

Accountability Plan & Report 2018/2019



snəwəyət̚ leləm̚.
THE COLLEGE OF HIGHER LEARNING.

Langara.
THE COLLEGE OF HIGHER LEARNING.

Institutional Accountability Plan & Report 2018/19 Reporting Cycle

TABLE OF CONTENTS

LETTER FROM THE BOARD CHAIR & PRESIDENT

INTRODUCTION2

INSTITUTIONAL OVERVIEW2

2016/17-2020/21 STRATEGIC PLAN3

 Vision3

 Mission.....3

 Values.....3

 Thematic Priority.....3

STRATEGIC CONTEXT.....4

STRATEGIC DIRECTION6

 Initiatives in Response to Ministry Priorities (2018/19 to 2019/20).....6

 Academic Focus.....10

 Planning and Success.....10

 Enterprise Resource Planning Project: Workday@Langara.....11

 Indigenous Initiatives12

 International Education.....15

 Langara College Foundation.....15

 Facilities16

 Employee Sustainability17

GOALS, OBJECTIVES, PERFORMANCE MEASURES, TARGETS, AND RESULTS18

 Relevant, Innovative, and High-Quality Programming.....19

 People and Culture.....23

 Organizational Sustainability.....24

 Communities25

FINANCIAL INFORMATION.....25

Office of the Board of Governors

June 18, 2019

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 2018/19 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 2018/19.

Strategic Plan 2020 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 the third year of our Strategic Plan 2020, the College continued to make progress in all four vision categories. This accomplishment would not have been possible without the talent and efforts of the College faculty and staff.

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,



Ian Mass
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 2018/19, 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. 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: six baccalaureate programs (Bachelor of Business Administration degrees in Accounting, Business Management, International Business Management, and Marketing Management; Bachelor of Recreation Management; and Bachelor of Science in Nursing), 23 career programs, and continuing studies courses in over 70 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 work-integrated learning (which includes 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 nearly 23,000 students in the 2018/19 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 institute¹.

In 2019, Langara is celebrating its 49th year on West 49th Avenue with Beyond 49, an integrated celebration, alumni engagement, and fundraising campaign to reconnect with alumni, and raise funds for student support and important College initiatives. On June 15, 2019, Langara will host Community Day presented by RBC Royal Bank, the signature event of Beyond 49. This on-campus event, the largest in the College's history, is a full-day of family-friendly music and entertainment, food trucks, a kids' zone, alumni homecoming reunions, and more. We look forward to welcoming back former students, staff, instructors, and community members, past and present.

In April, Langara rolled out its refreshed institutional identity, incorporating the name snəwəyət̓ leləm̓, given to us by the Musqueam people. The name means 'house of teachings' in the hənq̓əmiḥəm̓ language and was given to Langara in recognition of the growing relationship between the College and Musqueam, and Langara's location on Musqueam unceded traditional territory.

¹Most 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 Strategic Plan are important, the particular focus in year three was to continue to strengthen organizational sustainability.

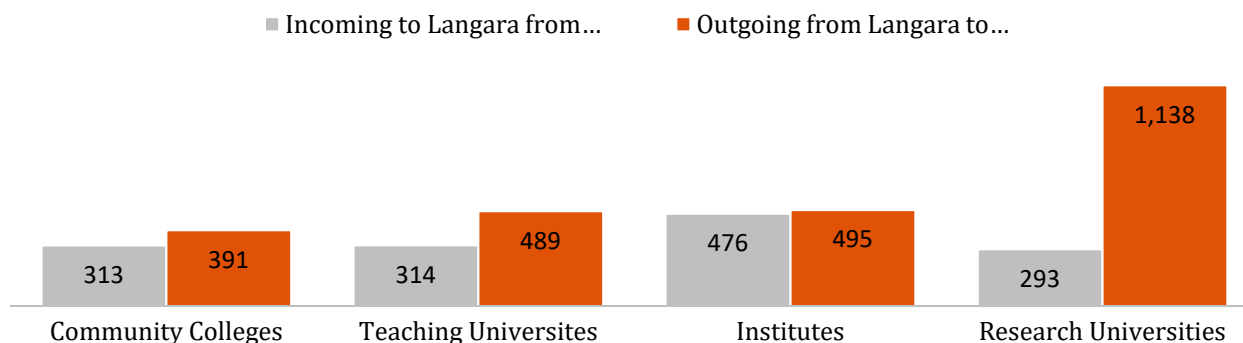
Strategic Context



STRATEGIC CONTEXT

The Province defines the Langara College service area as the combination of Vancouver, Richmond, and Burnaby school districts². For more than ten years, over three quarters of our students have listed their residence within this region. The College’s primary demographic is 18 to 24 year old students (77% in 2018/19), 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 two-thirds (64% in 2018/19) 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 universities³.

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 2019 and 2024⁴. 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. 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 increase by 3% in the next 5 years, while the population in the 20-24 age group is projected to decrease by 22% in the same period⁵, partially influenced by the rapid escalation of regional housing costs. However, future development in the City of Vancouver’s housing strategies may have some 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.

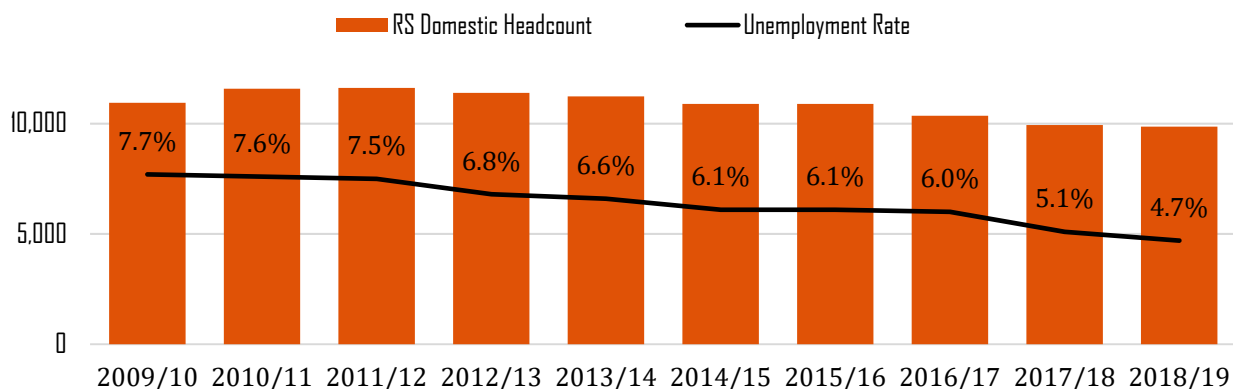
² Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

³ Most recent data available from the Student Transitions Project, Mobility Pivots and Dashboard (2002/03 to 2016/17). Update mobility data for 2017/18 will not be available until Fall 2019.

