third vision category, Communities. Our students exceeded last year's amazing contribution in volunteer hours, which grew by 300 hours to more than 8,500 hours this year. The College's Advancement team had another successful year, significantly increasing the number of alumni

engagement activities, and growing the value of bursaries and scholarships for students to a total of more than \$1.2 million.

Academic growth and renewal continued in 2017, as demonstrated in the progress towards objectives set out in the Relevant, Innovative, and High-Quality Programming vision category. Langara also signed two new articulation agreements this year, expanding the pathways our students can take when they complete their studies with us.

Since its founding as a separate business unit in 1997, Langara's Continuing Studies Division (CS) has grown steadily to become the largest lifelong learning unit in British Columbia, a testimony to the vitality of the "centralized" model for CS delivery. Langara CS currently offers roughly 2,800 full and part-time course sections a year with 24,000 registrations. It generates more than \$16 million revenue annually, on which it produces a margin of more than \$3 million to support College operations.

Continuing Studies' success is also a testimony to the consistency of its vision: to offer a wide array of non-credit programming for those seeking to attain personal and professional goals, but for whom the traditional student pathways are not a fit. Although that core vision has been constant, the means of its execution have evolved constantly with the needs of our students. A few years ago, Continuing Studies moved into full-time programming with a two-year Diploma in Registered Massage Therapy. Since then, CS has added a Diploma in Real Estate and a full-time Post-Degree Diploma in Supply Chain & Logistics to meet the needs of today's learners for more advanced and professional qualifications. Two-year Diplomas in 3D Animation and 2D Animation are approved and expected to launch this fall, and a two-year Diploma in Tourism is currently being developed. These are in addition to continuing with part-time certificate programming in business and computer technology, health and human services, creative and applied arts, and English for academic purposes. All programs are continuously evolving to keep current with the state of the field.

Langara Continuing Studies has also led other new developments in lifelong learning. With CS programming becoming longer and more advanced, licensing curricula has become more attractive as a cost-effective means of new course development. We have licensed curricula for our Supply Chain and Animation programs and successfully licensed our own Strategic Resilience for First Responders curriculum to two other Canadian post-secondary institutions. With more students regarding learning as a process that continues throughout their careers, prior learning assessment and testing becomes more important. Continuing Studies now has a test centre established as its own program area, offering testing for an array of language, professional, and other institution certifications. Langara Continuing Studies continues to support the portability of our programs by ensuring they qualify our students for relevant industry and professional designations.

### **Langara College Foundation**

The Advancement department continued its growth and development. Two new board members were recruited from the community to strengthen the Foundation board's skill set. In addition, policy work was undertaken to create a code of conduct and investment policies for the board. Work continues on policy development as well as fundraising to leverage opportunities to enhance student supports. Included in the increased activity were the following highlights:

- 23 new awards created (20 annual awards, 3 endowed awards)
- Over \$134,000 raised from Langara faculty and staff in 2017
- Total receipted donations of \$515,650 (2016 - \$461,553)

Looking to the future, the Foundation will launch its first comprehensive campus-wide campaign, *Beyond 49*, in October 2018 to celebrate its 49<sup>th</sup> anniversary as an institution, reconnect with alumni, and raise funds to increase supports to students.

## Facilities

Langara remains committed to developing the facilities required to support our growth, as well as to making the improvements required to deliver an excellent learning environment for our students. To this end, we are developing a new 25-year Facilities Master Plan, which will pursue site densification. The College has a significant shortage of classrooms and supporting spaces as enrolment grows substantially year after year. To ensure that our students have the space and equipment to support optimum learning, Langara self-funded the construction of a new Sciences and Technology building, which opened September 2016. While the new Sciences and Technology building has provided some critically-needed spaces for classrooms and student services, Langara still faces significant pressure for additional classrooms and support spaces to cope with enrolment growth. The College wishes to work collaboratively with the Ministry of Advanced Education, Skills and Training on funding partnerships for the future of our campus. We will also continue to upgrade learning spaces on campus to ensure the College stays at the forefront of technology and provides a modern learning environment.

