



Strategic Plan 2-Year Update

JANUARY 2018

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THE COLLEGE OF HIGHER LEARNING.

Langara.

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Contents

- 3** Introduction
- 3** Update of Strategic Plan Implementation
- 4** Vision Categories
 - 1. Organizational Sustainability
 - 1.1 Integrate and improve key business processes and infrastructure
 - 1.2 Robust, highly available and effective IT systems
 - 1.3 Respond to the need for greater financial independence within the public post-secondary sector funding framework
 - 1.4 Implement a program that supports the succession and retention of faculty and staff
- 8** People and Culture
 - 2.1 Langara is the “College of Choice” for our students
 - 2.2 Students are at the centre of all we do and we continually strive to exceed their expectations
 - 2.3 Provide an environment for faculty and staff that supports a culture of collegiality and respect
- 10** Communities
 - 3.1 Effective communications that support engagement with our community in the development of our education activities
 - 3.2 Enable community service learning opportunities for students
 - 3.3 Provide a broad spectrum of programs and courses to the community that support life-long learning through continuing studies (CS)
 - 3.4 Expand student financial assistance through increased engagement with donors and alumni
- 13** Relevant, Innovative, and High-Quality Programming
 - 4.1 Programs are relevant, innovative, and high quality
 - 4.2 Programs link seamlessly from school to work to further education
- 15** Conclusion



Introduction

Since the development of the institution's first Strategic Plan in 2009, a great deal of progress has been made at Langara. Dedicated funding for innovations has fueled the development of new programs, new services, and enhanced learning experiences for our students. Initiatives have been undertaken to improve our financial sustainability and increase employee engagement. More and more students from across the globe have joined our community, enhancing our role as a gateway into Canada and to the wider world. Our primary commitment – to our students and their success – led to the development of our institution's first Academic Plan. Our recently-adopted coat of arms, which is mindful of the rich history of our community, along with the name *snəwəyəŋ lələm* that was given to the College on January 11, 2016, acknowledge our location on the unceded traditional territory of the Musqueam First Nation.

Even with this growth and change, our need to evolve and innovate continues. Like our students, we must seek to learn and improve every day. The 2020 Strategic Plan sets out a vision of a modern institution that sustains itself by delivering exceptional academic and market-relevant programming for our students. It continues to put the people who make up our college community at the heart of all we do, while increasing our engagement with the communities we serve.

To make our vision a reality, we must continue to work together over the coming years. The 2020 Strategic Plan is a compass – a practical and adaptable tool to set our direction and focus our efforts towards a common goal of being one of Canada's best colleges.

Update of Strategic Plan Implementation

This report is a two-year update of Langara's progress in achieving the strategic initiatives set out in the 2020 Strategic Plan. It demonstrates progress towards achieving targets, as well as any adaptations, made as of December 2017. Having substantially achieved financial sustainability in support of academic excellence in year one, we shifted our focus to institutional sustainability this year. All baseline information is taken with respect to the 2020 Strategic Plan unless otherwise specified.

Vision Categories

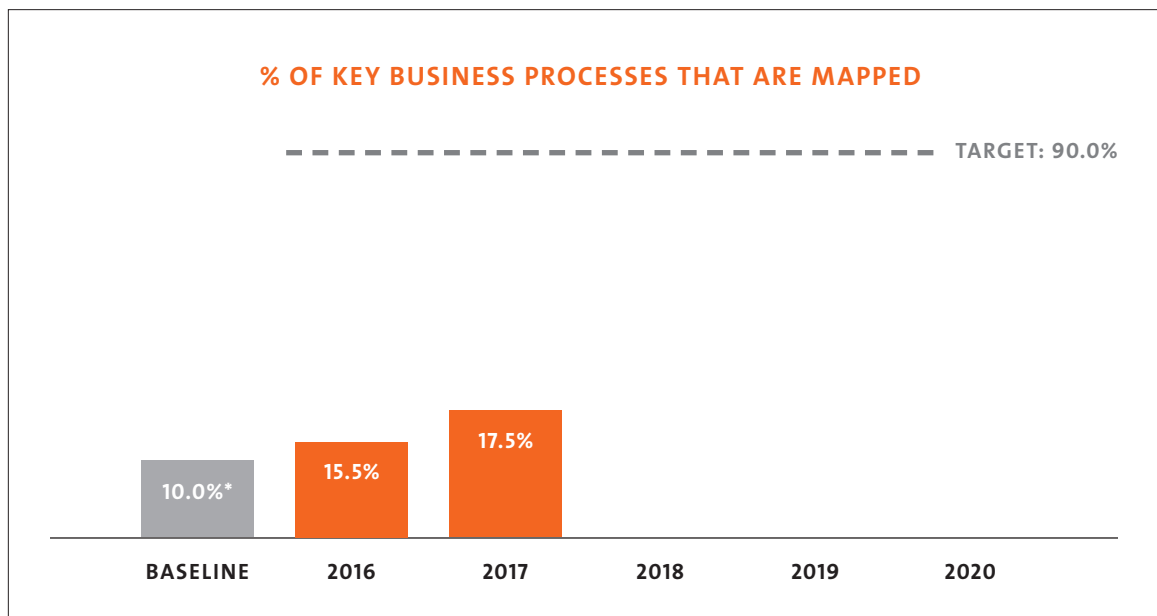
1. Organizational Sustainability

Langara's Academic Plan and Strategic Plan are complementary and largely implemented. Our 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.

