

Langara.

THE COLLEGE OF HIGHER LEARNING.

**Accountability Plan and Report
2010/11 Reporting Cycle**

July, 2011

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Office of the Board of Governors

June 23, 2011

The Honourable Naomi Yamamoto
Minister of Advanced Education
PO Box 9059
STN PROV GOVT
Victoria BC V8W 9E2

Dear Minister Yamamoto:

We are pleased to submit the 2011/12-2013/14 Langara College Accountability Plan and Report. This document describes the progress made towards achieving the College's goals, strategies, performance measures and targets for 2010/11.

The 2009-2013 Strategic Plan envisions Langara as the leading undergraduate college in British Columbia, where learners choose Langara above other options because of our reputation for academic excellence. Learning is at the centre of what Langara does best. We provide a wide spectrum of services and university, career and continuing studies that are current, innovative and reflective of the present knowledge economy.

Our strong programming positions Langara for continued growth to better serve our domestic and international communities. During the year, Langara experienced record student attendance with 7,516 domestic FTEs, or 106.5% of target. Langara remains a leader in International Education with more than 1,800 International students from over 50 countries.

Langara is also focused on the development of the necessary facilities to deliver our current programs and services and support the ongoing growth of the institution. We are currently operating at 21% over capacity in classroom/laboratory space and at a fraction of the support space recommended in Provincial guidelines. In addition, a recent facility audit of campus buildings has identified most of our main academic building's components as beyond their useful life and in need of replacement.

We are in the process of designing facilities expansions for Science and Creative Arts programs and Student Services. Schematic design work is being finalized and will be followed by business plans and the identification of priorities for expansion. The College remains optimistic that this will be a government priority in the near future.

Langara continues to advance educational technology and communications to better serve our students. Achieving our goals requires hard work and dedication from the entire Langara community. We strive to be a preferred employer for faculty, staff and administrators by providing exciting career options and rewarding opportunities.

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June 23, 2011

The Langara College Accountability Plan and Report was prepared under our direction and in accordance with the guidelines set forth by the Ministry of Advanced Education. This document was reviewed and approved by the Board of Governors on June 23, 2011. With this letter, we hereby affirm our accountability for the 2011/12-2013/14 Langara College Accountability Plan and Report.

Yours sincerely,



Dennis Dineen
Chair, Board of Governors



David Ross, PhD
President

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 over 29 years. Last October, we celebrated 40 years of providing quality education services to the community at our 49th Avenue location. Langara College is focused on making the academic experience accessible, collegial, innovative and student-focused. To this end, we offer the most comprehensive Arts and Sciences university transfer program of any BC college, 3 baccalaureate programs, 26 outstanding Career programs, and continuing studies courses in over 50 subject areas. Students can pursue programs of study leading to a bachelor's degree, associate degree, diploma, certificate or citation. The College also provides a wide range of education experiences designed to enrich post secondary learning, including Co-operative Education and domestic and international field studies. Langara 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 diverse community. The College served over 22,000 students in the 2010/11 fiscal year, an increase of 6% from 2009/10 and 11% from 2008/09.

To facilitate an accessible and rewarding learning experience, Langara is continuously expanding and updating its offerings while maintaining small class sizes and low tuition rates. Langara's small classes (32 students, on average) allow more individual attention from our award-winning instructors and increased student interaction, which fosters teamwork and communication skills. For years, Langara has been British Columbia's leading undergraduate institution, providing more successful transfer students to BC universities than any other college, teaching university or institute¹. In light of the rising cost of post secondary education, attending Langara College makes excellent economic sense: Students who complete their first two years at Langara can save about \$4,000 on the total cost of their university degree², while those who complete a baccalaureate at Langara could save up to \$13,000³.

Langara College's strategic priorities for the next four years are to create opportunities for education, employment and active citizenship for our students, to expand facilities and resources to better serve our students and to expand our reputation both nationally and internationally⁴.

¹ Student Transitions Project, Post-Secondary Student Mobility data (2006/07 to 2009/10).

² For a 120-credit Arts degree, of which 60 credits are completed at Langara. Calculation is based on the 2010/11 general cost per credit posted online by UBC and Langara.

³ Based on the 2010/11 BBA tuition posted online by UBC and Langara.

⁴ Langara College Strategic Plan 2009-2013, Strategic Priorities.

2009 – 2013 STRATEGIC PLAN

Vision

Langara is the leading undergraduate college in British Columbia. Well-known and well-recognized for academic excellence, innovation and quality undergraduate opportunities for students in the region, Langara College continues to provide all learners the opportunity to further their education and careers and is central to the growth of the community it serves.

The College's vision focuses on providing a wide spectrum of programs and services that are current, innovative and reflective of the knowledge economy:

- Program credentials ranging from citations to baccalaureate degrees. All of our students have the opportunity to complete a degree either at Langara College or a partner institution.
- A wide variety of university, career, and continuing studies programs that are innovative and fulfill the needs of a broad range of learners.
- A track record of student success in education completion and career advancement.
- Quality student services that are innovative and recognized for supporting learners with their educational and career goals.
- Experiences and activities that actively engage students and enhance their development and learning.

