

Accountability Plan & Report 2014/2015

Langara.

THE COLLEGE OF HIGHER LEARNING.

TABLE OF CONTENTS

LETTER FROM THE BOARD CHAIR & PRESIDENT.....2

INTRODUCTION.....3

INSTITUTIONAL OVERVIEW3

STRATEGIC PLAN 4

 Vision4

 Mission.....4

 Values4

 Strategic Priorities4

PLANNING AND OPERATIONAL CONTEXT5

 Student Demographics5

NEW DIRECTIONS AND INITIATIVES.....7

 Academic Focus7

 Student Services8

 International Education8

 Planning and Success.....9

 Facilities10

 Employee Sustainability.....10

GOALS, OBJECTIVES, PERFORMANCE MEASURES, TARGETS AND RESULTS.....11

 Student Focus12

 Student Focus – Quality.....13

 Student Focus – Access.....14

 Student Focus – Capacity.....14

 Student Focus – Relevance.....14

 Employee Sustainability.....15

 Financial Sustainability16

 Communication and Advocacy17

FINANCIAL INFORMATION 17

Office of the Board of Governors
Office of the President

June 25, 2015

Honourable Andrew Wilkinson, Minister
Ministry of Advanced Education
PO Box 9870 Stn Prov Govt
Victoria BC V8W 9T5

Dear Minister Wilkinson:

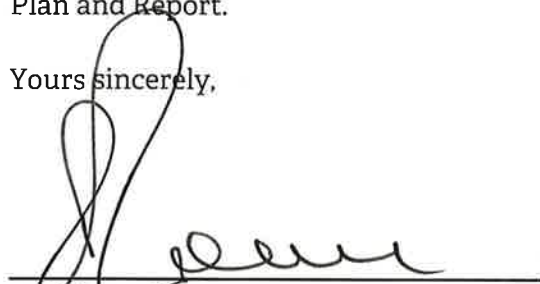
We are pleased to submit the Langara College Accountability Plan and Report for the 2014/15 Reporting Cycle. This document was prepared under our direction in accordance with the Budget Transparency and Accountability Act and describes the progress made towards achieving the College's goals, objectives, performance measures and targets for 2014/15.

Throughout the year, our faculty, staff and administrators continued to work together in achieving the vision as set out in our renewed 2013/14 Strategic Plan: to establish Langara as a leading college in the region by building on our reputation for academic excellence while growing and enhancing our programs and services to be current, innovative and reflective of the local and provincial economy.

While reflecting on the achievements of the past year, the College will continue to focus on improving its students' learning experience, expanding and renewing our program offerings, and moving forward with the initiatives outlined in this plan.

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,



David Bowra
Chair, Board of Governors



Dr. Lane Trotter
President and CEO

INTRODUCTION

This report is produced in compliance with the Government Letter of Expectations for fiscal year 2014/15, which outlines the respective roles, responsibilities and performance expectations of the Government and Langara College. The Langara College 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 performance measures. In addition, this Plan and Report 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. We are a proud college, with a goal to be the best in Canada. Our mission and vision 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 communities in BC where growth is expected due to planned economic development.

We offer the most comprehensive university transfer program of any BC college, 4 baccalaureate programs, 22 career programs, and continuing studies courses in more than 80 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 educational experiences designed to enrich post-secondary learning, including Co-operative Education, domestic and international field studies, and educational partnerships with domestic and international 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 approximately 20,800 students in the 2014/15 fiscal year.

To facilitate an accessible and rewarding learning experience, Langara is continuously expanding and updating its offerings. Langara's small classes (33 students, on average) allow more individual attention from instructors and increased student interaction, which fosters teamwork and communication skills. For years, Langara has been one of British Columbia's leading colleges, providing more transfer students to BC universities than any other college or institute¹. In light of the rising cost of post-secondary education, attending Langara College makes economic sense. Compared to those attending a research university, students who take their first two years at Langara can save almost \$4,300 on tuition², while those who complete a baccalaureate at Langara could save approximately \$16,300³.

¹ Student Transitions Project, Student Mobility Pivots and Dashboard (2002/03 to 2013/14).

² For a 120-credit Arts degree, of which 60 credits are completed at Langara. Calculation is based on the 2014/15 general cost per credit posted by UBC and Langara. SFU differential is higher.

³ Based on the 2014/15 tuition posted online for UBC's Bachelor of Commerce, General Business Administration and Langara's Bachelor of Business Administration.



2009 - 2014 Strategic Plan

STRATEGIC PLAN

Vision

Langara is a leading college in British Columbia. Learners choose Langara College because we are well-known and recognized for providing exceptional learning opportunities that lead to future education and career advancement. The opportunities we provide include:

- 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 our employees and recognize our responsibility to actively foster 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

- **Student Focus:** Focusing on students is the thematic and overarching strategic priority. All other priorities exist in support of this. Langara will be positioned as the college of choice for learners of all ages. We will provide our diverse student community with the services, programs, skills and experiences to be productive, creative, and engaged global citizens.
- **Employee Sustainability:** Langara will successfully serve our community through our ability to attract, recruit, retain, and engage employees. Appreciating and recognizing our valued employees is essential to this priority. Fostering a culture of engagement and respect will continue to be a priority.
- **Financial Sustainability:** Langara will continue to build the financial flexibility required for innovation, new opportunities and growth. This means diversifying and increasing revenue generating partnerships to ensure financial resiliency. In support of this, an engaged Foundation will expand financial aid for students and enhance our capital project development. Environmental sustainability will continue to be a cornerstone of college operations.
- **Communication and Advocacy:** Langara will expand our profile with key stakeholders and strengthen our base of support. We will increase awareness of our outstanding achievements and successes, and grow community and alumni involvement. Communication with students and employees will build better understanding of what we do and how we positively impact individuals and communities.