1.1 Integrate and improve key business processes and infrastructure

This outcome assumes that the college will implement short-term and incremental improvements, while finding long-term, sustainable technological solutions.

This year Langara IT made significant progress in transitioning our systems to cloud-based or externally managed solutions, and improving their reliability. Such systems include the Desire 2 Learn online learning platform, Office 365 email, and Symplicity CSM used by our Co-op and Career Development Centre. They also took initial steps towards mapping our business processes so they could be improved and/or better aligned with technology. Many of our business processes will be mapped as we embark on the implementation of our Enterprise Resource Planning (ERP) software system.

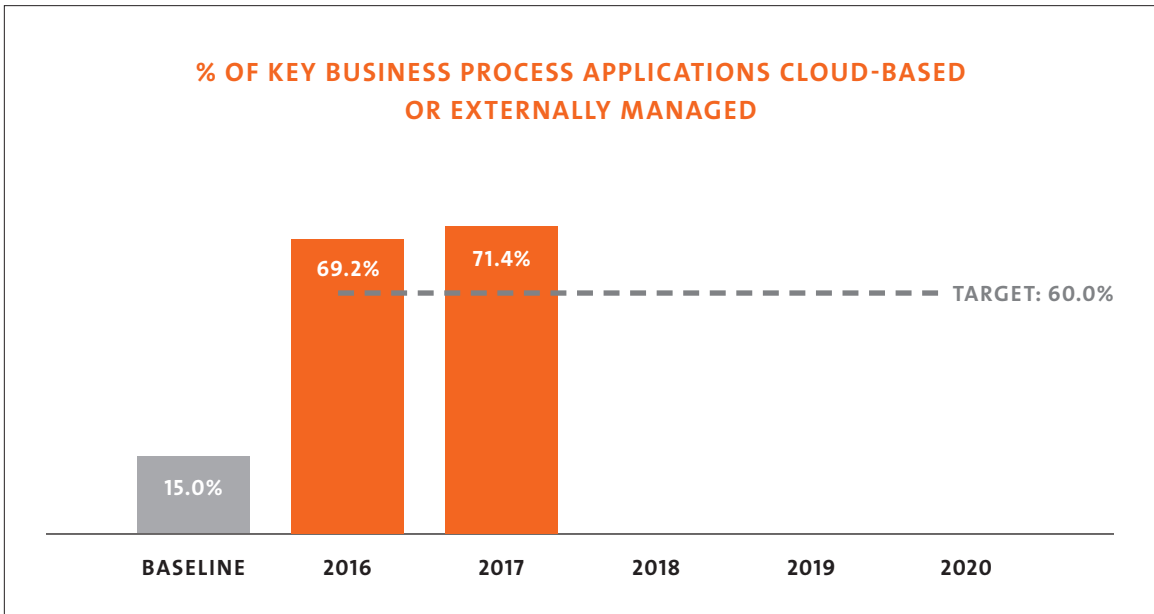


*This percentage is an approximation.

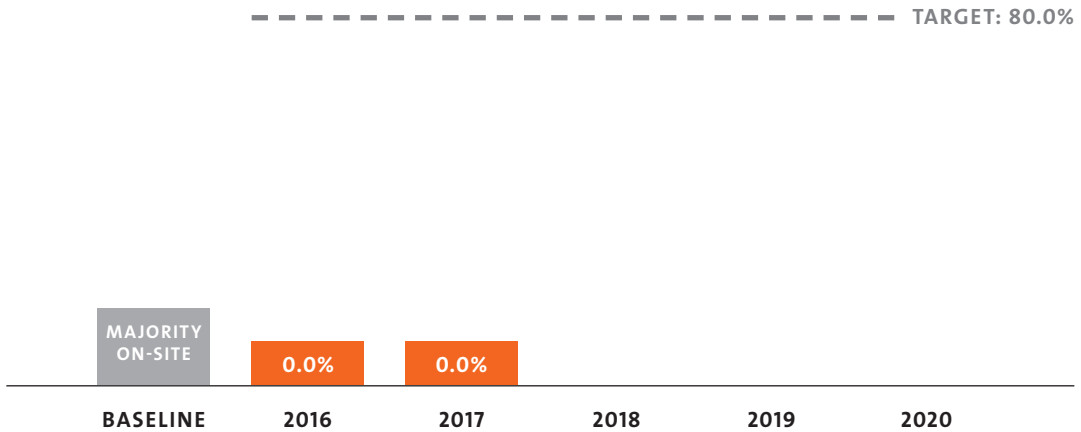
% OF KEY BUSINESS PROCESSES IMPROVED OR ALIGNED WITH TECHNOLOGY			
Target	Baseline	2016 Update	2017 Update
80% of key business processes improved	<ul style="list-style-type: none"> State of business processes at creation of the 2020 strategic plan represent starting point for improvement All technology solutions in place to be evaluated for suitability 	4% key business processes improved	5% key business processes improved
80% of key business processes aligned with technology		4% of key business processes aligned with technology	5% of key business processes aligned with technology

REVAMPED AND UPDATED CAMPUS MASTER PLAN			
Target	Baseline	2016 Update	2017 Update
Revised Plan	Underway	Revised target date for Campus Master Plan set to 2017	The board approved the college to move forward with the campus master plan consultations with a target date of Fall 2018 for completion.