And finally, Langara College is a growing community where we value the dedication and commitment of all our employees and recognize our responsibility to actively contribute to fostering sustainable communities through education.

Mission

Langara College provides accessible undergraduate education opportunities that meet the needs of our diverse community. This means the offering of a variety of programs and services focused on university, career, and continuing studies at an undergraduate level.

Values

- **Student-Focused:** Decisions are made with learners in mind.
- **Collegial:** Open and inclusive discussion in a respectful environment.
- **Innovative:** New ideas are welcomed and integrated where possible.
- **Accessible:** Programs and services are accessible to learners across our community.

Strategic Priorities

The College will concentrate on the following strategic priorities to help achieve its vision:

- **Opportunities for Learners:** Learning is at the centre of what Langara College does. We create opportunities for learners that prepare them for meaningful careers, future education and active citizenship in our communities and beyond.
- **Institutional Capacity:** People, facilities and additional resources are all fundamental to better serving the Langara community.
- **Reputation:** Langara will be well-known regionally. The institution will also be known nationally and beyond, in circles that support the institution's vision and strategic priorities. The college will build on its local reputation with the goal of supporting fundraising, graduates, recruitment and attracting the required resources to build towards our vision.

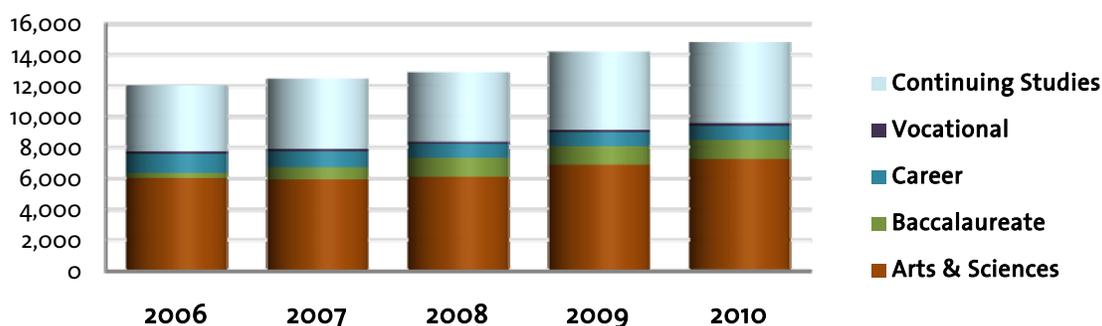
PLANNING AND OPERATIONAL CONTEXT

Student Demographics

Of Langara’s current Regular Studies students, 73% are between the ages of 18 and 24, and three quarters are registered in Arts and Sciences programs. Female students account for 52% of Arts and Sciences, 66% of Career/Vocational and 68% of Degree students⁵. International students come from over 50 countries, and comprised 8% of Langara’s Fall 2010 registrants.

Fall Enrolment by Major Program Area, 2006-2010

Major Program Area	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Arts & Sciences	5,983	5,888	6,052	6,847	7,193
Career/Vocational	1,213	1,041	903	901	1,092
Degree	337	787	1,226	1,193	1,262
Continuing Studies	4,568	4,521	4,579	5,074	5,243
Total⁶	12,018	12,152	12,689	13,932	14,703



The Province defines the Langara College service area as the combination of Vancouver, Richmond and Burnaby school districts⁷. For the last five Fall terms approximately 80% of Langara’s Regular Studies students and 82% of Continuing Studies students have listed their residence within this region⁸.

Employee Demographics

Similar to other B.C. post secondary institutions, the retirement rate among Langara College employees is rising, a trend that is expected to escalate through 2019⁹. Fifteen Langara employees retired in 2010/11 and 213 employees (21 administrators, 50 staff and 170 faculty) will reach 65 years of age between 2011 and 2019. This sector-wide trend is expected to lead to increased competition to secure suitable replacements, although the current job market may bring more candidates to the table. Langara will pursue succession planning and a variety of employee recruitment and retention strategies to ensure that instruction and service delivery for students will be maintained at the highest standard.

⁵ Langara at a Glance, Fall 2010.

⁶ Total does not equal sum of parts, as students may attend both Continuing and Regular Studies programs.