Langara is working hard to reduce our energy usage on campus and we have the ongoing support of BC Hydro. Since 2009/10, after implementing our 5-year Strategic Energy Management plan, we have reduced energy consumption by more than 20% and greenhouse gas emissions by 26% in our existing buildings. As the campus grows, we continue to incorporate energy efficiency in our designs and ongoing upgrades. Our new Sciences and Technology building received LEED Gold certification, making this the fourth LEED Gold building on Campus. The construction of this building also included phase one of a renewed central heating plant on campus, designed to connect to a future, low-carbon, district heating system along the Cambie Street corridor. Langara is also upgrading many end-of-life systems to more efficient alternatives. With support from the provincial government and the federal Strategic Investment Fund, we upgraded the major fan systems in A Building, our largest classroom building. We also continue to upgrade lighting throughout campus to a more energy-efficient solution.

Langara College is implementing several other sustainability projects. Our recycling and composting initiatives have included standardization of our recycling sorting stations to be consistent with the City of Vancouver. Externally, we have tendered a new waste management and recycling services agreement, and we will be working closely with our new vendor on education and engagement to further increase landfill diversion rates. Our newly renovated college Mailroom includes a dedicated area to collect stationery and office supplies for recycling or re-use by other employees. In the fall, the College also conducted a campus-wide transportation survey with over 3,200 responses to guide development of future upgrades to our transportation programs and end-of-trip facilities.

We are collaborating with departments and committees across Langara on sustainability initiatives. The College is working with the Langara College Foundation to support student-led renewable energy projects, the first of which will start in 2018 with the installation of new solar panels on the new Science and Technology Building. A Sustainability Coordinator co-op position was created last year to work with the Student Engagement Office to increase awareness of and engagement with our sustainability initiatives within the College community. We are also working on the installation of additional water fill stations around the campus to help eliminate the need for single-use water bottles on campus. We will continue to look for opportunities to make our campus more sustainable for future generations.

## Employee Sustainability

Langara remains committed to supporting the physical, psychological, and social well-being of all students, faculty, and staff at the College. Langara College will become a smoke-free campus in May 2018, joining other BC post-secondary institutions that have implemented smoke-free policies. This initiative aligns with the international Okanagan Charter, a transformative vision for health promotion in universities and colleges. Provisions have been made for the ceremonial use of tobacco within our Indigenous community.

The Langara College Retirees (LCR) Steering Committee is an opportunity for retirees to keep in touch with each other through the pursuit of activities of common interest, and to facilitate retirees' continued engagement with the College and its staff and students. There are over 130 retirees registered on the listserv, and the LCR Steering Committee works with People Services to plan events, increase membership, develop an LCR webpage, and establish relationships with larger "umbrella" organizations such as the Council of Senior Citizens Organizations of Canada.

The Public Sector Employers' Council (PSEC) approved a new sectoral compensation plan that will require the College to implement a pay-for-performance or merit-based pay system for administrative and executive staff, resulting in moving from a point-factor job classification system to a market-based benchmarked system. Langara anticipates short-term implementation challenges associated with the new compensation framework that will result in increased numbers of staff going to other institutions. This language is consistent with the change to Langara's Compensation Philosophy approved by the Board of Governors in 2016.

Langara has developed a Leadership Development Program after surveying all faculty members regarding factors that would motivate them to move into faculty leadership roles. In response to interest in further mentorship opportunities, the College developed an in-house leadership development training program, as well as continuing to offer external opportunities and implementing an Educational Assistance policy to support employee professional development.

# Goals, Objectives, Performance Measures, Targets, and Results



**GOALS, OBJECTIVES, PERFORMANCE MEASURES, TARGETS, AND RESULTS**

**Ministry of Advanced Education, Skills & Training Goals:**

1. Students are supported to achieve their education, employment and training goals.
2. Maintain a quality post-secondary education system that provides B.C. with a global competitive advantage.
3. An innovative approach to education and training that maximizes return on investment and supports British Columbia’s diverse communities.