1.2 Robust, highly available and effective IT systems

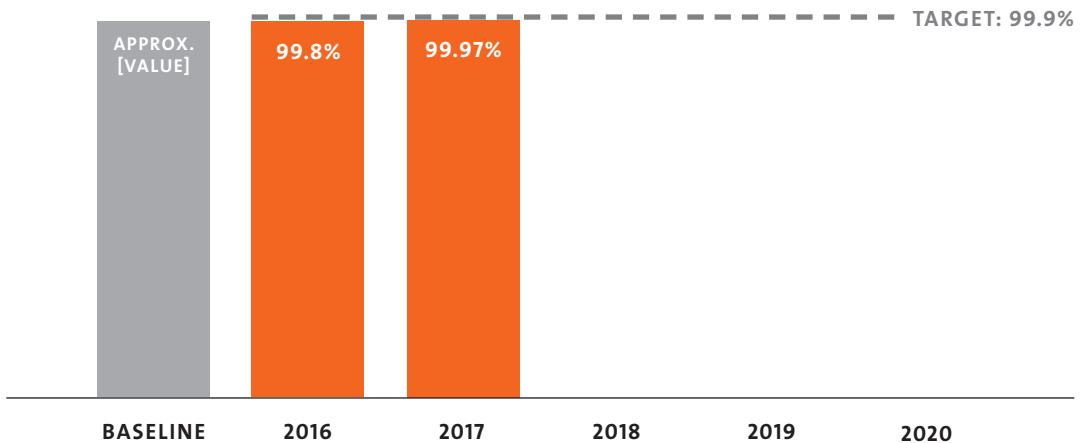


% OF SERVER ARCHITECTURE EXTERNALLY HOSTED



Note: EduCloud was to be utilized for these services; however, it is not fully available to Langara and therefore we have not migrated any of our infrastructure services to EduCloud as yet.

% OF "UPTIME"/SERVICE AVAILABILITY

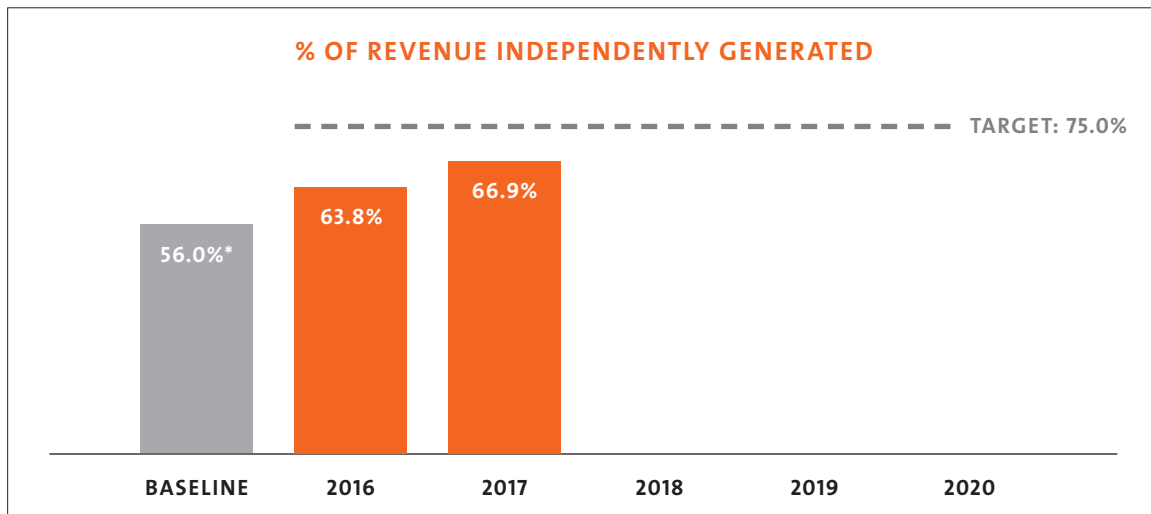


Note: Service availability (at all times) as of calendar year 2017.

TIME TO RESTORE IT SYSTEMS

Target	Baseline	2016 Update	2017 Update
Restore any essential IT system in 48 hours	Unknown	The Disaster Recovery Plan for College Essential Systems, is 60% complete. This plan supports the goal of restoring any essential IT system in 48 hours.	The Disaster Recovery Plan for College Essential Systems remains at 60% complete as we wait for the secondary IT centre to be available before completing the remaining testing.