⁷ Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

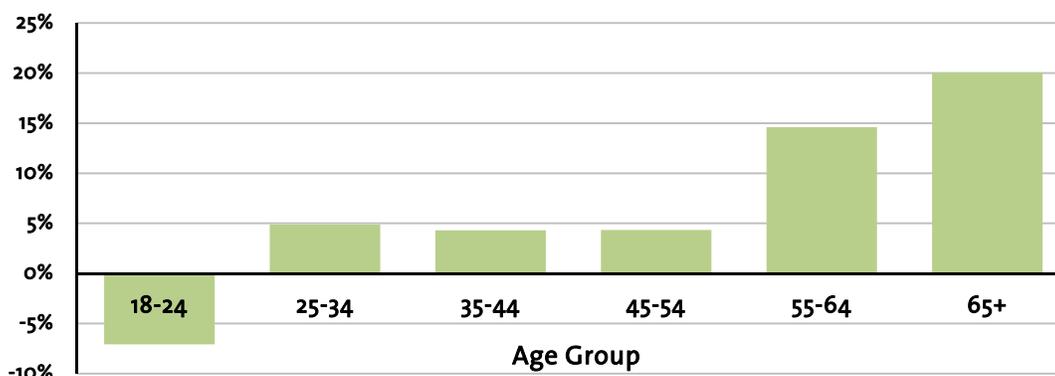
⁸ Fall 2010 Postal Code Reports.

⁹ Peak retirement year.

Regional Development and Population Dynamics

The economic downturn has resulted in an increasing number of people pursuing higher education and retraining. Between February 2008 and February 2011, unemployment in the Metro Vancouver Region increased from 3.7% to 8%¹⁰. In that same time period, Spring term enrolment at Langara increased by 30%, and annual enrolment has grown by 15.4%. Langara continues to meet the challenge of providing high-quality education and services to an increasing number of students. The financial challenges the College has faced in previous years will continue until government funding is able to keep pace with inflation and demand for post secondary education.

Five Year (2011-2016) Projected Population Change in the Langara Catchment Area



The total population of the Langara College service area grew by 1.4% in the last year, and is expected to increase by 7% between 2011 and 2016. The traditional college-age cohort of 18 to 24 year-olds is projected to decrease by 7.1% by 2016¹¹, likely creating competition for direct-entry high school graduates, the core of Langara’s university transfer population. The 4-5% increase in the 25-34, 35-44 and 45-54 age cohorts may offset this, as Langara works to provide offerings that will appeal to this demographic. Long-term planning will continue to address the challenge of maintaining stable enrolment from a smaller traditional source population.

It should be noted that the above population projections do not take into account Vancouver City Council’s proposed 30-year development plan for the Cambie Corridor. This plan calls for the development of higher density, mixed use, sustainable neighbourhoods along Cambie Street from 16th Avenue to the Fraser River. These proposed communities would cluster around Canada Line rapid transit stations, and could increase population in the Corridor by over 60% by 2041. The highest concentration of new housing is planned for the stations between 41st Avenue and Marine Drive, all within a 15 minute commute to Langara College. The plan for Langara’s immediate neighbourhood includes transitioning from single-family dwellings to a walkable, mixed use environment of low to mid-rise buildings and green space. This potential increase in urban density within easy commute to Langara will have a significant impact on our long-term enrolment and space utilization planning.¹²



¹⁰ Metro Vancouver Regional Development Indicators, March 2008-March 2011

¹¹ P.E.O.P.L.E. 35, BC Stats, August 2010.

¹² Graphic and information provided by the Cambie Corridor Plan, City of Vancouver.

New Directions and Initiatives

For the next several years, Langara will focus on being the leading undergraduate college in British Columbia, providing student-focused, collegial, innovative and accessible educational opportunities for our diverse community. Langara is a teaching-centred institution that recognizes that scholarly activity has an important role to play in furthering the delivery of education and in advancing learning outcomes for its students. The most significant challenges faced by the College are related to facilities and enrolment management. Langara is currently operating well beyond the capacity of our existing buildings. Facilities development is necessary in order to meet our enrolment management and student experience goals. Although operational funding remains at previous year levels, Langara College continues to be committed to strengthening our academic capacity and accountability, improving technology and enhancing student life. The 2009 – 2013 Langara College Strategic Plan outlined the following priorities to be addressed:

- *To deliver a comprehensive mix of programming involving a range of credential levels, offered in ways that address a variety of student needs, including the desire to gain international perspective.*
- *To implement a strategic enrolment management plan that focuses on student recruitment, retention, expanded student life and academic success.*
- *To enhance the quality of instruction and the quality of support provided to students and employees, including improving both facilities and technological resources, while meeting fiscal accountability requirements.*
- *To establish Langara as a nationally and internationally well-known institution through the enhancement of communications and marketing, community involvement, advocacy and sustainability.¹³*

Langara College continues to pursue various enrolment and retention initiatives, with considerable positive effect. A number of our diploma programs, including Library and Information Technology, Criminal Justice and Nutrition and Food Service Management, have introduced curriculum options that allow graduates to ladder smoothly into the third year of our Bachelor of Business Administration program. The College continues to work toward implementing new programs at the certificate, diploma and degree levels, with several degree proposals nearing the Ministry Review phase of the approval process. In addition, the number of courses that are offered fully or partially online continues to grow. In 2010/11, we offered 286 classes completely online, an increase of 23% over last year. Langara now offers more online courses, and has more students enrolled in those courses, than any other institution in our sector¹⁴. In the coming year, Langara will begin offering an Associate of Arts degree entirely online.