**Ministry of Advanced Education, Skills & Training Strategic Objectives:**

1. **Capacity:** The BC public post-secondary system has sufficient capacity to meet the evolving needs of the province.
2. **Access:** The BC public post-secondary system provides equitable and affordable access for residents.
3. **Quality:** The BC public post-secondary system provides quality through enriched educational experiences that meet the learning objectives of students.
4. **Relevance:** The BC public post-secondary system is relevant, having the breadth and depth of programming to meet the evolving economic needs of the province.
5. **Efficiency:** The BC public post-secondary system is efficient, providing multiple and flexible student pathways with clear returns on public and individual investments.

This section presents Langara College strategic priorities and associated performance measures. All of the goals presented are linked to internal Langara College or Ministry performance measures through the Accountability Framework Key Criteria. The graphics provide a visual breakdown of each College priority and objective, the associated Ministry Key Criteria, and the performance measures<sup>6</sup> used to gauge progress. The tables that follow provide previous year actuals, current year targets and current year results for each performance measure. Ministry performance measures are also assessed, according to the following target assessment criteria, as defined by the Ministry:

- **Exceeded** if we have achieved 110% or more of the target
- **Achieved** if we have achieved 100% - 109.9% of the target
- **Substantially achieved** if we meet 90 - 99.9% of the target
- **Not achieved** if we meet less than 90% of the target
- **Not assessed** for descriptive measures, measures without targets, and where survey results have <20 respondents or a margin of error of 10% or more.

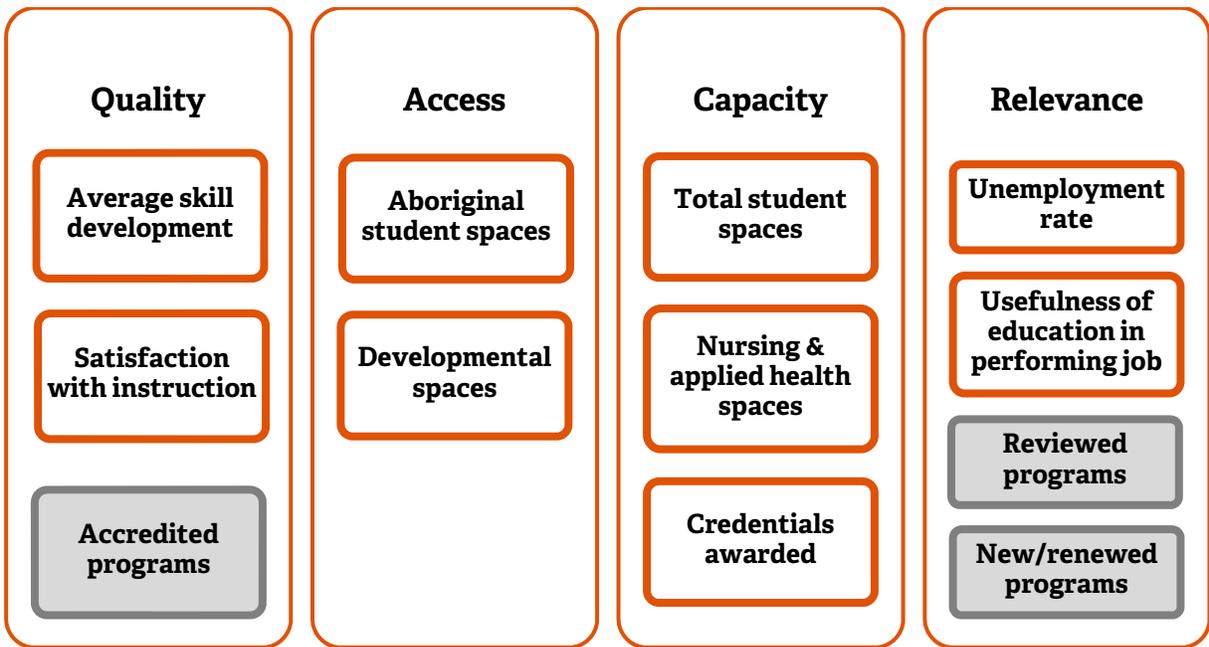


<sup>6</sup> Langara benchmarks colour coded at Ministry request.