⁴ *P.E.O.P.L.E 2018 Projection Model*, BC Stats, Government of British Columbia. July 1, 2018.

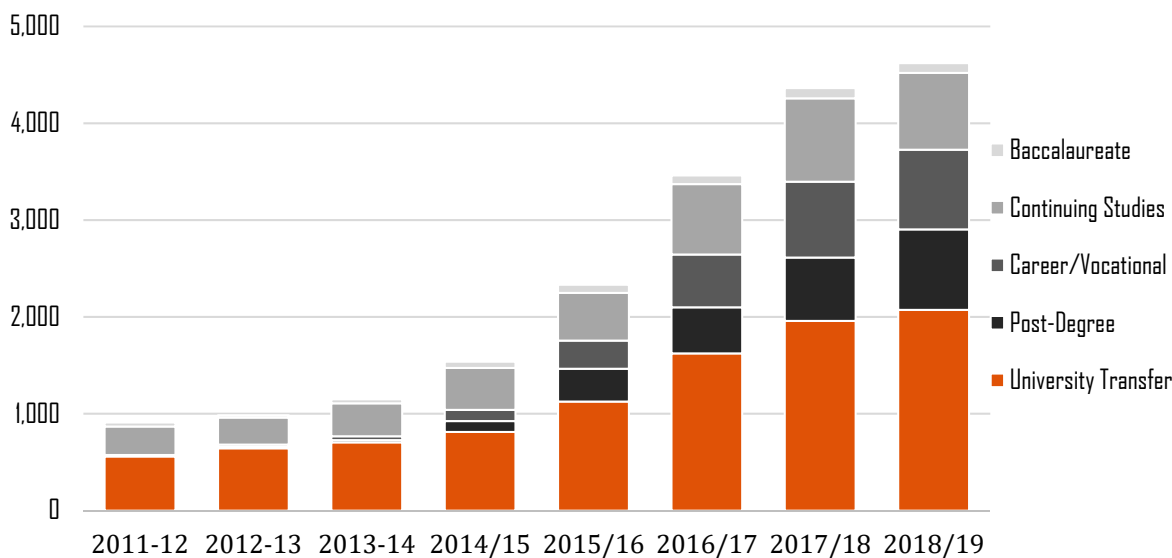
⁵ *P.E.O.P.L.E 2018 Projection Model*, BC Stats, Government of British Columbia. July 1, 2018. BC Stats has changed its population projection age cohorts, so population projections are no longer available for the 18-24 year old cohort.

Regular Studies Domestic Student Headcount 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 has been consistently popular among international students from many regions of the world. In academic year 2018/19, international students represented over 100 different countries. Langara has expanded the cultural diversity of its student body to include growing numbers of students from India, China, Vietnam, Brazil, Japan, and other Southeast Asian and South American countries. In the past year, we have increased our recruitment efforts and have included missions to Panama, Philippines, Indonesia, and Ukraine in an attempt to further enhance the diversity of our student population. 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.

International Student FTEs by Fiscal Year



Strategic Direction



STRATEGIC DIRECTION

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.

Initiatives in Response to Ministry Priorities (2018/19 to 2019/20)

Mandate Letter 2018/19	
Ministry Priorities	Langara Responses and Initiatives
Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UN Declaration on the Rights of Indigenous Peoples.	Please see detailed table under the section, <i>Indigenous Initiatives</i> .
Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.	The College is continuing tuition-free delivery of ABE courses and ELL courses to domestic students.
Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.	The number of students enrolled at Langara who had received government care in their youth increased by 37% as compared to last year. In addition to our commitment to supporting students that meet the established funding criteria, this increase was further enabled by the College's institutional commitment to expand the eligibility of this provision and fund an additional four students in Summer 2018, nine students in Fall 2018, and eight in Spring 2019.
Expand technology-related programming and other programs that align with the growing knowledge-based economy.	<ul style="list-style-type: none"> ▪ Nurse Practitioner program development underway ▪ Post-Degree Diploma in Data Analytics first intake Spring 2019 ▪ Citation in Full Stack Web Development approved by Langara's Education Council ▪ Certificate in Data Analytics under development
Improve student mental health, safety and overall well-being, including creating greater awareness of available supports.	The College has begun to implement its first Mental Health plan entitled: "A frame of mind: A commitment to invest in the mental health and well-being of the Langara Community." Built with multi-stakeholder involvement from across the College community and in collaboration with the BC Division of the Canadian Mental Health Association (CHMA), this three-year framework has five main pillars that guide 12 specific commitments aiming to systematically support mental health and wellness of students and employees. This, in part, includes the hiring of a dedicated employee to lead these important cross-

	functional initiatives as well as strengthen the College’s active involvement in various provincial and national efforts and campaigns. In November 2018, Langara became the first BC college to sign on to the Okanagan Charter.
Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education.	<p>We have met with all our program representatives to review the Grade 10-12 course changes specifically, and have mapped out how these new/revised courses will impact Langara’s admissions and pre-requisite requirements for new high school students.</p> <p>Langara will not be using the literacy or quantitative test results for admission or pre-requisite purposes at this time.</p>
Work closely with the Ministry to develop a balanced approach to international education.	Langara has completed the implementation of the EducationPlannerBC online application platform to allow international students the opportunity to submit applications online. The college continues to work with the Ministry to enhance the platform with a document upload feature, allowing students to submit their supporting documents at the time of application. Langara has also embarked on the development of XML Transcript sharing with BC Offshore Schools. The College is providing more opportunities for domestic students to gain international experience through overseas field studies, such as India Connect, and is developing a new service learning program in Kenya.
Comply with government’s two percent cap on tuition and mandatory fee increases.	The College complied with the 2% cap.