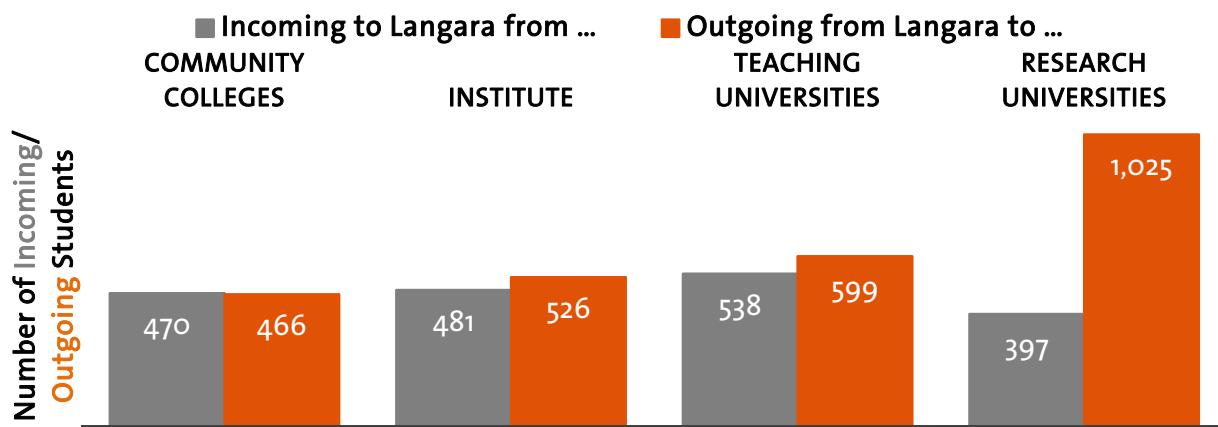
Planning and Operational Context

PLANNING AND OPERATIONAL CONTEXT

Student Demographics

The Province defines the Langara College service area as the combination of Vancouver, Richmond and Burnaby school districts⁴. For the last five years more than three quarters of Langara’s students have listed their residence within this region. Langara’s primary demographic is 18 to 24 year old students (74% in 2014/15), but we also serve many who are entering or returning to school later in life, retraining for new careers or advancing their professional qualifications. More than three quarters of Langara credit studies students are registered in University Transfer programs (76% in 2014/15), and we successfully transfer more students to research and teaching-intensive universities than any other BC college or institute⁵. However, Langara is not just a sending institution; of all BC Colleges, we are also the second highest recipient of transfer students. In 2013/14 Langara received almost 1,800 transfer students from BC colleges, institutes and universities.

2013/14 Pathways of Transfer Students To and From Langara



The total population of the Langara College service area grew by 1% in the last year, and is expected to increase by 5% between 2015 and 2020⁶. Langara’s domestic enrolment generally reflects the population growth, modified by economic indicators such as regional unemployment.

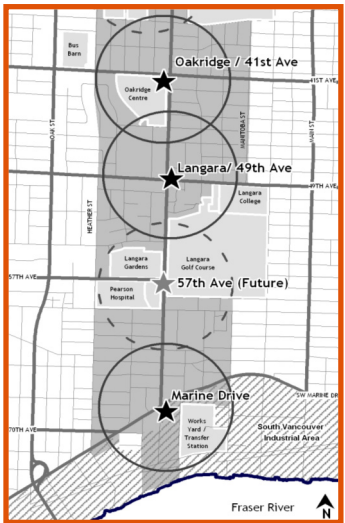
Historic Domestic Enrolment and Unemployment Rate



⁴ Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

⁵ Student Transitions Project, Student Mobility Pivots and Dashboard (2002/03 to 2013/14).