Langara has also increased the use of blogs and other social software, and two major projects are underway to incorporate mobile learning strategies into courses. Leveraging our web conferencing capabilities, a series of conversations were held between Langara faculty and experts in mobile learning from Universities across North America, resulting in emerging collaborative relationships. In the Fall, mobile learning activities will be incorporated in courses in at least ten different disciplines, and the success of these initiatives will be measured and documented. All of this educational technology will be backed by a new Self-Support site.

While working to enhance our course and program offerings, Langara is also pursuing optimum enrolment through strategic enrolment management planning, which includes growth targets and strategic approaches for achieving those targets. Significant work has already been undertaken to enhance recruitment efforts. Our existing enrolment business processes have been thoroughly reviewed and improved. Enrolment management initiatives, admissions and registration processes and human resources management are being supported by extensive new software installations. Major technology projects are under way to enhance Langara's student management systems and increase our ability to support the growth plan and adapt to future changes in our geo-economic environment.

¹³ Langara College Strategic Plan 2009-2013, Strategic Priorities.

¹⁴ With the exception of the Open Learning division of TRU.

Langara's strategic enrolment management plan is driven by data-based decisions which call for maximizing the rates of application, yield from applications, retention and program completion/ graduation. Online reports for key strategic business areas help us understand our past enrolment performance, and real-time dashboards with online analytic capabilities are being developed to monitor current results and trends. These dashboards serve the increased demand for analytics that track enrolment status across multiple key dimensions. In the near future, the use of Business Intelligence tools will allow us to better forecast enrolment demands, track our progress against plans, and implement early corrective measures to address variation and successfully meet our institutional goals.

Technological support for both students and employees is growing steadily. A new IT Service Desk has been opened to better serve walk-in inquires, increase first call problem resolution, and introduce new students and employees to campus technologies. Built-in computer and visual technology has been installed in most classrooms. Wireless access is now available across Langara campus and will be extended to other institutions provincially, nationally and internationally through the implementation of mutual wireless roaming agreements. Virtual labs will be made available to students on and off campus, and access to electronic library material and other courseware contents is being enhanced.

The College is also taking steps to improve student engagement and support for learners on campus and in the community. Langara is implementing a new student community volunteer program (VOLT) that will guide, encourage and recognize student contributions to the local community. We have also increased support of student clubs and are exploring new ways to further expand in this area. Langara is developing plans for a Student Success Centre that will improve the delivery of on-campus career and employment services and a Learning Commons designed to expand access to learning resources, technology and other educational support. Although there is limited funding support, we are in the process of reorganizing and expanding the Department of Disability Services to meet increased service demands. All of these activities are part of a long-term, coordinated process to enhance our students' development, learning experience and success while further strengthening student retention at Langara.

The College is fully supportive of sustainability initiatives as they relate to education and an urban college setting. Langara has received LEED Gold certification for the Library/Classroom building. Our new Students' Union building and C building were designed to LEED Gold standards and are awaiting certification. In 2010, Langara became a signatory of the Pan-Canadian Protocol for Sustainability, pledging to develop a plan that incorporates sustainability practices and principals in our campus operations, academic curricula and college life. In 2009 Langara hired an Energy Manager through the BC Hydro incentives program and began participating in BC Hydro's Continuous Optimization program, which allowed us to better monitor and optimize our energy consumption. Since Langara launched this program, we have reduced energy consumption by over 95,000 kilowatt hours¹⁵.

The completion of the Langara Library/Classroom Building and reconstruction of Building C does not address the existing shortfall in instructional and student support space. The College is currently utilizing class/lab space at 21% over the capacity. Langara is also operating at a fraction of the support space recommended in Provincial guidelines: 51% of the recommended 10,609 m² for offices, 36% of the 2,961 m² recommended for food service and only 28% of the recommended 7,994 m² for library/reading/study space. In total, this equates to a shortage of 25 standard 40-student classrooms and almost 13,000 square meters of support space. In addition, a recent facility audit of college buildings has identified most of our main academic building's components as beyond their useful life and in need of replacement. It remains Langara's goal to develop the facilities required to deliver our current programs and services and support the ongoing growth of the institution. To meet this goal and resolve our current shortage, and to provide much-needed remediation of the aging Building A, it has become paramount to actively pursue the Langara College Facilities Master Plan. We are currently engaged in the process of designing facilities for Science and Creative Arts programs and

¹⁵ Adjusted for variation in weather and total building space.

College Student Services. Schematic design work is being finalized, and will be followed by business plans and establishment of priorities for expansion. The College remains optimistic that this will be a government priority when capital funding becomes available.