Mandate Letter 2019/20

Ministry Priorities	Langara Responses and Initiatives
Implement the education-related TRC Calls to Action relevant to Langara College and actively participate in an engagement process with the Ministry and local, regional and other Indigenous partners to develop and implement a comprehensive strategy that increases student success and responds to the TRC Calls to Action and UN Declaration on the Rights of Indigenous Peoples.	Please see detailed table under the section, <i>Indigenous Initiatives</i> .
Improving access to post-secondary education with a focus on vulnerable and under-represented students.	<ul style="list-style-type: none"> ▪ Langara is using the 2018 Skills Development Employment Benefit (SDEB) funding provided by the Ministry for a Learning Strategist Pilot Program on campus. The project targets students with disabilities and other academically at-risk student groups. ▪ Disability Services at Langara is now Accessibility Services, based on feedback received from the Langara community. Staff will continue to provide the same support services to students with disabilities to ensure equal access to the educational environment.

	<ul style="list-style-type: none"> Acquisition of a new case management system for Accessibility Services has been completed and implementation is in progress. The integrated system will allow for better case management and communication among multiple users of student data and will enhance the student experience.
<p>Expanding programming aligned with high demand occupations and priority sectors (such as trades, technology and health).</p>	<ul style="list-style-type: none"> Bachelor of Science in Bioinformatics DQAB approval granted on April 5th Nurse Practitioner program developed with HLTH and AEST awareness Citation in Full Stack Web Development first intake Summer 2019 Certificate in Data Analytics first intake Spring 2020
<p>Expanding co-op and work-integrated learning opportunities for all students.</p>	<ul style="list-style-type: none"> Work Integrated Learning (WIL) Review and Recommendations Group to complete review Spring 2019. Project goal is to provide opportunity for every Langara student to participate in WIL and/or experiential learning. Early Childhood Education (ECE) WIL/PLAR project to integrate WIL into ECE curriculum. Currently in development phase, implementation target September 2019. Introduced and continue to expand Coop Peer Mentoring program to increase support and confidence for students in Coop program. Implementation of an online preparatory course designed to increase student confidence and success in obtaining and benefiting from Coop placements. Further expansion of our Employer Awareness campaign to increase coop options for students. In 2017/18, 42% of FTE students were enrolled in a program that embeds work-integrated learning, an 8% increase since 2015.
<p>Improve student safety and overall well-being in the areas of mental health and the prevention of sexual violence and misconduct, including creating greater awareness of available supports.</p>	<p>Following the development of the Langara Sexual Violence and Misconduct policy in 2017, the College community has taken collective action to enhance overall awareness and build greater capacity to respond and support. Some of these actions have included award-winning marketing campaigns to promote consent awareness, the development of a Sexual Respect Ambassador program, and developing improved print and digital materials focusing on respecting boundaries, healthy relationships, and bystander intervention. The consistent and meaningful contributions of students have been essential to the success of these and other related initiatives.</p>
<p>Ensure that students are able to seamlessly transition into post-secondary education with the implementation of the new B.C. Graduation Program.</p>	<p>Langara is working towards approval for the following motions:</p> <ul style="list-style-type: none"> Update Grade 10-12 curriculum course changes to correspond to Langara's admission and pre-requisite requirements. Remove discontinued Grade 11 and 12 courses from Langara's admission and pre-requisite requirements. Delete all references to optional and/or required BC Grade 12 provincial exams and blended grades from our academic calendar and website.
<p>Continue to actively participate in the implementation of the EducationPlannerBC</p>	<ul style="list-style-type: none"> EducationPlannerBC is live for all regular studies programs. It is well used by domestic and international students. Since launching EPBC we have seen a higher number of overseas

<p>common application system for all undergraduate applicants.</p>	<p>applicants (international and domestic) use the online application.</p> <ul style="list-style-type: none"> ▪ Document upload is in progress, with an estimated completion date of July 2019. ▪ Fee waiver is in progress, with an estimated completion date of May 2019. ▪ XML high school transcript project has begun, with an estimated completion date of September 2019.
<p>Work closely with the Ministry to develop a balanced approach to international education, participating in the development and implementation of a provincial framework for international education.</p>	<p>In 2019/20, Langara is willing to participate in any consultations and discussions with the Ministry and other institutions related to the development of initiatives toward creating a balanced and diverse international student population within British Columbia education institutions. Discussions on marketing and recruitment strategies, strategic enrolment management, and diversification mechanisms are welcomed by the college.</p> <p>At this time, Langara College has dedicated resources to enhance the diversification of the international student population at the institution. The marketing and recruitment team has been restructured and expanded to now include eight members on campus and four liaison officers located within China, Vietnam, and India. The in-country representation is expected to grow to include officers in Ukraine, Brazil, and Indonesia. The focus of this team is to maintain existing markets and grow new and emerging international education markets.</p> <p>The development of new international field schools will continue into 2019/20 and the foundation for the summer 2020 field school in Vietnam and the Philippines is in process. Field schools allow opportunities for domestic students to gain a short-term international study abroad experience and exposure to new cultures, helping to create global citizenship and cultural understanding.</p>
<p>Meet or exceed the financial targets identified in the Ministry’s three-year Service Plan tabled under Budget 2018, including maintaining balanced or surplus financial results.</p>	<p>Staff prepared a balanced budget for FY 2019/20 that was presented at the March 28, 2019 Board of Governors meeting. The Board approved that budget (which included the 2% increase for domestic tuition and an increase for international tuition).</p>
<p>Comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure courses and programs are affordable.</p>	<p>The Board of Governors, at their November 22, 2018 meeting, approved the following motion:</p> <p>That the Board approve the proposed tuition fees for instruction in all programs and courses commencing on or after May 1, 2019 according to the fee schedule attached and marked “Schedule A.”</p> <p>Schedule A includes a 2% increase to domestic tuition.</p>

Academic Focus

The 2018/19 academic year has been a year of change at Langara. Continuing the work that began two years ago with the restructuring of the academic faculties to support the College's growth, the College's new Faculty of Nursing and Faculty of Management are thriving. The new Dean of Nursing brings experience and leadership to Langara, and the search for the new Dean of Management will complete in 2019. Other academic changes include senior leadership renewal. Dr. Ben Cecil joined Langara as the new Provost & Vice-President, Academic and Students in January 2019, and Margaret Heldman transitioned from the Dean of Science to the newly created position of Associate Vice-President, Academic, leading the College's quality assurance, applied research, academic policy, and Workday@Langara ERP initiatives. Langara is reviewing the academic support areas of the College to ensure alignment of resources and structures reflect the College's commitment to an outstanding educational experience for every student. This process will be complete in 2019.