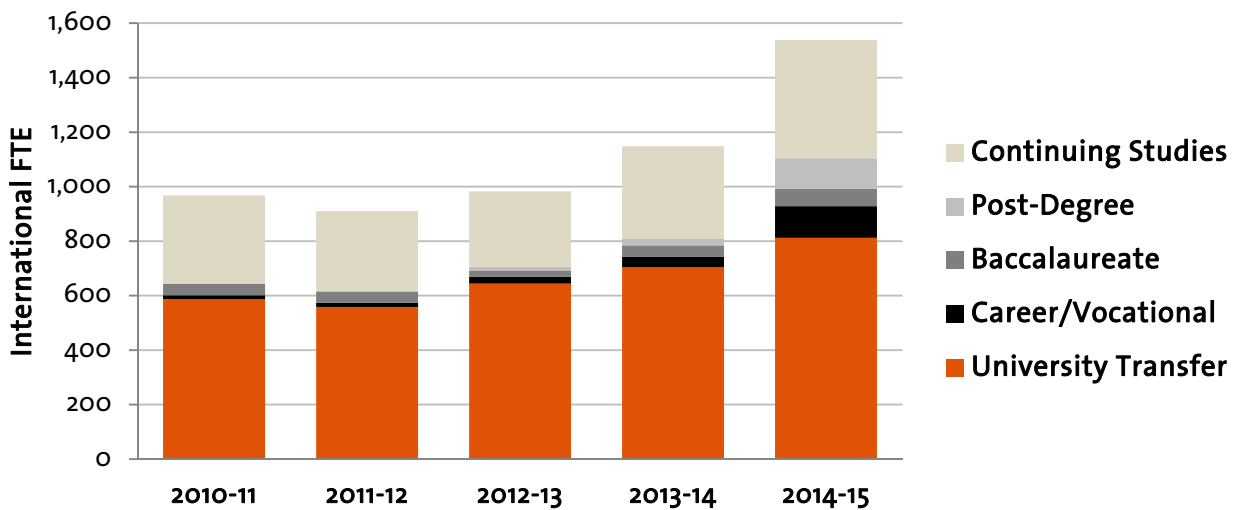
⁶ P.E.O.P.L.E 2014 Projection Model, BC Stats, Government of British Columbia.



It should be noted that the above population projection does not take into account Vancouver City Council's 30-year development plan for the Cambie Corridor. This plan calls for the construction of higher density, sustainable neighbourhoods along the Cambie corridor. The highest concentration of new housing is planned for the stations between 41st Avenue and Marine Drive, all within a 15 minute commute to Langara⁷. This potential increase in neighbouring urban density will have a significant impact on our long-term enrolment and space utilization planning. Currently, the College is operating at 100% of the Government domestic FTE enrolment target and maintaining wait lists for many popular courses. The College is working on greater efficiencies in enrolment, course planning and space utilization in order to uphold academic excellence, innovation and quality undergraduate opportunities for all students, while maintaining a balanced budget.

International students are a rapidly increasing component of Langara's student body, coming from 63 different countries in 2014/15, and comprising 15% of regular studies and 30% of continuing studies FTE enrolment in 2014/15. Langara's LEAP and Summer English Language Programs draw students from all over the world. Our long-standing Takudai Program provides seven months of international language and experience to students from Japan's Takushoku University. Several additional agreements with individual international institutions and organizations allow for a wide variety of opportunities for international students at Langara, and for our domestic students abroad.

International FTE by Fiscal Year



⁷ Graphic and information provided by the Cambie Corridor Plan, City of Vancouver.



New Directions and Initiatives

NEW DIRECTIONS AND INITIATIVES

Langara is focused on being the best college by providing student-focused, collegial, innovative and accessible educational opportunities for our diverse community. Langara is a teaching-centred institution which recognizes that scholarly activity has an important role to play in furthering the delivery of education and in advancing learning outcomes for our students. In accordance with the direction provided by the Strategic Plan, the College continues to be committed to enriching the student experience, strengthening our program offerings, improving our facilities and nourishing our relationship with our communities at home and abroad, all while maintaining fiscal responsibility and sustainability.

Academic Focus

Langara's first Academic Plan was introduced in September 2014 after an extensive year-long consultation process. With a focus on building Langara's entry, internal and exit pathways, the Academic Plan reflects a commitment to academic excellence and the fostering of a highly trained and educated workforce. The plan serves as a guide for the next five years by defining five academic priorities: Learning and Teaching; Student Support; Aboriginal Initiatives; International Initiatives; and Environmental, Financial and Social Sustainability. Academic Priority Action Groups have been formed to oversee and guide work in each of these areas.

The Academic Plan reinforces Langara's longstanding commitment to accessible, high quality, flexible pathways that enable students to achieve their academic and career goals. During 2014/15, several memorandums of agreement were initiated with other institutions to either formalize existing pathways or explore new ones. These new accords are:

- **Emily Carr University of Art and Design** – establishes a block transfer from Langara's Fine Arts Diploma into third year of Emily Carr's Bachelor of Fine Arts degree;
- **University of the Fraser Valley** – establishes a block transfer from Langara's Fine Arts Diploma into third year of Fraser Valley's Bachelor of Fine Arts degree;
- **Royal Roads University** – establishes a block transfer from any of seven Langara diploma programs into third year Royal Road's Bachelor of Business Administration (Sustainability & International Business) or Bachelor of Commerce (Entrepreneurial Management) programs; and
- **Justice Institute of British Columbia** – explores new pathways between the two institutions.

In addition, after our initial success as the Vancouver venue for the University of Northern BC's MBA program, Langara expanded that agreement to include UNBC's Bachelor of Social Work program. BSW classes are offered on evenings and weekends to accommodate working professionals.