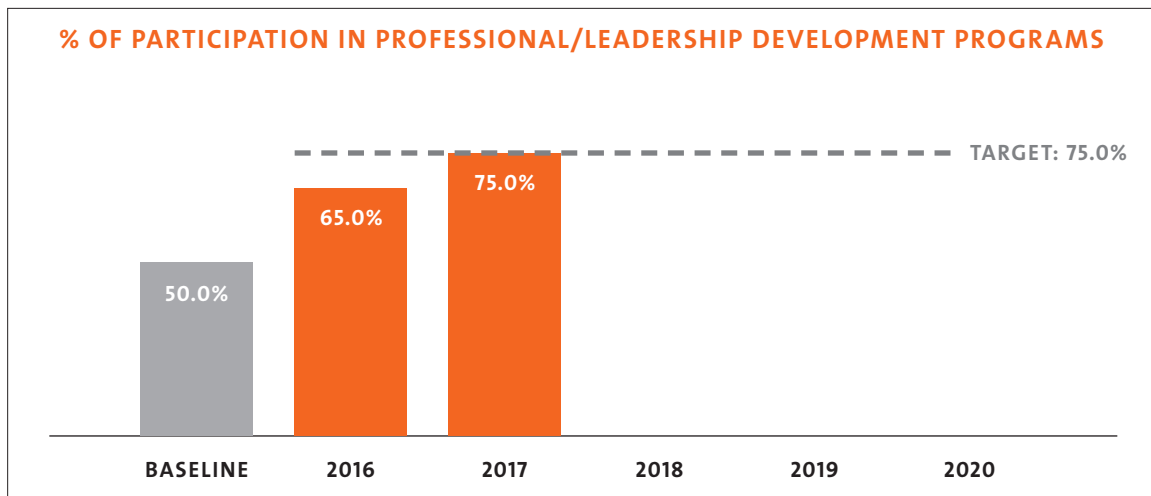
1.3 Respond to the need for greater financial independence within the public post-secondary sector funding framework



*Revenue percentages have been recalculated and have changed from the 2020 Strategic Plan
 Note: Revenue calculations as of fiscal year 2016-17. As we move forward, our space constraints will present a challenge in achieving this target.

1.4 Implement a program that supports the succession and retention of faculty and staff

All Langara employees have access to programs to enhance their professional development, including tuition fee waivers or reimbursements, and we believe that the numbers below likely understate the overall percentage of employees who make use of these programs. In addition to the above, all excluded staff have completed Individual Development Profiles (IDP's), and we have conducted 360 Feedback Surveys on all of our Langara Leadership Team (LLT). We also developed an Educational Assistance Policy that allows employees to apply for funding to enroll in a certificate, degree or professional designation program.



Note: Participation percentages estimated as of calendar year 2017

EMPLOYEE TURNOVER			
Target	Baseline	2016 Update	2017 Update
3.0%	2.1%	2.3%	2.2%

2. People and Culture

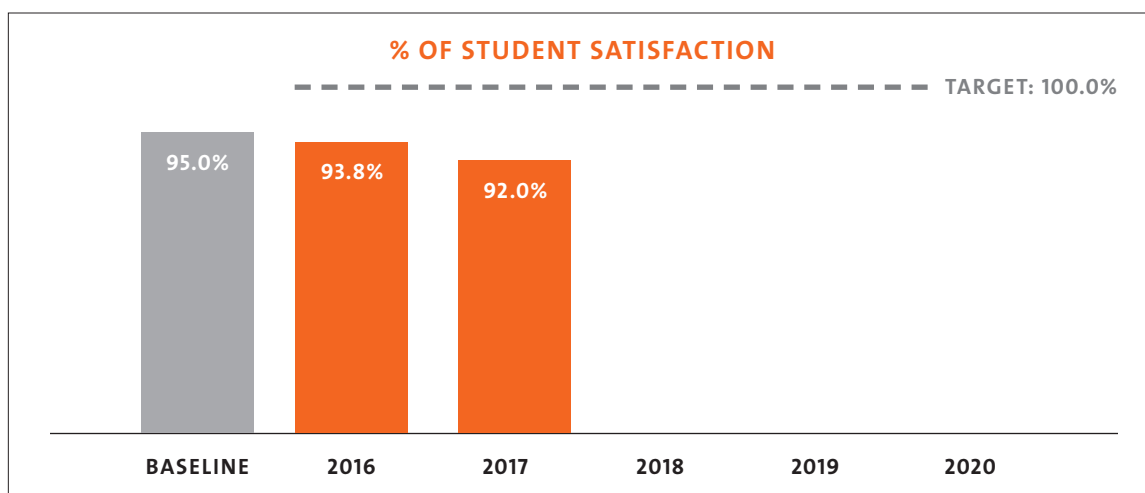
Langara is a respectful community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students. Our students and alumni report very high satisfaction with their educational experiences. The growth in experiential learning opportunities has helped more students achieve their personal, educational, and career goals.