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 add innovative programs. New offerings such as the Diploma in Gerontology, the Diploma in Applied Social Sciences and Humanities, and the Post-Degree Diploma in Data Analytics were delivered in the 2018/19 academic year. The expansion of our Early Childhood Education (ECE) program with the support of funding from the Province ensures we will help meet the high demand for such services in our communities. The expansion of our Computer Science and Web and Mobile App Design & Development programs continue to support growth in the provincial tech sector, which provides highly-skilled jobs to British Columbians. With our established program review process to promote academic quality, and our vigilance monitoring labour force trends, the College continues to drive innovation in the delivery of programs and supports to ensure we continue to offer the highest quality programs and services to support our students and our local and provincial communities.

Langara continues to enhance the suite of supports to students to foster an ideal learning and working environment. To ensure financial challenges are not a barrier to education, Langara has increased its number of bursaries by 45% and its scholarships by 55%. We will continue to advance these initiatives, and more, in the coming year as we strive to deliver on our mission as Canada's pathways college.

Planning and Success

In the third year of our Strategic Plan 2020, 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 completed the negotiated request for proposal (NRFP) process to select a new cloud-based ERP solution and implementation partner. The Configure and Prototype phase of the project is underway as of Spring 2019. We also completed work on our new Campus Master Plan, and began the community consultation processes to move this exciting new vision for our facilities forward.

Under the second category, People and Culture, the College continued to make progress on our aim to have 44% of students enrolled in programs that include work-integrated learning experiences, and is on track to achieve this goal. People Services successfully ran a new Faculty Leadership Development Program, and based on that success, launched a new version tailored to administrative and non-faculty leaders.

For our third category, Communities, 2019 marks two major milestones for the College — our 49th year of operations on West 49th avenue, and our 25th year as an independent institution. These anniversaries are at the heart of Langara's focus in our Communities pillar this year — our Beyond 49 campaign. Beyond 49 is Langara's first-ever anniversary celebration, comprehensive fundraising, and alumni engagement effort. Langara has continued to collaborate with Musqueam to integrate the name *snəweyəŋ leləm* in to our institutional brand identity. This spring Langara launched our refreshed brand guidelines, and work continues to transition College materials to the new dual name identity. In

addition, our VOLT student volunteers continue to amaze, contributing 600 additional volunteer hours to our communities this year, for a total of 9,100 hours.

In 2018 we met our goal of distributing \$1 million annually in bursaries to students in need, two years ahead of schedule. The Advancement team continues to expand its alumni and community engagement efforts with successful launch events in October and is already more than halfway to its \$2.5M fundraising goal.

Enterprise Resource Planning Project: Workday@Langara

The Workday@Langara project began in 2016 when the College looked at options to replace Ellucian's Banner, Langara's current Enterprise Resource Planning (ERP) system. This multi-year project is critical to improving services for students and staff, modernizing our operations, and achieving Strategic Plan goals related to improving business processes and IT systems. Deloitte, as the Systems Integration Partner, and Workday, a cloud-based ERP vendor, were selected as the Preferred Proponent. They were best suited to meeting Langara's objectives as outlined in the Vision 2020 document:

- **Organizational Sustainability:** Workday is a cloud-based ERP solution. The Langara Evaluation Team saw many examples of processes that will become streamlined and automated using the integrated Workday solution. This change will enable staff to focus on improving efficiencies and providing enhanced services to students. It will also lessen Langara's reliance on IT for business process workflow design and maintenance.
- **People and Culture:** Workday has a fundamental design philosophy associated with a mobile-first approach. It provides self-service and ease of configuration, which will help students, faculty and staff become more efficient, self-sufficient, and informed.
- **Relevant, Innovative and High-Quality Programming:** Langara helps students achieve academic and career success by clarifying a multitude of educational pathways to recognized credentials and further educational opportunities. Workday will enable improved reporting and will provide better analytics for identifying evolving student needs.

Workday will serve as the foundational system to provide students with the ability to streamline and further their education, professional and personal development, and career success. The product has a student-centred design focus and employs continuous innovation throughout product development. Workday is easy to use and student feedback during the vendor demonstrations was very positive.

Project implementation started in October 2018. The Human Capital Management and Finance modules will go live in January 2020. The Student module implementation will be implemented in three waves, beginning in 2020. A sustainment model will be developed through training and knowledge-transfer to internal Langara staff to ensure the Workday solution is well-supported.

Indigenous Initiatives

Langara’s progress on the implementation of the Truth and Reconciliation Commission’s (TRC) Calls to Action and articles of the United Nations Declaration (UN Declaration) on the Rights of Indigenous Peoples at Public Post-Secondary Institutions in B.C is detailed in the following tables.