Langara has also launched several post-degree certificate and diploma programs designed for students seeking improved employment opportunities. Langara's Applied Planning post-degree diploma is targeted to those already working in Urban Planning. Internationally educated nurses can prepare for application for nursing licensure and for nursing practice positions through our post-degree certificate in Nursing Leadership and Management and post-degree diploma in Nursing Practice. Additionally, Langara launched new post-degree diplomas in Business Administration and Marketing Management that include experiential work terms. The diversity of these post-graduate programs will meet market demand, provide learning opportunities for individuals in career transition, and support the BC Jobs Plan and Provincial International Education Strategy.

Consistent with Langara's core academic value of excellence in teaching and learning, two significant accreditation initiatives were undertaken in 2014/15. First, we became one of only three BC Colleges to be awarded accreditation by the Canadian Association for Co-operative Education (CAFCE). This accreditation will allow students to receive transfer credit for Langara Co-op work terms when matriculating to other institutions. Second, Langara's School of Nursing successfully pursued a full seven year Canadian Association of Schools of Nursing (CASN) accreditation, awarded as of June 2015.

The College's focus on innovative student support and teaching was enhanced in March when we became home to an Industrial Technology Advisor (ITA), sponsored by the National Research Council of Canada (NRC).

ITAs serve as a catalyst to connect campus with industry and in doing so, enhance innovative applied research opportunities for students and faculty.

In 2015/16, new programs and enhancements consistent with Government and local needs will continue to be a primary focus. To begin, in 2015 Langara will launch a Chinese business and culture field school and post-degree diplomas in Web and Mobile App Design and Development.

Student Services

In 2014/15, Langara has focused on providing increasingly smooth and integrated pathways for students through all phases of their education. Understanding that the educational journey begins as a prospective student and involves various enrolment related supports along the way, the College realigned its structure to bring the Registrar and Enrolment Services (RES) Department within the Division of Student Services. This integration facilitates a more coordinated and collaborative effort between enrolment services and the broader student services portfolio. As part of this realignment, Langara's secondary school recruitment activities were centralized within RES Admissions, to better transition domestic students from recruitment through to admission and ultimately registration. The International Education Department is also in the process of developing a dedicated enrolment services unit. These steps aim to build greater synergy between enrolment services and the existing specialized and dedicated student services.

In response to an identified need for many of our students, as well as increased demand from employers to connect to our students, the Co-operative Education Department is evolving into a Co-op and Career Development Centre. The Centre will provide workshops in career development, job search strategies, and interpreting Canadian labour market information. These workshops will be complemented with individualized coaching to support our diverse student and alumni populations in articulating their career maps and ultimately finding success in their chosen fields. A conduit between student talent and employer opportunity, the Co-op and Career Development Centre will support the BC Jobs Plan by improving the economic and social well-being of our students, graduates and the greater community by providing increased connections and opportunities. The Centre will help prepare job-ready students who are able to transition successfully into the Canadian workplace.

International Education

Langara has been working diligently to provide our students with an environment rich with international learning and experiences. In 2014/15, a cohort of Langara students participated in a four month exchange program at Tokiwa University in Japan. We also hosted the first group of students from Japan's Kagoshima Immaculate Heart College in our English as a Second Language Program, and students from South Eastern Louisiana University in our Nursing program. In 2015/16 Langara will be partnering with Shenzhen Polytechnic Institute in China to offer our Bachelor of Business Administration students their first study abroad opportunity. This unique field study option will allow BBA students earn credit toward their baccalaureate while immersing themselves in a lecture series at Shenzhen Polytechnic and in experiential learning within the cultural, historical and business environment of China. In addition, Langara's new post-degree diploma programs will offer increased opportunity for international and domestic students to work together as they develop skills for high-demand careers. Langara is on track to meet the government goal of a 50% increase in international enrolment by 2015/16. International students provide breadth of experience to all Langara students, international and domestic.

Many international students live with Metro Vancouver families, either through our extensive network of more than 1,200 Homestay families, or as part of Langara's Summer English Language Program. The Homestay program not only provides Langara College with revenues to serve institutional priorities, but also supplements the income of participating families in the region. Langara's Homestay network already supports International Education initiatives for Vancouver School Board, Burnaby School District and UBC Continuing Studies, and in 2015/16 will add Emily Carr University of Art and Design's Summer Institute for Teens. Langara will continue to seek opportunities to branch out to serve other public sector education and advanced education institutions.

In addition, Langara provides a number of immersive experiences that encourage international students to gain a deeper understanding of Canadian culture. For example, for years, international students at Langara have chosen to participate in traditional holiday dinners with Canadian families. Generous Metro Vancouver families have opened their homes to our students not only to share a delicious meal, but to develop new friendships and connections in the community. These dinners have been a wonderful experience for both the students who participated and the families who hosted. In 2015/16 Langara will be introducing the i-Guide program, which offers new international students a chance to benefit from a personal mentor during their first semester on campus. Mentors are more experienced students who provides guidance, advice and support to a new or less experienced student.

Planning and Success

Langara continues to meet or exceed government targets for enrolment for both domestic and international students. The College has achieved the Government's objective of increasing international student enrolment by 50%, a year ahead of the target deadline. This success can be attributed to the development of new and innovative programming that matches the aspirations of our international as well as domestic student markets. While increasing our international student numbers we have also taken the opportunity to diversify the make-up of our international student body. We have seen significant growth in representation from India and Saudi Arabia together with expansion of emerging markets in South East Asia and South America. This greater diversification protects the institution to some extent from potential disruptions that can occur in international markets.