**Relevant, Innovative, and High-Quality Programming**

Langara helps students achieve academic and career success by offering a multitude of educational pathways to recognized credentials and further educational opportunities. We are committed to continuing to meet the evolving needs of our students, partner institutions, and employers.

Langara will provide our diverse student community with relevant, innovative, and high quality programs that link seamlessly with further education or employment.



**Programming – Quality**

Performance Measure	2016-17 Actual		2017-18 Target	2017-18 Actual		2017-18 Assessment	2018-19 Target
<b>Quality of instruction</b>							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	96.4	0.8	≥ 90%	96.3	0.8	Achieved	≥ 90%
Baccalaureate graduates	89.5	3.3	≥ 90%	93.9	2.3	Achieved	≥ 90%
<b>Skills development average</b>							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	84.8	1.3	≥ 85%	84.6	1.3	Achieved	≥ 85%

Performance Measure	2016-17 Actual		2017-18 Target	2017-18 Actual		2017-18 Assessment	2018-19 Target
Baccalaureate graduates	84.9	3.7	≥ 85%	89.3	2.6	Achieved	≥ 85%
<b>Skills development details</b>							
Former diploma, associate degree, certificate students							
-Written communication	83.9	1.7		83.2	1.8		N/A
-Oral communication	75.8	2.1		75.3	2.1		N/A
-Group collaboration	84.5	1.7		84.0	1.7		N/A
-Critical analysis	88.7	1.4		89.4	1.4		N/A
-Problem resolution	82.5	1.8		81.4	1.8		N/A
-Learn on your own	87.9	1.5		87.5	1.5		N/A
-Reading & comprehension	90.8	1.3		91.0	1.3		N/A
Baccalaureate graduates							
-Written communication	83.9	4.0		87.0	3.3		N/A
-Oral communication	84.1	3.9		88.6	3.0		N/A
-Group collaboration	89.7	3.3		91.6	2.6		N/A
-Critical analysis	89.0	3.3		90.4	2.7		N/A
-Problem resolution	77.1	4.5		84.1	3.5		N/A
-Learn on your own	85.3	3.8		90.2	2.8		N/A
-Reading & comprehension	84.5	4.0		93.2	2.4		N/A
Total accredited programs	5		N/A	3 accredited, 1 ongoing			N/A

**Programming – Access**

Performance Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2017-18 Assessment	2018-19 Target
Aboriginal student spaces	219 FTE	Maintain or increase	213	Substantially achieved	Maintain or increase
Number of student spaces in developmental programs	268 FTE	252 FTE	234	Substantially achieved	252 FTE

**Programming – Capacity**

Performance Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2017-18 Assessment	2018-19 Target
Total student spaces	6,669 FTE	7,056 FTE	6,497	Substantially achieved	7,058 FTE
Student spaces in Nursing and allied health programs	1,106 FTE	670 FTE	1,135	Exceeded	670 FTE
Total credentials awarded <sup>7</sup>	1,058	1,029	1,102	Achieved	1,073

<sup>7</sup>Total credentials awarded includes both Regular Studies and Continuing Studies programs.

**Programming – Relevance**

Performance Measure	2016-17 Actual		2017-18 Target	2017-18 Actual		2017-18 Assessment	2018-19 Target
<b>Usefulness of knowledge and skills in performing job</b>							
	%	+/-		%	+/-		
Diploma, associate degree, certificate graduates	80.3	4.5	≥ 90%	77.8	4.2	Substantially achieved	≥ 90%
Baccalaureate graduates	94.4	2.5	> 90%	96.3	1.8	Achieved	≥ 90%
<b>Unemployment rate</b>							
	%	+/-		%	+/-		
Diploma, associate degree, certificate graduates	14.7	3.6	≤ 9.4	10.0	2.8	Exceeded	≤ unemployment rate for individuals with high school credentials or less
Baccalaureate graduates	0.7	0.9		0.6	0.8	Exceeded	
Program Reviews completed	16		+12	11		Not Assessed	12
New/Renewed Programs (incl. Post-Degree Diplomas)	4		+2	12		Not Assessed	+2