TRC Call to Action	Progress	Initiative and Partnership Details
1: SOCIAL WORK	Implemented	<p>Langara College does not offer a social work degree program that directly prepares student for child welfare work. However, our Social Service Certificate Worker and Diploma, as well as our two university transfer courses, Introduction to Social Welfare in Canada and Introduction to Social Work Practice, provide a foundation for students wishing to pursue Bachelor of Social Work degrees. A few of the many ways that we engage with and educate students include:</p> <ul style="list-style-type: none"> ▪ The CASW Statement of Complicity and Commitment to Change and the TRC Principles of Reconciliation. ▪ Truth-telling and reconciliation about the role of our social work with respect to the experiences of Indigenous peoples in Canada. ▪ The BCCSW Code of Ethics and research ethics in Indigenous contexts. ▪ Readings and discussions related to the ways in which social work practice could support processes of reconciliation and social justice; historical and inter-generational trauma; the principles of trauma informed care from the perspective of Indigenous clients; over-representation of Indigenous children in care; and the social determinants of health as it relates to Indigenous people.
12: EARLY CHILDHOOD EDUCATION	In Progress	<p>The Langara ECE department is continually working to develop a culturally appropriate program for the students in our program.</p> <p>Each term we have Indigenous guest speakers that visit our courses to offer their expertise, culture, and perspective to our students and faculty. In term one, our Langara Elder visits the course on the history of ECE. In second term an Indigenous early childhood educator visits a course on working with families. In third term, Aaron Nelson Moody visits a class and does a workshop on Reconciliation through collaborative art.</p> <p>When we have an Indigenous student in the ECE program, we offer information on the Gathering Space and our Elder.</p> <p>Our future plans include the following:</p> <ul style="list-style-type: none"> ▪ Requesting that term one students visit the Musqueam Cultural center. ▪ Purchase Indigenous art to display in our designated classroom. ▪ The ECE department has submitted a proposal to the Federal government (Employment and Social Development Canada) to partner with the YMCA and the Musqueam people to look at creating Musqueam specific content and Indigenous ways of knowing into our language and literacy courses.

16: INDIGENOUS LANGUAGE DEGREE AND DIPLOMA PROGRAMS	In Progress	The Indigenous Language plan is to work this summer to develop and deliver a language program at Musqueam. Once that is created we will work in partnership with UBC to offer joint programming in BC languages.
23: HEALTH-CARE PROFESSIONALS	In Progress	Any Indigenous applicant interested in the BSN program is invited to meet with one of the Indigenous Liaison Counsellors in the Indigenous Gathering Space (C140) to discuss academic advising as well as personal and career counselling needs. The Indigenous Gathering Space houses the Indigenous Education and Services team and offers culturally-relevant support services to Indigenous students on campus.
24: MEDICAL AND NURSING SCHOOLS	In Progress	In support of the Truth and Reconciliation Commission's Calls to Action, Langara is committed to increasing the number of practicing Indigenous nurses in Canada. In an effort to decrease systemic barriers posed to Indigenous learners, five seats in the Bachelor of Science in Nursing (BSN) program and two seats in the Advanced Entry BSN program are reserved for prospective Indigenous students who meet the minimum admission requirements.
28: LAW SCHOOLS	N/A	
57: PUBLIC SERVANTS	N/A	
62: TEACHER EDUCATION	N/A	
86: JOURNALISM AND MEDIA SCHOOLS	In Progress	We are working with Langara's Coordinator for Aboriginal Studies to determine a specific course in which Journalism students can participate. We hope to have this implemented for Fall 2019. Over the last few years, we have invited Indigenous journalists to provide seminars to our students.
92: BUSINESS SCHOOLS	In Progress	We are launching a campus-wide Indigenization Strategy next fall for which all students, including those in the Langara School of Management, will learn about the history and legacy of residential schools, the UN Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES	Progress	Initiative and Partnership Details
<p>How is your institution working with Indigenous peoples and communities to implement the United Nations Declaration on the Rights of Indigenous Peoples, and in particular the articles related to education?</p>	<p>Implemented and/or In Progress</p>	<p>In 2018/19, Langara worked on the following projects:</p> <ul style="list-style-type: none"> ▪ Construction of a new Indigenous Community Gathering Space, which has more than doubled the capacity to serve Indigenous learners. ▪ Created a weaving for reconciliation course through Fine Arts. ▪ Established an Indigenous Carving course. ▪ Hired an Indigenous specialist in our Teaching and Curriculum Development Centre. ▪ Received a SSHRC grant to develop an Indigenous Upgrading Program. ▪ Raised a Musqueam House Post in front of T-Building. ▪ Will host an Indigenous math camp for youth in July 2019. <p>Over the last year, the Director of Indigenous Education and Services has engaged in discussions across the College.</p> <p>Next year, the College will launch a campus-wide Indigenization Project. It will include a campus-wide discussion on how we incorporate Indigenous themes and projects into our work, curriculum development that includes Indigenous material, strategies to hire more staff that are Indigenous, and a continual enhancement on the College's relationship with Musqueam. In addition, Langara will be running the upgrading program at Musqueam, and at the Urban Native Youth Association in East Vancouver. This will allow us to produce a report on educational upgrading both on reserve and in urban Indigenous communities.</p>

International Education

The College has continued to increase international student enrolment, but is now attempting to place a cap on this growth, with a goal of maintaining annual international student enrolment levels. 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 applicants with excellent support services. This in-country support has also been expanded within India where students may now visit an office in Chandigarh to receive admission and pre-departure onboarding support. Furthermore, we have increased enrolment capacity for students in our popular post-degree programs in Nursing, Web and Mobile App Design/Development, Supply Chain, and Management. The new post-degree diploma in Data Analytics program has proven to be very popular among international applicants.

In addition to relevant programming, Langara provides ongoing support and 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. The program has been further enhanced and expanded to include students within the post-degree management programs. The International Student Services team has continued to enhance their case management support for newly admitted students, by hosting live webinars for students to meet their International Student Coordinator and have their questions answered while still residing in their home country. 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, International Education Week, and for the first time, *Carnaval* 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.

Langara College Foundation

The Advancement department continued its growth and development. On October 10th, 2018, the Foundation officially launched its comprehensive fundraising campaign, the College's 49th Anniversary celebration, Beyond 49, and so far has raised over 60% of the \$2.5m goal. Supporting this campaign is an Ambassador Team made up of 24 passionate Langarans who are leading the anniversary, alumni relations, and fundraising components of the campaign. Additionally, two new board members were recruited from the community to replace retiring founding board members. 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:

- 30 new awards created (28 annual awards, 2 endowed awards)
- Over \$215,000 raised from Langara faculty and staff in 2018
- Total receipted donations of \$892,905 (2017 - \$515,650)

Looking to the future, the Foundation will continue to focus on the Beyond 49 campaign through to its scheduled conclusion in April 2020.