The College's recruitment and program development efforts are supported by the College's recently completed academic plan. The new plan will ensure that the College continues to provide students with affordable and exceptional educational opportunities that support the BC Jobs Plan and meet labour market needs. In parallel with the implementation of the academic plan, the College is developing a new strategic plan that will guide the institution in the period 2015 to 2019. The College is currently engaged in a campus and community-wide consultation process to expand on the work accomplished by the Board of Governors in 2014. This consultation will inform the College's mission and vision for the future, articulate the College's values, and establish a series of concrete strategic objectives for the coming five years. The strategic plan will be completed early in the fall of 2015.

The role of technology in ensuring institutional success grows every year. Recognizing this importance, the College is about to embark on a comprehensive update of its Information Technology systems and architecture. This is a large scale, highly visible initiative that is designed to bring operational improvements and efficiencies to Langara by modernizing the Langara's entire IT services portfolio. These efficiencies will be realized in part by leveraging government and BCNET shared services, commercial off the shelf solutions, and cloud technologies. This project emphasizes the close alignment of technology solutions with Langara's business processes, while at the same time exploiting opportunities to streamline and standardize these processes.

We will be adopting an enterprise analysis approach to model the overall business of Langara and to map business capabilities to potential business and IT solutions. This approach will be used to identify the best-fit solution approach for each capability. Detailed business process reviews and re-engineering will be conducted as part of the detailed requirements development work for each component project. This multi-year program of innovation will ensure that Langara is well positioned to provide superior IT supports and services to all of its constituent groups.

Facilities

Langara remains committed to developing the facilities required to support the growth and improvement of the institution and continue providing an excellent learning environment for our students. To this end, we will continue to actively pursue the Langara College Facilities Master Plan, which includes both new and repurposed academic buildings. A facilities audit of College buildings has identified many components of our main academic building (Building A), including laboratory facilities and equipment, as beyond their useful service life and in need of replacement. To ensure that our students have the space and equipment to support optimum learning, Langara is self-funding phase 2 of the Master Plan: the construction of a new Sciences and Technology building, expected to be complete by Spring 2016. Langara will also be pursuing Ministry funding of phase 3: the construction of a Creative Arts Multipurpose building, and the much-needed remediation of Building A, including seismic and energy efficiency upgrading.

In support of our pledge to incorporate sustainability practices in our campus operations, academic curricula and college life, Langara is working hard to reduce our energy utilization and waste generation. Since 2009/10, Langara has reduced energy consumption by more than 3 million kilowatt hours and greenhouse gas emissions by more than 25%. We have extended our commitment to BC Hydro's Energy Manager Program, and are implementing several more projects, including facilities system upgrades and green IT solutions in student labs and employee workstations. In 2013, a waste audit demonstrated that the majority (73%) of Langara's landfill contribution consisted of compostable material. In response, Langara built a large-scale recycling and composting depot and greatly extended our recycling program. As of Fall 2014, Langara has realized a 55% increase in the amount of waste we divert from the landfill into recycling and composting. Langara's facilities department is continuing to work with students and staff to increase awareness of, and compliance with, the new program.

Employee Sustainability

Langara is dedicated to implementing programs that build upon respect, excellence, recognition and engagement. In addition to our existing Respectful Workplace program, Langara is also developing an employee engagement plan for release in 2015/16. This program will include measurement of employee engagement levels, and action plans for improvement where necessary. By taking action to improve the engagement levels of faculty and staff, the college can benefit in increased productivity, improved morale and reduced turnover.

Langara's Leadership Development Program invests in employee sustainability by building and supporting leadership capacity. By Summer 2015, the Langara Leadership Team will all have received 360 degree feedback. The program will continue to provide opportunities for employees to participate in leadership training and development workshops.



Goals, Objectives, Performance Measures, Targets & Results

GOALS, OBJECTIVES, PERFORMANCE MEASURES, TARGETS AND RESULTS

Ministry of Advanced Education Goals for 2014/15-2016/17:

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.

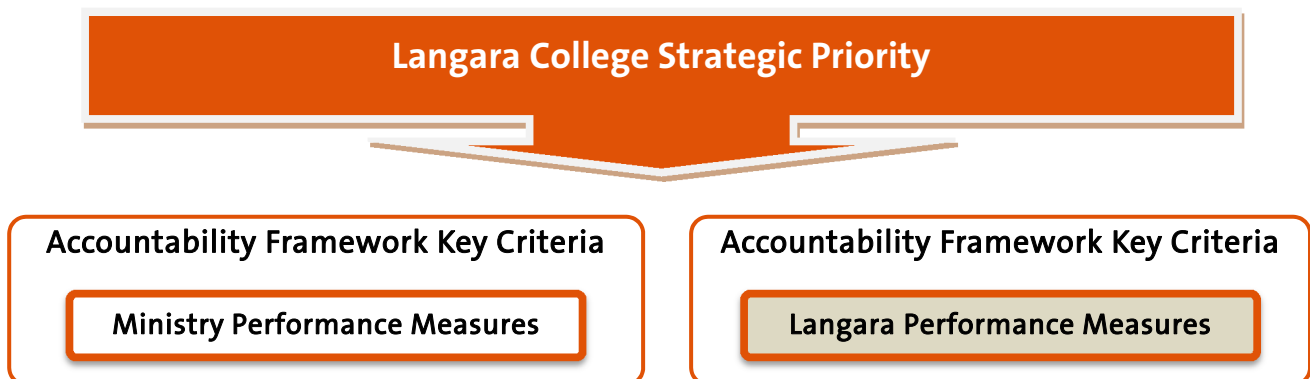
Ministry of Advanced Education Accountability Framework Key Criteria:

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 includes the Langara College strategic priorities and associated performance measures. All of the goals presented are linked to internal or Ministry performance measures through the Accountability Framework Key Criteria. The graphics provide a visual breakdown of each Langara priority and objective, the associated Ministry Key Criteria, and the performance measures⁸ used to gauge progress. The tables that follow provide the baseline, annual targets, and results for each performance measure.

Target assessment criteria are defined by the Ministry:

- **Exceeded** if we have achieved at least 110% 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.

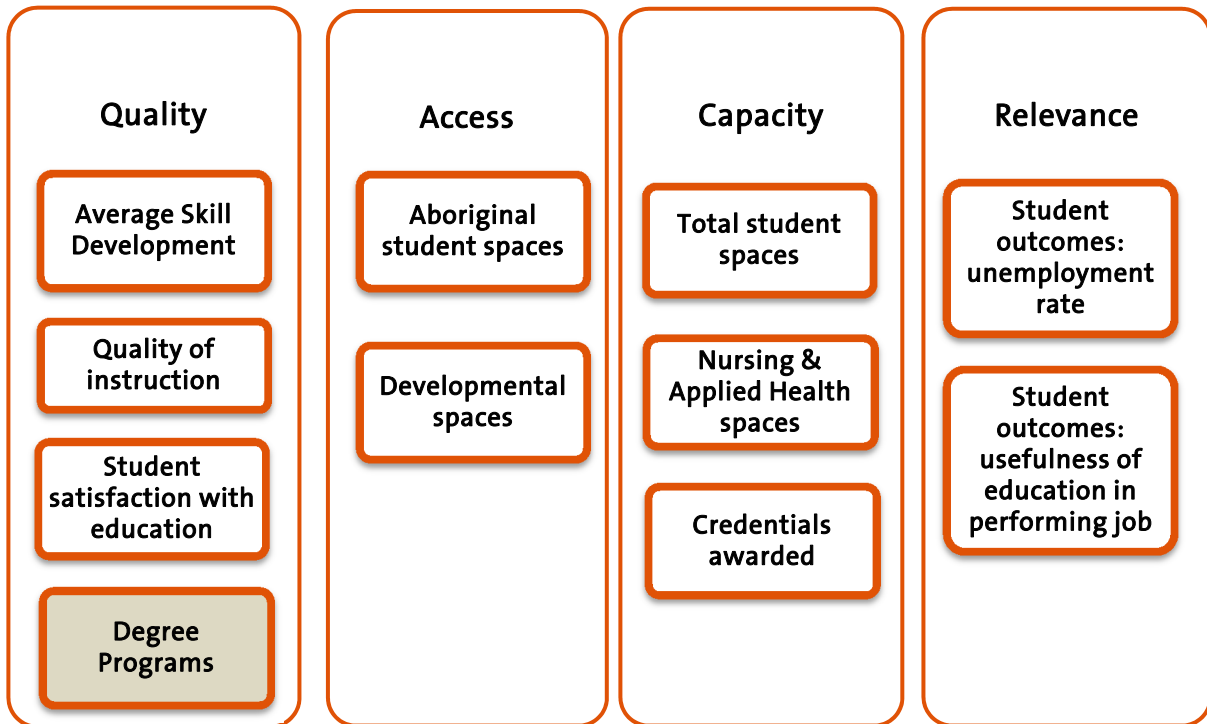


⁸ Langara internal performance measures colour coded at Ministry request.

Student Focus

Focusing on students is Langara’s thematic and overarching strategic priority. All other priorities exist in support of this. Langara will be positioned as the college of choice for learners of all ages.

Langara will provide our diverse student community with the services, programs, skills and experiences to be productive, creative, and engaged global citizens.