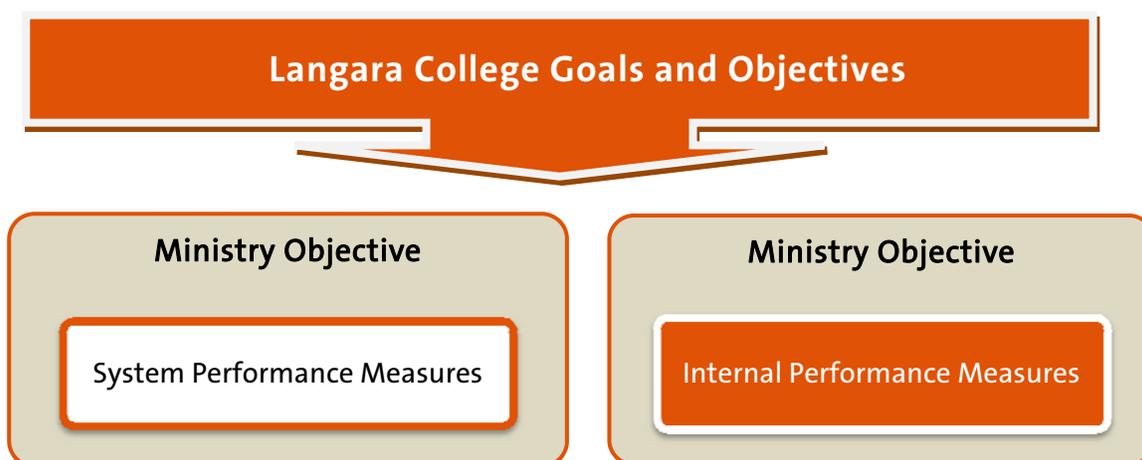
To support our goal of an excellent regional, national and international reputation, Langara continues to build a leading Communications and Marketing department that is integrated across the institution and is focused on supporting the strategic priorities of the College. As part of the ongoing branding initiative, we are launching a new College website in Summer 2011. This site incorporates the new Langara brand identity through the use of vivid imagery, vibrant colour and creative copy. The new branding embodies the mission and vision of the institution and uses a dialogue-based sensibility to resonate with a younger target demographic. Langara’s new website supports the needs of our students, employees and greater community through upgraded search capabilities, social media access throughout the site and a user-friendly content management system.

GOALS, OBJECTIVES, PERFORMANCE MEASURES, TARGETS AND RESULTS

This section includes the Langara College goals¹⁶ and their associated performance measures. All of the goals presented are linked to performance measures through the Ministry’s Accountability Framework Key Criteria. Interested readers can find the complete *Langara College Strategic Plan 2009 – 2013* at <http://langara.bc.ca/strategic-plan/index.html>.

The flowcharts provide a visual breakdown of each goal and objective, the associated Ministry strategic objectives, and the performance measures used to gauge progress toward the goal and objectives. The tables that follow provide the baseline, annual targets, and results for those performance measures.

- **Ministry Goal:** B.C.’s public and private post-secondary, industry and workplace training sectors support continuous learning for productive careers in every region.