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 have developed a new 25-year Campus 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 Science and Technology building, which opened September 2016. While the Science 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.

Following the April 1st, 2019 arson incident on campus, the Science and Technology Building is undergoing remediation to return it to full operation. Repairs were completed in classrooms and labs in time for the start of the summer semester, and the second phase of remediation, which involves offices and meeting rooms, is on track for completion early this summer. Additionally, the College has engaged 3Si Risk Strategies, an independent risk assessment firm specialized in crisis response, to conduct a full incident review of the events and the following campus-wide evacuation. The information that is gathered will help 3Si analyze the incident and will allow the College to refine and improve our emergency procedures.

Langara is working hard to reduce our energy usage on campus while we grow. Since 2009/10, the campus area has increased by 33%; during this same period, our energy usage and emissions per square foot on campus have decreased by 20% and 43% respectively. 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. Our next goal is to install recycling bins outside of all buildings. Externally, we set up 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.

We are collaborating with departments and committees across Langara on sustainability initiatives. The College worked with the Langara College Foundation to support a student-led renewable energy project. New Solar panels were installed on the Science and Technology building in the fall of 2018 and additional panels were added in March 2019. A Sustainability Coordinator co-op position has been proposed again this year to work with the Student Engagement Office to increase awareness of and engagement with our sustainability initiatives within the College community. We are working on the installation of additional water fill stations around the campus to help eliminate the need for single-use water bottles on campus, with a goal to have one on every floor of every building. This year the College also established a Sustainability Committee. We will continue to look for opportunities to make our campus more sustainable for future generations.

Employee Sustainability

Langara is committed to supporting the physical, psychological, and social well-being of all students, faculty, and staff at the College. After broad consultation, Langara developed a three-year Mental Health Framework (2018-2021). This framework supports and directs the Langara community and sets the foundation for a mentally healthy campus by building on its caring culture and the priorities identified in the Academic and Strategic Plans and unifying them through a systems approach to well-being. Langara College became 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.

Langara continues to support our leaders' development with a semi-annual Leadership Development Series. Current and emerging leaders are canvassed to determine the most relevant offerings and desired topics such as: Mental Health First Aid, Implicit Bias, Courageous Conversations, How to Effectively Engage Your Audience, Online Communications, and others. We continue to offer external opportunities and provide Educational Assistance to support employee professional development.

Our Employee Wellness Committee includes representatives from many departments and our union partners. Each year our offerings are different and based upon the interests and wants of our staff and faculty. This past year weekly wellness classes were popular as was an open use space for self-led exercise. In partnership with our Registered Massage Therapy Program, chair massages are offered twice annually. A walking challenge proved to be popular, with 155 staff and faculty walking over 21,000 kilometres. Our wellness program supports several run and walk events such as the Vancouver Sun Run, BMO half marathon, the Santa Shuffle and Elf Walk.

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 measures⁶ 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.

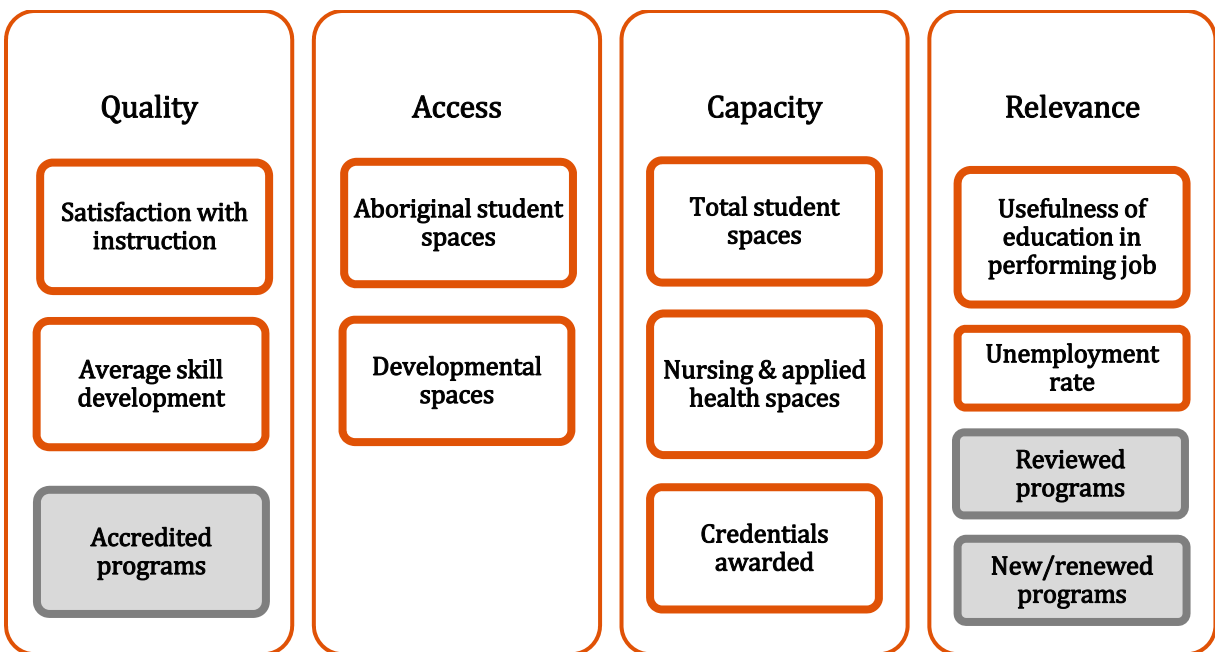


⁶ Langara benchmarks colour coded at Ministry request. Langara performance measures are not assessed.