Student Focus – Quality

Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Former Certificate, Diploma & Associate Degree students						
Satisfaction with education	94.9% (+/-0.9%)	≥90%	94.8% (+/-0.9%) Target achieved		≥90%	
Quality of instruction	97.5% (+/-0.6%)	≥90%	97.6% (+/-0.6%) Target achieved		≥90%	
Average skill development	75.5% (+/-1.8%)	≥85%	70.7% (+/-2.0%) Target not achieved		≥85%	
-Written communication	72.8%	N/A	66.9% (+/-2.1%)		N/A	
-Oral communication	66.3%	N/A	61.1% (+/-2.3%)		N/A	
-Group collaboration	75.3%	N/A	72.8% (+/-1.9%)		N/A	
-Critical analysis	79.4%	N/A	74.0% (+/-1.9%)		N/A	
-Problem resolution	73.4%	N/A	67.2% (+/-2.1%)		N/A	
-Learn on your own	79.1%	N/A	76.7% (+/-1.8%)		N/A	
-Reading & comprehension	82.2%	N/A	76.1% (+/-1.8%)		N/A	
Baccalaureate graduates						
Satisfaction with education	95.2% (+/-2.9%)	≥90%	95.7% (+/-2.2%) Target achieved		≥90%	
Quality of instruction	90.6% (+/-3.9%)	≥90%	96.4% (+/-2.0%) Target achieved		≥90%	
Average skill development	82.4% (+/-5.2%)	≥85%	92.2% (+/-2.9%) Target achieved		≥85%	
-Written communication	78.6%	N/A	90.6% (+/-3.2%)		N/A	
-Oral communication	80.8%	N/A	91.3% (+/-3.1%)		N/A	
-Group collaboration	90.5%	N/A	95.7% (+/-2.2%)		N/A	
-Critical analysis	82.9%	N/A	95.7% (+/-2.2%)		N/A	
-Problem resolution	76.4%	N/A	91.4% (+/-3.1%)		N/A	
-Learn on your own	87.5%	N/A	90.7% (+/-3.1%)		N/A	
-Reading & comprehension	79.8%	N/A	89.9% (+/-3.3%)		N/A	
Number of Applied Baccalaureate programs.	4	Maintain or expand	4		Maintain or expand	

This year Langara did not meet the Ministry targets for former Certificate, Diploma and Associate Degree students' average ratings of skill development. Despite stable or increased ratings among Career and Vocational students, our average positive skills rating was impacted by more moderate ratings among University Transfer students, who constitute a majority of the cohort. Arts and Science students and those from institutions in large urban centres have historically given lower average ratings of skill development than students from institutions in smaller communities or those in applied programs. In all likelihood, this is simply a reflection of the demographic and educational goal differences between these populations. Langara has begun a program review process that will refresh our academic offerings and enhance the student learning experience.

Student Focus – Access

Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Aboriginal student spaces ⁹	189	165	185 Target achieved	165	167	167
Number of student spaces in developmental programs	239 FTE	252 FTE	197 FTE Target not achieved	252 FTE	252 FTE	TBD

Langara's developmental offerings are focused on English and Math at a pre-college level, and English as a Second Language. Historically, developmental instruction has been tuition-free for domestic students, with targeted government funding covering much of the cost. In 2014/15, these offerings remained tuition-free, but government funding was reduced by 30%, resulting in an equivalent decline in the number of domestic developmental seats Langara was able to offer. In 2015/16, these courses will no longer be funded or tuition-free, and we expect developmental FTEs to decline accordingly.

Student Focus – Capacity

Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Total student spaces	7,232 FTE	7,056 FTE	7,054 FTE Target achieved	7,056 FTE	7,056 FTE	TBD
Student spaces in Nursing and allied health programs	894 FTE	670 FTE	1,038 FTE Target exceeded	670 FTE	670 FTE	TBD
Total credentials awarded ¹⁰	1,211	1,182	1,195 Target achieved	1,274	TBD	TBD

Student Focus – Relevance

Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Student outcomes: Usefulness of knowledge & skills in performing job						
Former Certificate, Diploma & Assoc. Degree students	76.2% (+/-4.2%)	≥90%	71.0% (+/-4.9%) Target not achieved		≥90%	
Baccalaureate graduates	92.4% (+/-3.6%)	≥90%	96.2% (+/-2.2%) Target achieved		≥90%	
Student outcomes: Unemployment rate						
Former Certificate, Diploma & Assoc. Degree students	8.7% (+/-2.6%)	≤ 12.5%	10.7% (+/-3.1%) Target achieved	≤ unemployment rate for individuals with high school credentials or less in the region		
Baccalaureate graduates	0.0% (+/0.0%)	≤ 12.5%	0.7% (+/-1.0%) Target exceeded	≤ unemployment rate for individuals with high school credentials or less in the region		

⁹ 2014/15 Aboriginal student spaces results are based on the 2013/14 fiscal year Student Transitions Project data.

¹⁰ Annual performance is measured using a rolling three-year average of the most recent fiscal years, e.g., the results for the 2014/15 reporting year are a three-year average of the 2011/12, 2012/13 and 2013/14 fiscal years.

Langara did not meet the Ministry target for former Certificate, Diploma & Associate Degree students' ratings of 'usefulness of knowledge & skills in performing job'. For several years we have expressed our concern about the applicability 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 students, and 82% of Arts and Sciences students, continue their education elsewhere. At the time of survey, students with a goal of university transfer are more likely to be employed part-time to subsidize the cost of their education, than to have jobs in their targeted field. In contrast, 74% of employed former Langara Career/Vocational students were working in their intended field¹¹, and these students have historically provided very positive ratings of the 'usefulness' measure (≥80% in all of the last 5 years¹¹). Almost all (97%) of Langara's baccalaureate graduates felt that the skills and knowledge they gained at Langara were useful in their work¹².