Langara College substantially achieved the Ministry target for former Diploma, Associate Degree, and Certificate students' ratings of 'usefulness of knowledge & skills in performing job' in 2017/18. We have been expressing our concern with the global application of this measure, since it is highly influenced by the educational goals of the student population. According to the latest Student Outcomes research, 73% of Langara university transfer students continue their education elsewhere. Former Langara Career/Vocational students, most of whom are employed full-time and in their intended field, have historically provided very positive ratings of the 'usefulness' measure (≥80% in all of the last 5 years<sup>8</sup>). Most (96%) of Langara's baccalaureate graduates felt that the skills and knowledge they gained at Langara were useful in their work<sup>9</sup>.

<sup>8</sup> BC Diploma, Associate Degree and Certificate Student Outcomes (DACSO) Survey, 2016.

<sup>9</sup> Baccalaureate Graduate Survey Report, 2016 survey of 2014 graduates.

**People and Culture**

Langara is a respectful, collegial community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students.



Performance Measure	2016-17 Actual		2017-18 Target	2017-18 Actual		2017-18 Assessment	2018-19 Target
<b>Satisfaction with education</b>							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	93.8	1.1	≥ 90%	92.0	1.2	Achieved	≥ 90%
Baccalaureate graduates	91.7	3.0	≥ 90%	97.0	1.6	Achieved	≥ 90%
<b>Satisfaction with transfer experience</b>							
Former Diploma, Associate Degree, Certificate students	84.9%		≥ 95% <sup>10</sup>	83.3%		Not Assessed	≥ 95% <sup>11</sup>
Employee participation in Professional/Leadership development programs	65.0%		≥ 75%	75.0% <sup>12</sup>		Not Assessed	≥ 75%
Employee turnover	Estimated 2.3%		3.0%	2.2%		Not Assessed	3.0%
Students in programs with work-integrated components	39.0%		≥ 44%	39.7%		Not Assessed	≥ 44%

<sup>10</sup> Target of 95% is an aspiration goal of the College.

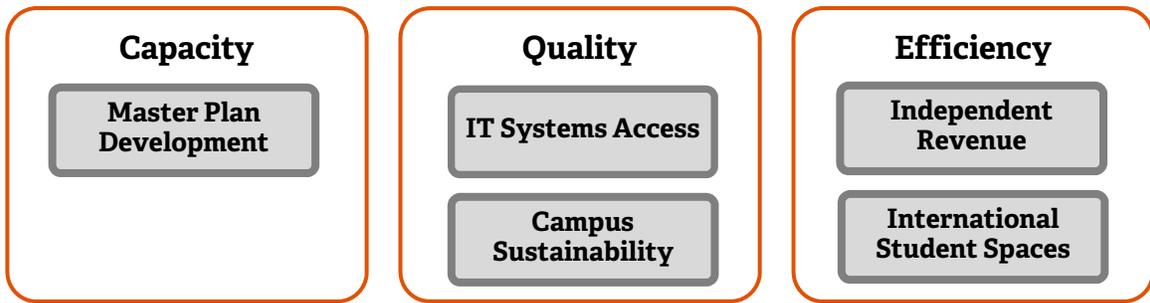
<sup>11</sup> Target of 95% is an aspiration goal of the College.

<sup>12</sup> Participation percentages estimated as of calendar year 2017.

**Organizational Sustainability**

Langara will seek greater financial independence within the public Post-secondary sector framework, by pursuing improvement, efficiency, and modernization in processes, infrastructure, and technology.

Langara will advance key business processes, infrastructure, and technology, and support employee succession and retention, while increasing independent revenue generation opportunities.