2.1 Langara is the “College of Choice” for our students

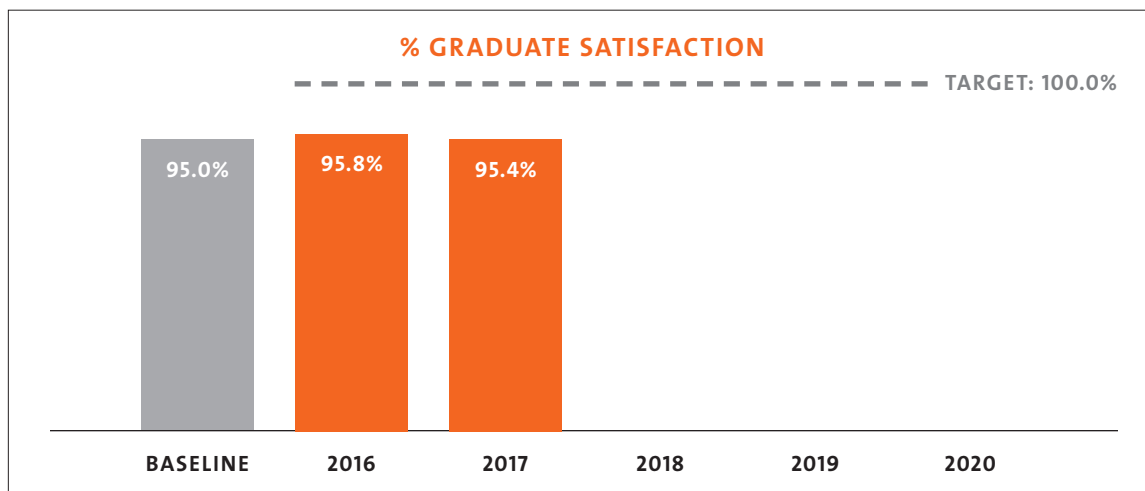
% OF ENTERING STUDENTS WHO MAKE LANGARA THEIR FIRST CHOICE		
Target	Baseline	2017 Update
Maintain or increase baseline	94%	93.5%

2.2 Students are at the centre of all we do and we continually strive to exceed their expectations

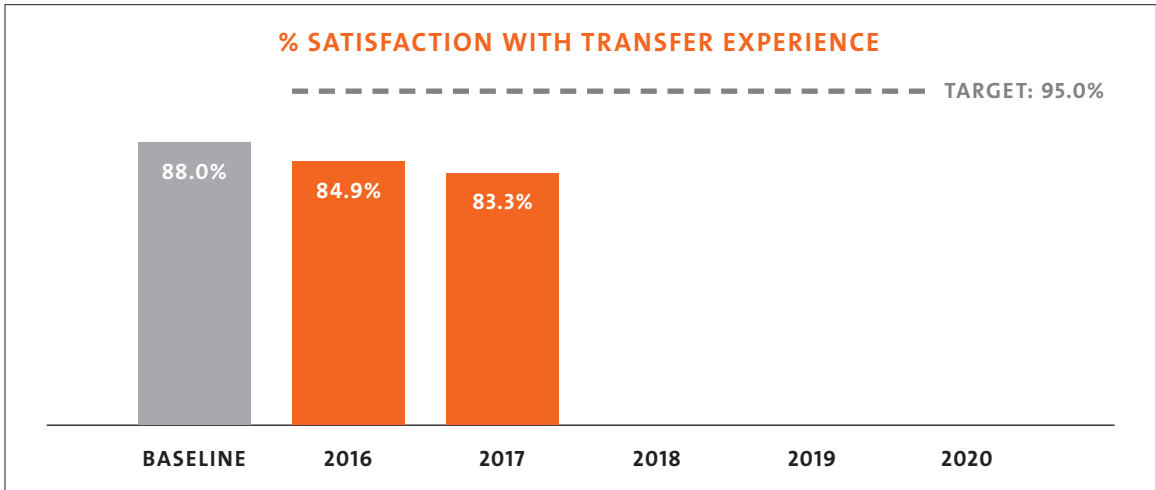
The college recognizes that achieving 100% satisfaction is an aspirational goal. While our performance on some of these measures dropped slightly this year, the change is consistent with trends of similar institutes, and the annual fluctuations we typically see in the Diploma, Associate Degree, and Certificate Student Outcomes (DACSO) survey.



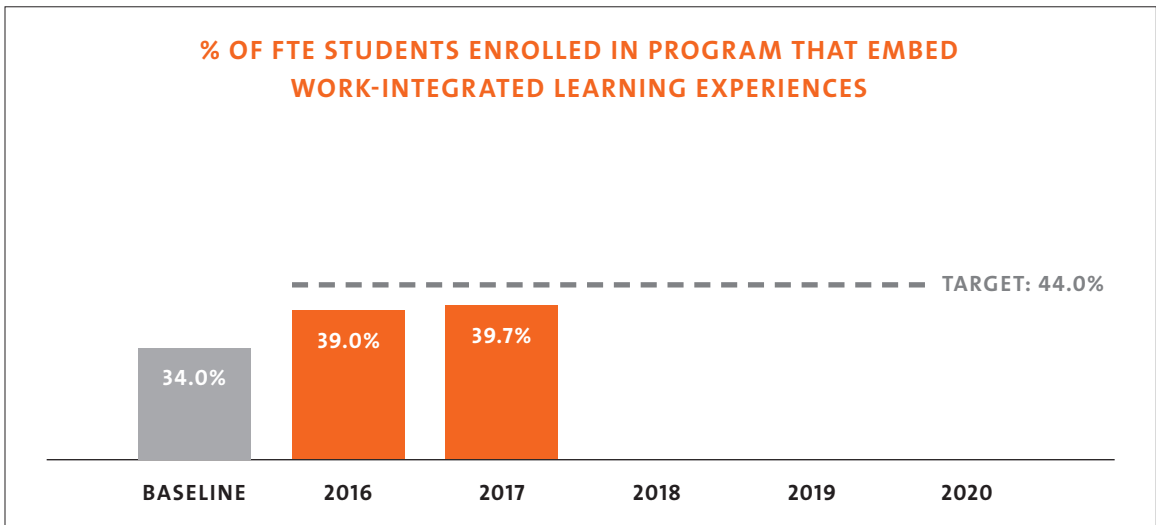
Note: Student Satisfaction calculated as of DACSO survey year 2017