Employee Sustainability

Langara will successfully serve the Langara community through our ability to attract, recruit, retain, and engage employees.



Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Langara Employee Development	5,318 instructional hours	Maintain or increase	5,035 instructional hours		TBD	
Employee Recognition and Service Awards	3	Maintain or increase	3		Maintain or increase	

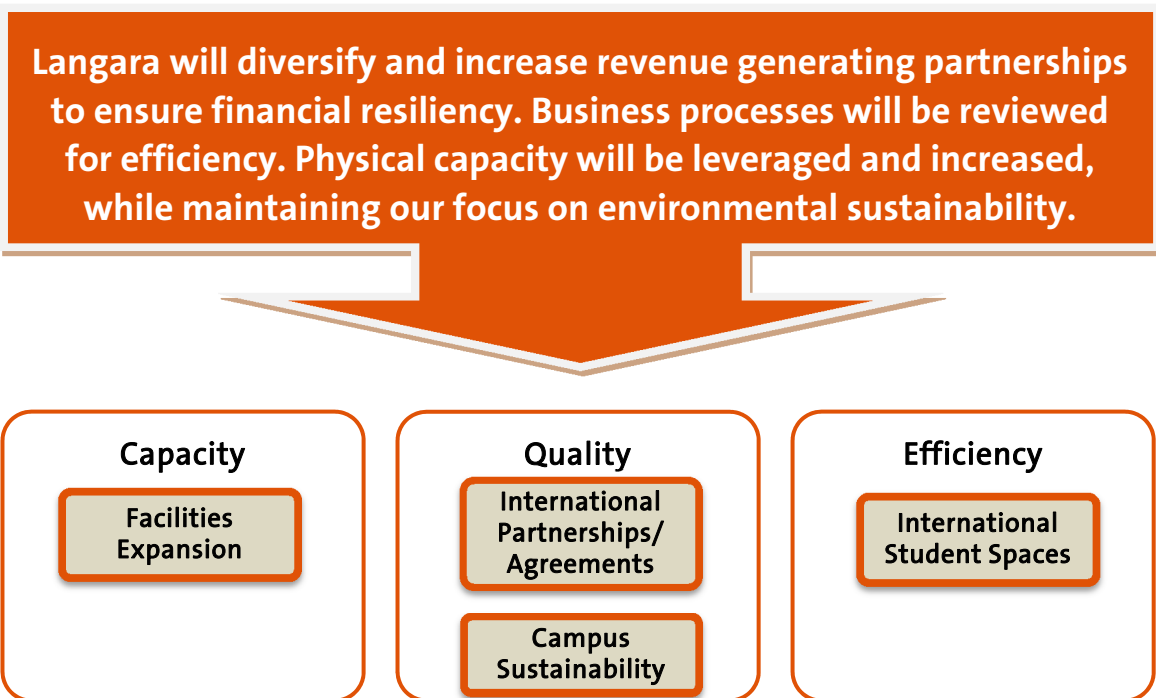
Langara's Employee Development Centre is undergoing reorganization to better distribute the workload. Professional development for Langara faculty will be overseen by Langara's new Teaching and Curriculum Development Centre, while Human Resources will be responsible for employee wellness initiatives.

¹¹ BC Diploma, Associate Degree and Certificate Student Outcomes (DACSO) Survey, 2014.

¹² Baccalaureate Graduate Survey Report, 2014 survey of 2012 graduates.

Financial Sustainability

Langara will continue to build the financial flexibility required for innovation, new opportunities and growth.



Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Facilities expansion	Began construction of Sciences & Technology building	Construction of Sciences & Technology building	Construction of Sciences & Technology building ongoing	Complete Sciences & Technology building	TBA	TBA
Campus Sustainability Initiative ¹³	19% energy reduction	21% energy reduction	21.5% energy reduction	23% energy reduction	25% energy reduction	
International Partnerships/Agreements	34	Maintain or increase	42	Maintain or increase		
International student spaces	1,148 FTE	Maintain or increase	1,536 FTE Exceeded Provincial 2015/16 Target	Contribute to Provincial target of 50% increase from 2011/12	≥ previous year	

¹³ Energy reduction Targets and Actuals measured from base year of 2009/10, adjusted for variation in weather and building space.

Communication and Advocacy

We will expand Langara’s profile and develop clear lines of communication with students, employees and key stakeholders.



Performance Measures	2013/14 Actual	2014/15 Targets	2014/15 Results	2015/16 Targets	2016/17 Targets	2017/18 Targets
Community Engagement	39 Langara events open to the public	Increase Langara’s community presence	44 Langara events open to the public	Maintain or increase		
Internal communications	Internal Communications Plan drafted; <i>This Is Langara</i> internal campaign launched; employee newsletter launched	Increase communication with students and employees	Academic Plan Town Halls, IT Weekly Updates, IT Semester Info Sessions	TBA		
Social Media Activity	Increased by 51%	Increase social media presence by 20%	+33%	+20%	+20%	+20%

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:

<http://www.aved.gov.bc.ca/gre/financial.htm>.