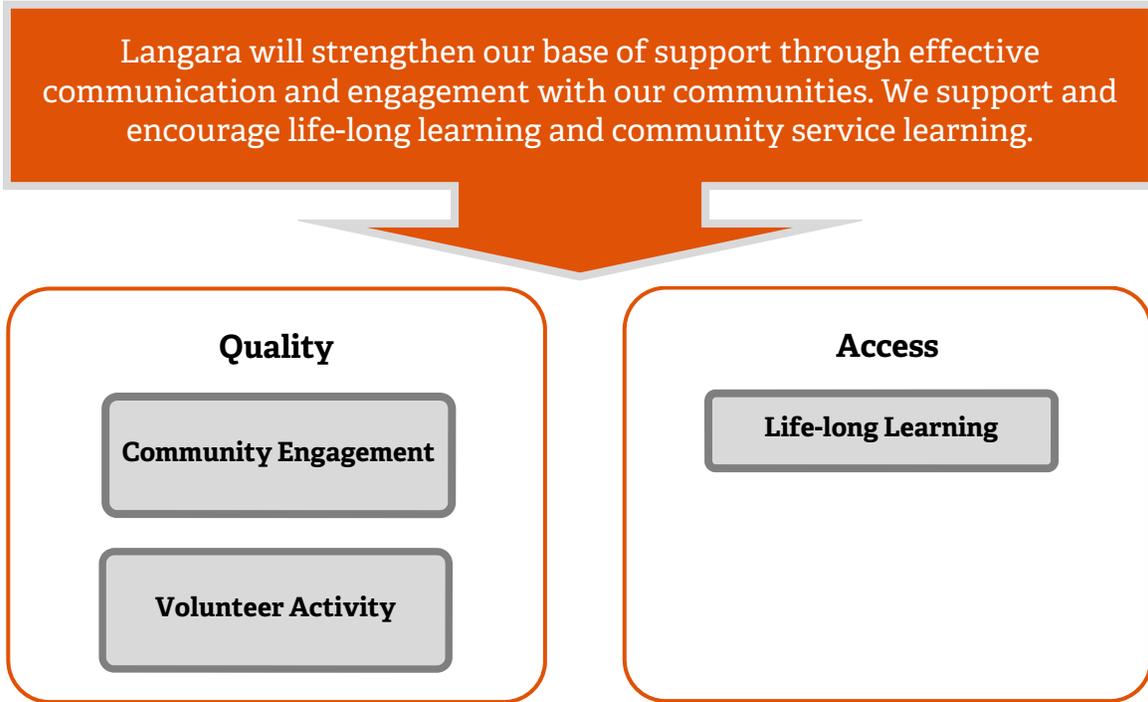


Performance Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2017-18 Assessment	2018-19 Target
Master Plan development	Revised target date set to 2017	N/A	Consultations underway	Not Assessed	Fall 2018 completion
Campus Sustainability Initiative	20% energy reduction	N/A	20+ % energy reduction	Not Assessed	N/A
Langara IT systems access	99.8%	99.9%	99.97%	Not Assessed	99.9%
Independently generated revenue	63.8%	75%	66.9%	Not Assessed	75%
International student spaces	3,462 FTE	≥ Previous year	4,362 FTE <sup>13</sup>	Not Assessed	≥ Previous year

<sup>13</sup> FTE totals should be considered preliminary as of April 2018, until AVED validations have been completed.

**Communities**

Langara welcomes the input of alumni and industry leaders in educational activities and provides a wide range of life-long learning opportunities to our local communities. Our students give back to the community and learn from these service opportunities.



Performance Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2017-18 Assessment	2018-19 Target
Interactions with Alumni	N/A	N/A	79 events, news updates, initiatives, and projects	Not Assessed	N/A
Student Volunteer Activity	8,200 hours	≥ Previous year	8,500 hours	Not Assessed	≥ Previous year
CS Life-Long Learning Spaces	1,767 FTE	≥ Previous year	1,892 FTE	Not Assessed	≥ Previous year

**FINANCIAL INFORMATION**

Langara College has maintained a balanced budget for years and remains committed to financial accountability and sustainability. For the most recent financial information, please see the Audited Financial statements available at the web site of the Ministry of Advanced Education, Skills & Training: <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/financial-reporting/audited-financial-statements>.