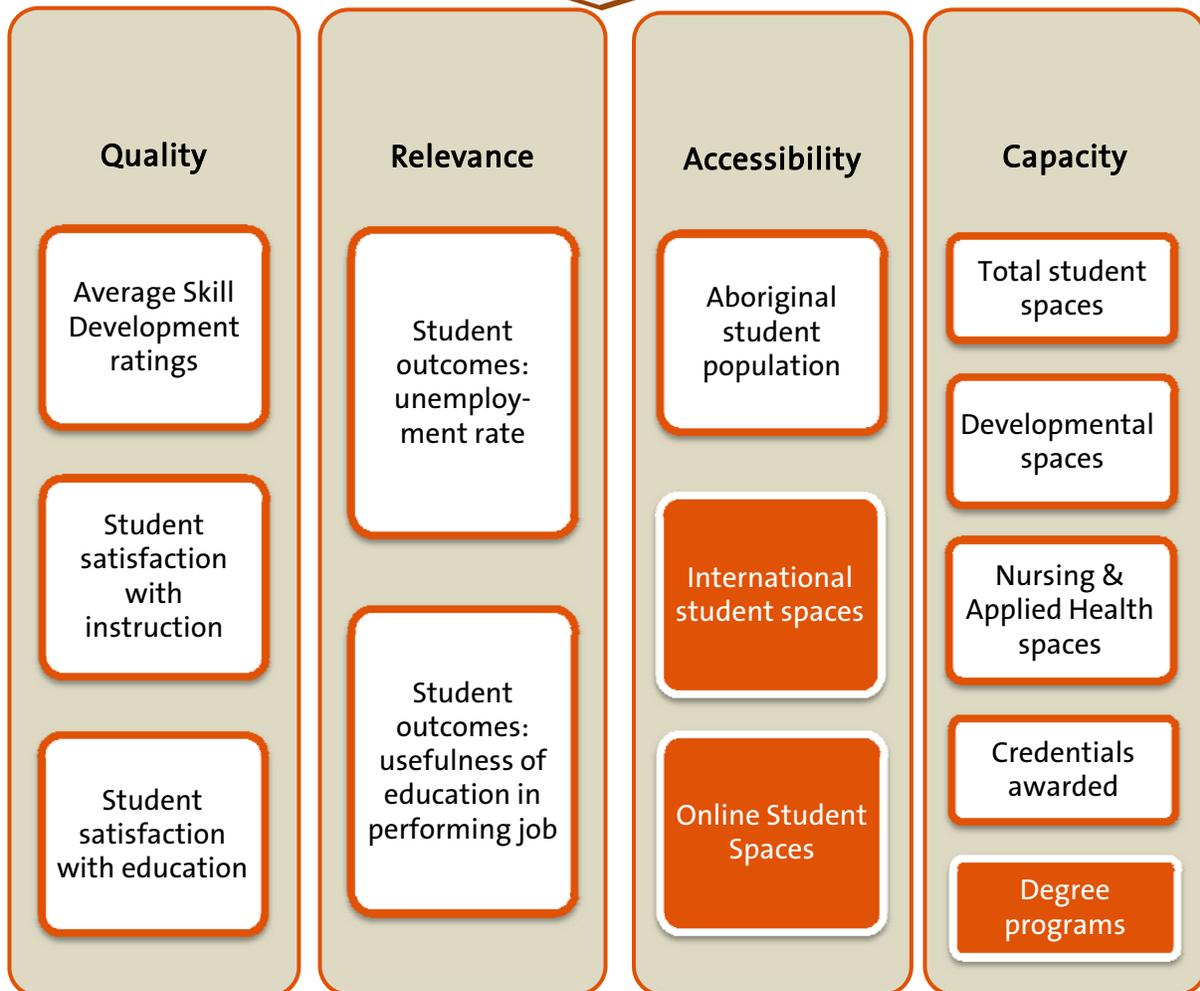


¹⁶ Some objectives have been merged for succinctness.

Opportunities for Learners

Learning is at the centre of what Langara College does. We create opportunities for learners that prepare them for meaningful careers, future education and active citizenship in our communities and beyond.

Langara College will deliver a comprehensive and flexible mix of programming addressing a range of credential levels, learning styles and life goals. Langara will promote student success through retention, global citizenship and student life initiatives.



Opportunities for Learners – Quality

Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Former Certificate, Diploma & Associate Degree students						
Satisfaction with education	96% (+/-0.8%)	≥90%	95.8% (+/-0.8%) Achieved ¹⁷		≥90%	
Quality of instruction	99% (+/-0.9%)	≥90%	98.2% (+/-0.5%) Achieved		≥90%	
Average skill development	75% (+/-1.8%)	≥85%	74.3% (+/-1.8%) Not achieved		≥85%	
-Written communication	72.7% (+/-1.9%)	N/A	70.9% (+/-1.9%)		N/A	
-Oral communication	67.2% (+/-2%)	N/A	65.9% (+/-2%)		N/A	
-Group collaboration	77.1% (+/-1.8%)	N/A	75.6% (+/-1.8%)		N/A	
-Critical analysis	78.7% (+/-1.7%)	N/A	78.0% (+/-1.7%)		N/A	
-Problem resolution	71.2% (+/-1.9%)	N/A	72.5% (+/-1.9%)		N/A	
-Learn on your own	77.1% (+/-1.7%)	N/A	76.9% (+/-1.7%)		N/A	
-Reading & comprehension	81.1% (+/-1.6%)	N/A	80.2% (+/-1.6%)		N/A	
Baccalaureate graduates						
Satisfaction with education	N/A	≥90%	91.5% (+/-3.3%) Achieved		≥90%	
Quality of instruction	N/A	≥90%	87.7% (+/-3.9%) Achieved		≥90%	
Average skill development	N/A	≥85%	82.2% (+/-4.6%) Achieved		≥85%	
-Written communication	N/A	N/A	81.0% (+/-4.7%)		N/A	
-Oral communication	N/A	N/A	81.6% (+/-4.6)		N/A	
-Group collaboration	N/A	N/A	87.4% (+/-4.1%)		N/A	
-Critical analysis	N/A	N/A	84.8% (+/-4.3%)		N/A	
-Problem resolution	N/A	N/A	76.9% (+/-5.1%)		N/A	
-Learn on your own	N/A	N/A	85.6% (+/-4.2%)		N/A	
-Reading & comprehension	N/A	N/A	78.1% (+/-4.9%)		N/A	

¹⁷ Target assessment criteria are defined by the Ministry: “Exceeded” (> 110% of the target); “Achieved” (100-109.99% of the target); “Substantially achieved” (90 – 99.99% of the target); and “Not achieved” (<90% of the target).