Note: Graduate Satisfaction calculated as of DACSO survey year 2017



Note: Transfer Satisfaction calculated as of DACSO survey year 2017



Note: % FTE enrolment calculated as of fiscal year 2016-17

2.3 Provide an environment for faculty and staff that supports a culture of collegiality and respect

% OF PEOPLE COMPLETING THE ENGAGEMENT SURVEY		
Target	Baseline	Actual
60%	Implement engagement survey in spring 2016 and every two years thereafter	58%

# OF ACTION PLANS IN PLACE		
Target	Baseline	Actual
Will be based on survey results	0	38

Note: Survey administered every 3 years. Actual results are from 2016 survey. Next results expected for Year 4 update (survey should run spring 2019).

3. Communities

Langara students and employees as well as the wider communities we serve regularly interact for mutual benefits. 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.

3.1 Effective communications that support engagement with our community in the development of our education activities

# OF PROGRAM ADVISORY ACTIVITIES			
Target	Baseline	2016 Update	2017 Update
All current and future career and baccalaureate degree programs will have Program Advisory Committees that meet at least twice annually	19 PACs	19 Active PACs	19 Active PACs

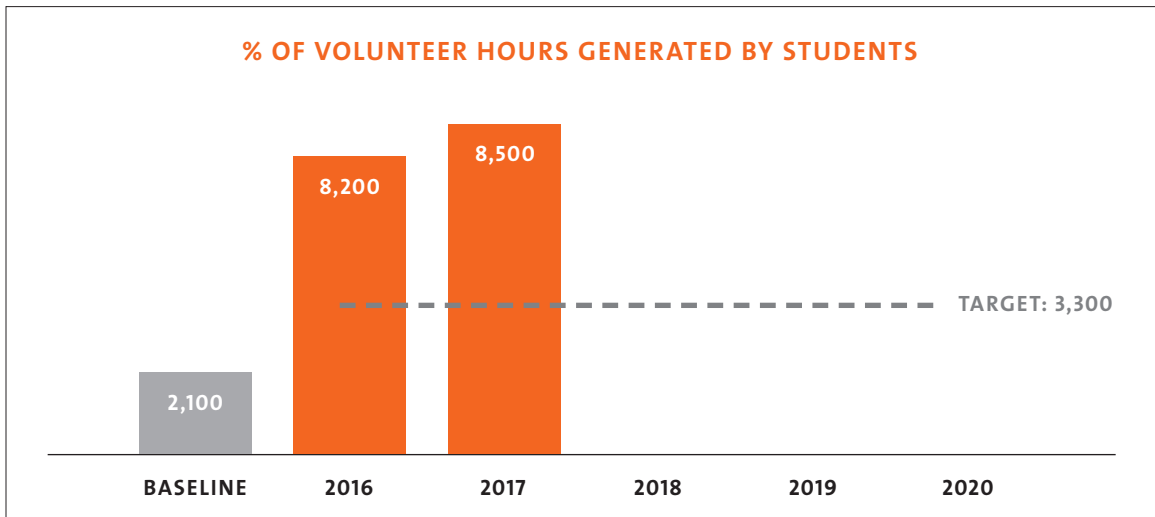
Most career programs have active PACs: Applied Planning, Criminal Justice, Development, Education Assistant, Early Childhood Education, Library and Information Technology, Recreation Studies, Social Service Worker, Nutrition and Food Service Management, Marketing Management, Professional Photography, Film Arts, Theatre Arts, Publishing, Journalism, Web and Mobile Application Design and Development, and Nursing/Nursing PDD.

An industry advisory committee was used extensively in the development of the Financial Services Diploma, which was approved by Education Council. A new Financial Management PAC will be established in 2018.