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	2017-18 Actual		2018-19 Target	2018-19 Actual		2018-19 Assessment	2019-20 Target
Quality of instruction							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	96.3	0.8	≥ 90%	94.7	1.0	Achieved	≥ 90%
Baccalaureate graduates	93.9	2.3	≥ 90%	92.0	2.6	Achieved	≥ 90%
Skills development average							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	84.6	1.3	≥ 85%	83.7	1.3	Achieved	≥ 85%
Baccalaureate graduates	89.3	2.6	≥ 85%	85.3	3.2	Achieved	≥ 85%
Skills development details⁷							
Former diploma, associate degree, certificate students							
-Written communication	83.2	1.8	N/A	83.4	1.7	Not Assessed	N/A
-Oral communication	75.3	2.1	N/A	77.7	1.9	Not Assessed	N/A
-Group collaboration	84.0	1.7	N/A	82.2	1.7	Not Assessed	N/A
-Critical analysis	89.4	1.4	N/A	87.8	1.4	Not Assessed	N/A
-Problem resolution	81.4	1.8	N/A	80.1	1.8	Not Assessed	N/A
-Learn on your own	87.5	1.5	N/A	86.4	1.5	Not Assessed	N/A
-Reading & comprehension	91.0	1.3	N/A	88.4	1.4	Not Assessed	N/A
Baccalaureate graduates							
-Written communication	87.0	3.3	N/A	84.4	3.5	Not Assessed	N/A
-Oral communication	88.6	3.0	N/A	87.2	3.2	Not Assessed	N/A
-Group collaboration	91.6	2.6	N/A	88.9	3.0	Not Assessed	N/A
-Critical analysis	90.4	2.7	N/A	84.0	3.5	Not Assessed	N/A
-Problem resolution	84.1	3.5	N/A	78.8	4.0	Not Assessed	N/A
-Learn on your own	90.2	2.8	N/A	88.1	3.2	Not Assessed	N/A
-Reading & comprehension	93.2	2.4	N/A	85.8	3.5	Not Assessed	N/A
Total accredited programs	3 accredited, 1 ongoing		N/A	ACBSP accreditation in progress		Not Assessed	N/A

⁷ Skills development details are averaged to provide the Skills development average performance measure, therefore items within the skill development details section are not assessed.

Programming – Access

Performance Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2018-19 Assessment	2019-20 Target
Aboriginal student spaces	213 FTE	Maintain or increase	196 FTE	Substantially Achieved	Maintain or increase
Number of student spaces in developmental programs	234 FTE	252 FTE	223 FTE	Not Achieved	260 FTE ⁸

Langara did not achieve the Ministry target for number of student spaces in developmental programs in 2018-19. Langara's developmental offerings are focused on a limited number of English and Math courses at a pre-college level, and English as a Second Language. The current target has been in place for at least ten years, during which time enrollments were negatively impacted in 2014/15 by both an ABE tuition reinstatement and a reduction in ESL funding. Langara continues to work with the Ministry to set developmental targets.

Programming – Capacity

Performance Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2018-19 Assessment	2019-20 Target
Total student spaces	6,497 FTE	7,058 FTE	6,543 FTE	Substantially Achieved	7,098 FTE ⁹
Student spaces in Nursing and allied health programs	1,135 FTE	670 FTE	1,182 FTE	Exceeded	686 FTE ¹⁰
Domestic credentials awarded ¹¹	1,102	1,073	1,108	Achieved	1,097

⁸ Targets related to Student Spaces are from the Interim budget letter.

⁹ Targets related to Student Spaces are from the Interim budget letter.

¹⁰ Ibid.

¹¹ Total credentials awarded includes Regular Studies and Continuing Studies programs for domestic students only.

Programming – Relevance

Performance Measure	2017-18 Actual		2018-19 Target	2018-19 Actual		2018-19 Assessment	2019-20 Target
Usefulness of knowledge and skills in performing job							
	%	+/-		%	+/-		
Diploma, associate degree, certificate graduates	77.8	4.2	≥ 90%	75.7	3.7	Not Achieved	≥ 90%
Baccalaureate graduates	96.3	1.8	> 90%	94.6	2.2	Achieved	> 90%
Unemployment rate							
	%	+/-		%	+/-		
Diploma, associate degree, certificate graduates	10.0	2.8	≤ 6.6%	5.4	1.9	Exceeded	< unemployment rate of individuals with high school credentials or less
Baccalaureate graduates	0.6	0.8		1.1	1.0	Exceeded	
Program Reviews completed	11		+12	8		Not Assessed	+12
New/Renewed Programs (incl. Post-Degree Diplomas)	12		+2	6 new; 1 renewed		Not Assessed	2 to 4 per year

Langara College did not achieve the Ministry target for former Diploma, Associate Degree, and Certificate students' ratings of 'usefulness of knowledge & skills in performing job' in 2018/19. 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, over half of Langara university transfer students continue their education elsewhere, and therefore may not yet be pursuing employment related to their education. 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 years¹²). Most (95%) of Langara's baccalaureate graduates felt that the skills and knowledge they gained at Langara were useful in their work¹³.

¹² BC Diploma, Associate Degree and Certificate Student Outcomes (DACSO) Survey, 2018.

¹³ Baccalaureate Graduate Survey Report, 2018 survey of 2016 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.