This year Langara missed meeting the Ministry targets for former Certificate, Diploma & Associate Degree students average ratings of skill development by 0.4 percentage points. Despite increased ratings for most skills among Arts and Science students, our average skills rating was pulled down by moderate positive ratings for writing, problem solving and speaking skills. Students from institutions in large urban centres have historically given lower average ratings of skill development than students from institutions in small to medium communities. This year was no exception: Institutions in smaller communities gave skills ratings 4 to 6 percentage points higher than those from urban institutions. In all likelihood, this is simply a reflection of the demographic and educational goal differences between these populations.

Opportunities for Learners – Relevance

Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Student outcomes: Usefulness of knowledge & skills in performing job						
Former Certificate, Diploma & Assoc. Degree students	78.3% (+/-4.3%)	≥90%	74.9% (+/-4.6%) Not achieved		≥90%	
Baccalaureate graduates	N/A	≥90%	93.1% (+/-3.1%) Achieved		≥90%	
Student outcomes: Unemployment rate - Maintain unemployment rate of former Langara students below rate for persons with high school credentials or less.						
Former Certificate, Diploma & Assoc. Degree students	8.8% (+/-2.8%)	≤ 13.9%	8.5% (+/-2.8%) Exceeded		Targets set annually	
Baccalaureate graduates	N/A	≤13.9%	3.8% (+/-2.2%) Exceeded		Targets set annually	

Langara did not meet the target of former Certificate, Diploma and Associate Degree students' assessment of the usefulness of knowledge and skills gained in performing their jobs. For several years we have expressed our concern about the viability of this measure, since it is highly influenced by the educational goals of the student population. A large portion of Langara's offerings are directed toward Arts and Science students intending to transfer to a university, and these students do not necessarily share the same goals as students in Career, Vocational or Trades programs. According to the latest Student Outcomes research, 73% of Langara students continued their education elsewhere. Only 54% of former Arts and Science students were employed 6-12 months after leaving Langara, and over half of those were working part-time to support their education. Only 13% of employed former Arts and Science students had jobs very related to their education. In comparison, 68% of employed former Langara Career/Vocational students were working in their fields¹⁸, and these students have historically provided quite high ratings of the 'usefulness' measure (82% in 2010/11, 81% in 2009/10 and 87% in 2008/09¹⁴). We firmly believe that, without accounting for the considerable differences between university transfer and applied program students, use of this measure has put Langara College in a significantly disadvantaged position. No action we take will enable Langara to achieve performance targets that strongly favour institutions with majority of their students enrolled in Career, Vocational or Trades programs.

¹⁸ BC Diploma, Associate Degree and Certificate Student Outcomes (DACSO) Survey, 2010.

Opportunities for Learners – Accessibility

Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Number of Aboriginal students	304	≥ previous year	332 Achieved		≥ previous year	
Percent of students who are Aboriginal	1.7%	≥ previous year	1.7% Achieved		≥ previous year	
Online student spaces	411 FTEs	≥ previous year	482 FTEs		≥ previous year	
International student spaces	968 FTEs	≥ previous year	967 FTEs		≥ previous year	

Opportunities for Learners – Capacity

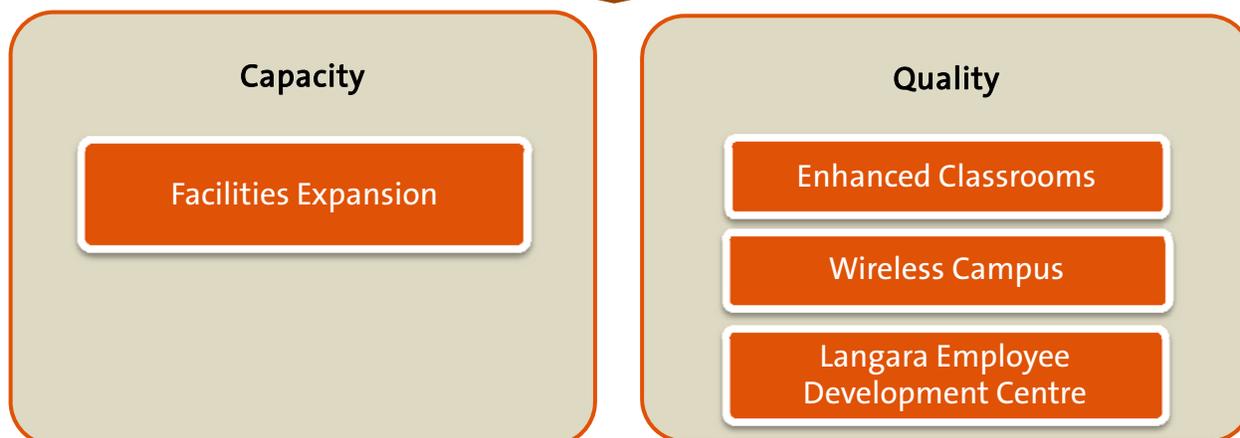
Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Total student spaces	7,128 FTE	7,056 FTEs	7,516 FTEs Achieved	7,056 FTEs	7,056 FTEs	TBA
Number of student spaces in developmental programs	213 FTE	252 FTEs	246 FTEs Substantially achieved	252 FTEs	252 FTEs	TBA
Student spaces in Nursing and other allied health programs	695 FTE	670 FTEs	671 FTEs Achieved	670 FTEs	670 FTEs	TBA
Total credentials awarded	976 ¹⁹	1,015	987 Substantially achieved	1,049	TBA	TBA
Number of Applied Baccalaureate programs.	3	Maintain or expand	3		Maintain or expand	