# OF INTERACTIONS WITH ALUMNI		
Target	Baseline	Actual
Implement a comprehensive and integrated communications and outreach program that incorporates newsletters, social media engagement, networking events, and open houses	4 Alumni newsletters per year	<ul style="list-style-type: none"> • 4 newsletters in 2017 (plus one CASL Express Consent Request) • 8 stories posted to website • 11 events attended • 34 events supported (i.e. event support, popcorn, sponsorship, etc.) • 7 events organized • 6 committees/program reviews/departmental brainstorm participated in • Alumni Cross-departmental Info Gathering Initiative – started and 50% complete • Student-Graduate Transition Initiative – created and in progress • Alumni Chats Story Project – created and deployed • Alumni Authors Book Nook Project – created and deployed • Alumni Guest Lecturer Gift Registry Project – created and deployed • LSM 10th Anniversary Project – pitched and confirmed • Nursing 10th Anniversary Project – pitched and confirmed • Langara Toastmasters – pitched and confirmed • Alumni Social Media Calendar – created and deployed • Community Popcorn Outreach Project – deployed

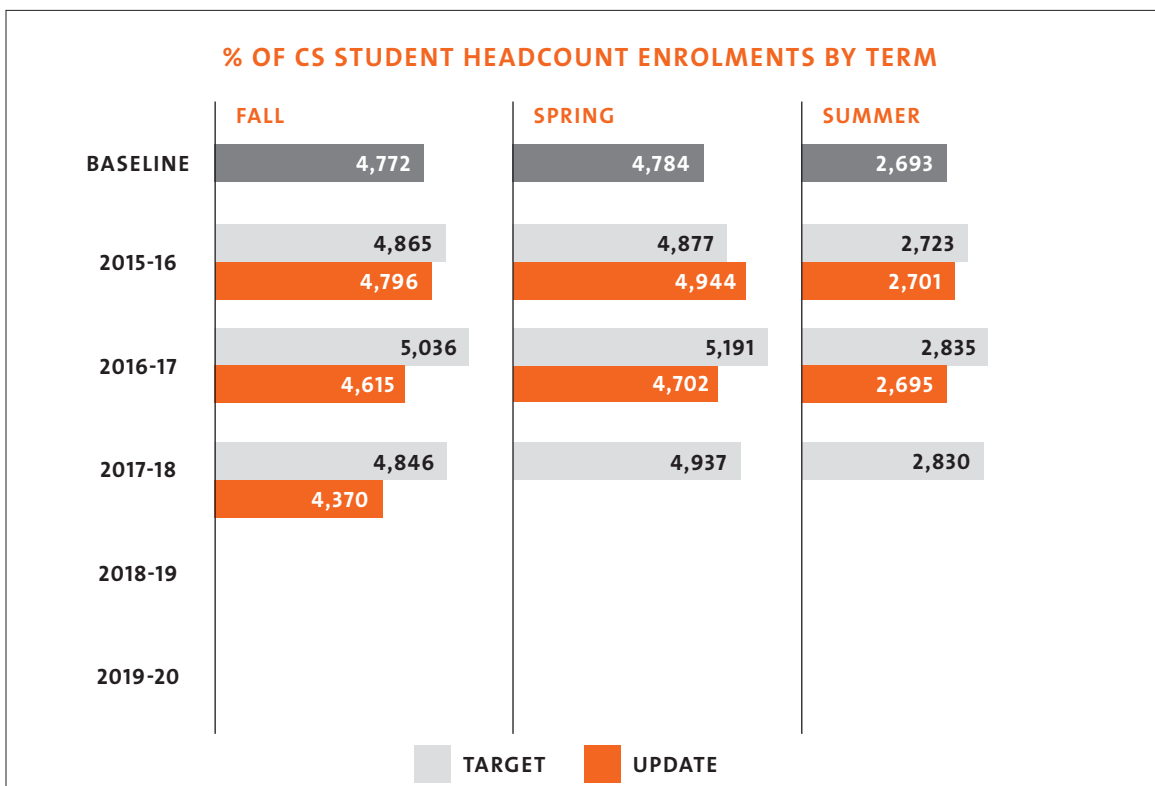
Note: Alumni Interactions compiled as of calendar year 2017

3.2 Enable community service learning opportunities for students



Total volunteer hours is estimated to the end of the year as of November 17th, 2017. Total volunteer hours for the 2017 calendar year may change based on additional reporting for the next Strategic Plan update.

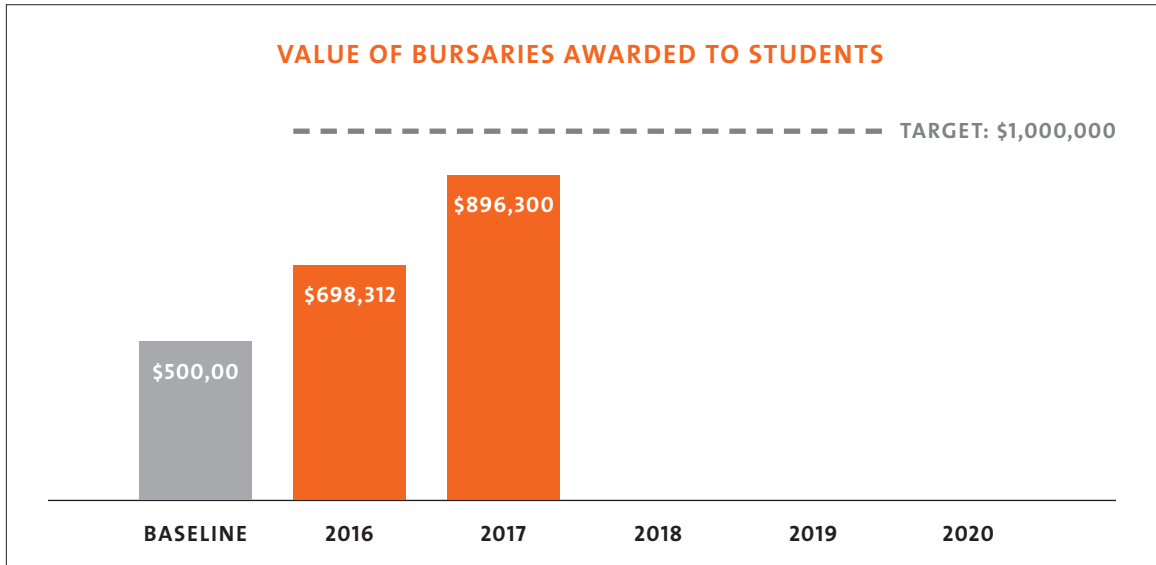
3.3 Provide a broad spectrum of programs and courses to the community that support life-long learning through continuing studies (CS)