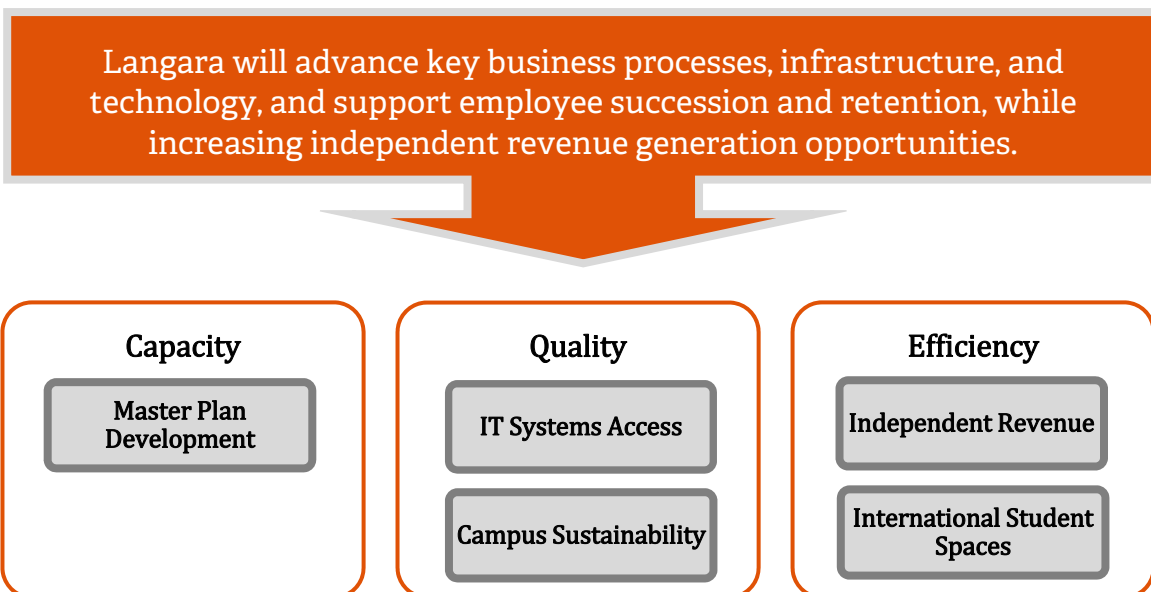
Performance Measure	2017-18 Actual		2018-19 Target	2018-19 Actual		2018-19 Assessment	2019-20 Target
Satisfaction with education							
	%	+/-		%	+/-		
Former diploma, associate degree, certificate students	92.0	1.2	≥ 90%	90.5	1.3	Achieved	≥ 90%
Baccalaureate graduates	97.0	1.6	≥ 90%	91.1	2.7	Achieved	≥ 90%
Satisfaction with transfer experience							
Former Diploma, Associate Degree, Certificate students	83.3%		≥ 95%	84.9%		Not Assessed	≥ 95% ¹⁴
Employee participation in Professional/Leadership development programs ¹⁵	75.0%		≥ 75%	75.0%		Not Assessed	≥ 75%
Employee turnover	2.2%		3.0%	2.4%		Not Assessed	3.0%
Students in programs with work-integrated components	40.3%		≥ 44%	41.8%		Not Assessed	44.0%

¹⁴ Target of 95% is an aspiration goal of the College.

¹⁵ 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.



Performance Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2018-19 Assessment	2019-20 Target
Master Plan development	Consultations underway	Fall 2019 completion	Development in progress	Not Assessed	Fall 2019 completion
Langara IT systems access	99.9%	99.9%	99.3%	Not Assessed	99.9%
Campus Sustainability Initiative	20+ % energy reduction	N/A	20% energy reduction	Not Assessed	N/A
Independently generated revenue	66.9%	75.0% ¹⁶	68.2%	Not Assessed	75.0% ¹⁷
International student spaces	4,362 FTE	≥ Previous year	4,621 FTE ¹⁸	Not Assessed	≥ Previous year

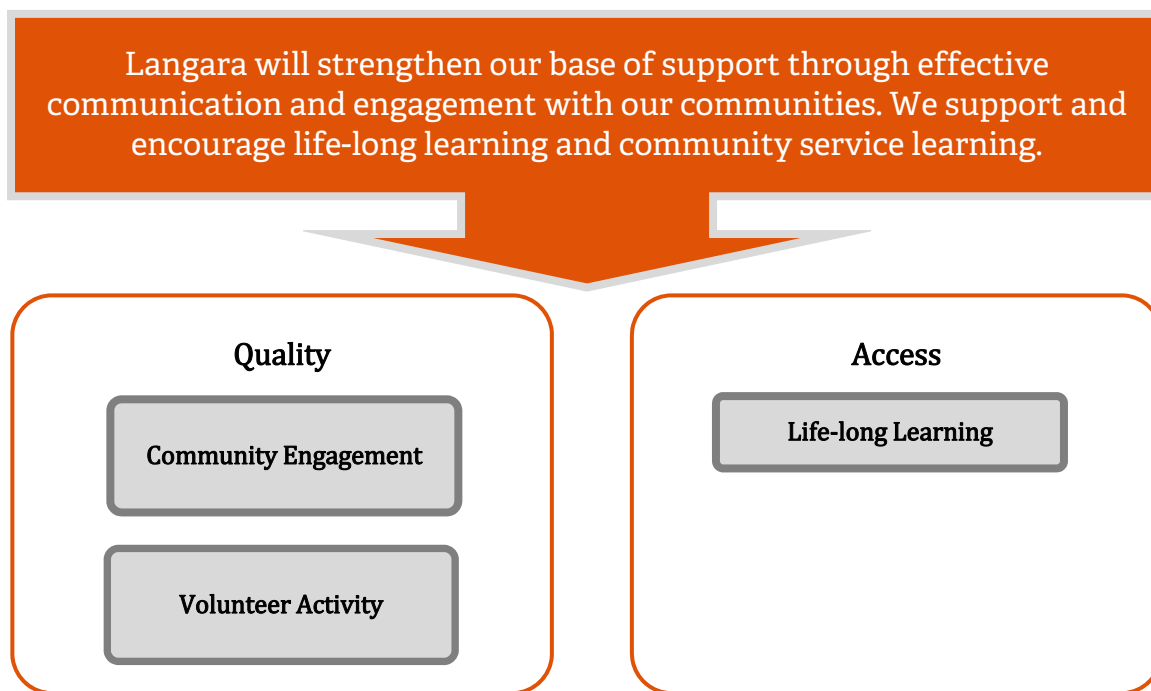
¹⁶ Target of 75.0% for 2018-19 is for fiscal year 2020-21.

¹⁷ Target of 75.0% for 2019-20 is for fiscal year 2020-21.

¹⁸ FTE totals should be considered preliminary as of May 2019, until AEST CDW 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	2017-18 Actual	2018-19 Target	2018-19 Actual	2018-19 Assessment	2019-20 Target
Interactions with Alumni	79 events, news updates, initiatives, and projects	N/A	146 events, news updates, initiatives, and projects	Not Assessed	N/A
Student Volunteer Activity	8,500 hours	≥ Previous year	9,100 hours	Not Assessed	≥ Previous year
CS Life-Long Learning Spaces	1,892 FTE	≥ Previous year	1,904 FTE	Not Assessed	≥ Previous year

FINANCIAL INFORMATION

Langara College is 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>.