¹⁹ Annual performance is measured using a rolling three-year average of the most recent fiscal years, e.g., the results for the 2010/11 reporting year are a three-year average of the 2007/08, 2008/09 and 2009/10 fiscal years. This is the first reporting cycle using the new credentials target formula and a fiscal year basis. The previously reported credential actual for the 2009/10 reporting cycle (by academic year) was 866 for Langara.

Institutional Capacity

People, facilities and additional resources are all fundamental to better serving the Langara community.

Langara College will develop the facilities, technology and environment to support our learners, employees and community.

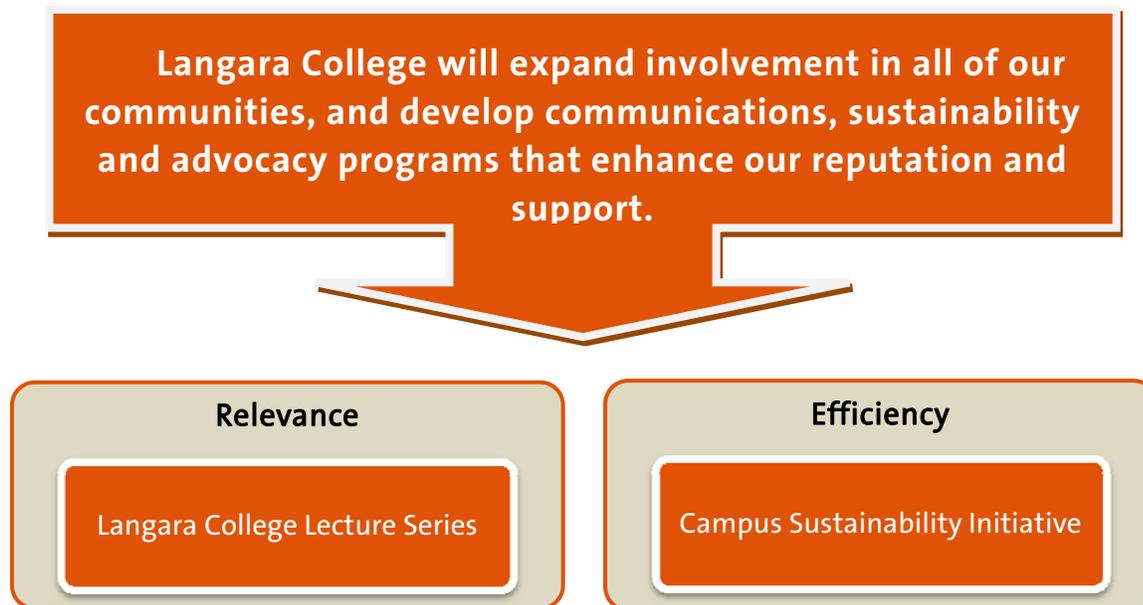


Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Facilities expansion	All 2009/10 projects complete	Complete KIP-funded renovations to A and B buildings to improve classroom, study and office space. Develop master plan build out schematic, costing and business plan(s).	Completed KIP-funded renovations to A and B buildings. Master plan in progress s.	Complete master plan build-out schematic, costing and business plan(s).		
Enhanced classrooms	74% of appropriate ²⁰ classrooms enhanced	100% of appropriate classrooms enhanced	100% of appropriate classrooms enhanced	Maintain and upgrade where possible		
Wireless Campus	88% wireless	100% wireless	100% wireless	Maintain 100%		
LEDC professional Development courses	5,323 hours	Maintain or improve	7,125 hours	Maintain or improve		

²⁰ Does not include special purpose classrooms and labs.

Reputation

Langara will be well-known regionally. The institution will also be known nationally and beyond, in circles that support the institution’s vision and strategic priorities. The college will build on its local reputation with the goal of supporting fundraising, graduates, recruitment, and attracting the required resources to build towards our vision.



Performance Measures	2009/10 Actual	2010/11 Targets	2010/11 Results	2011/12 Targets	2012/13 Targets	2013/14 Targets
Langara College Lecture Series	24 lectures	Maintain or increase number of lectures	30 lectures	Maintain or increase number of lectures		
Campus Sustainability Initiative	Met target of 3% reduction in total energy use ²¹ .	6% energy reduction	1% energy reduction	9-12% energy reduction	12-15% energy reduction	15-18% energy reduction

FINANCIAL INFORMATION

For the most recent financial information, please see the Audited Financial statements available at <http://www.aved.gov.bc.ca/gre/financial.htm>.

²¹ Adjusted for variation in weather and building space.