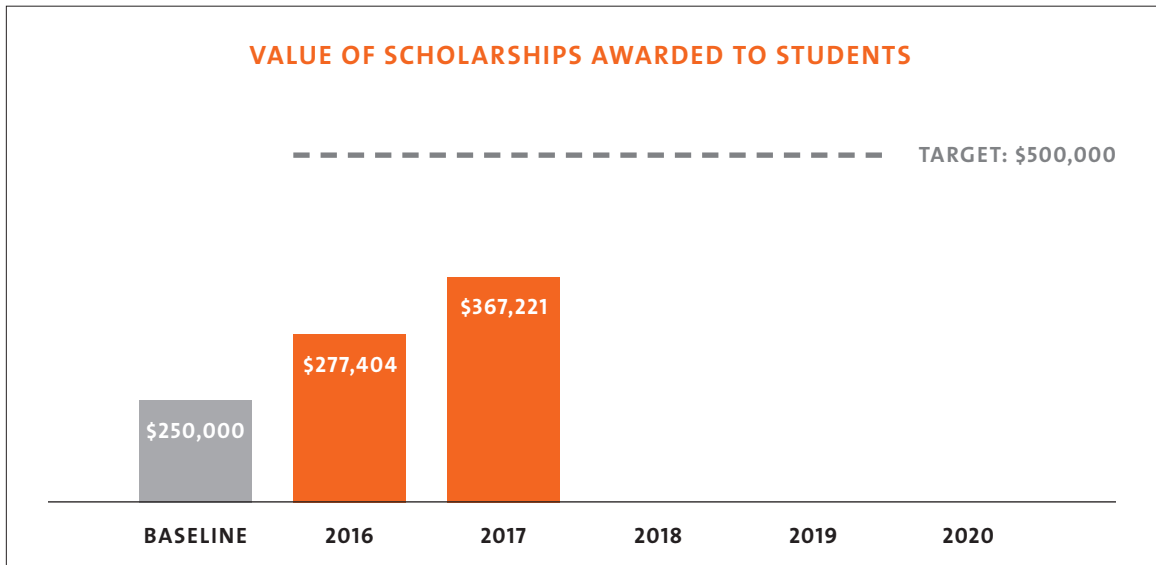
Note: CS Baseline Enrolment numbers have been recalculated and changed from the 2020 Strategic Plan. Enrolment numbers are as of 12 December 2017. Although CS headcount is declining, there is an increase in CS FTE count due to more full-time programs in CS.

3.4 Expand student financial assistance through increased engagement with donors and alumni

The Langara College Foundation continues to grow and develop its fundraising programs and systems to support the planning for the College's first ever campus-wide fundraising campaign. This year we have created 28 new awards, renewed three additional annual awards, and created six new funds to support student success projects, such as the Community Cupboard, 49Women in Science, and the Indigenous Engagement Fund.



Note: Bursaries awarded calculated as of fiscal year 2016-17



Note: Scholarships awarded calculated as of fiscal year 2016-17

4. 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 employees.

4.1 Programs are relevant, innovative, and high quality

# OF PROGRAM REVIEWS COMPLETED: EVERY COURSE PART OF A PROGRAM			
Target	Baseline	2016 Update	2017 Update
Every program reviewed every 6 years; 12 per year	2 completed by December 2015, 7 initiated in January 2016	16 completed	11 completed

# OF ACCREDITED PROGRAMS			
Target	Baseline	2016 Update	2017 Update
Academic programs should seek accreditation from recognized accreditation bodies whenever possible	<ul style="list-style-type: none"> • 4 Regular Studies Programs • 1 Continuing Studies Program 	5 programs	<ul style="list-style-type: none"> • 3 programs accredited • 1 program undergoing evaluation

Accredited programs include the Bachelor of Science in Nursing and Nursing Transition programs (CASN accredited), Post Degree Diploma in Nursing Practice in Canada (CRNBC registered), Nutrition and Food Service Management (re-accredited for 5 years) and Co-operative Education (CAFCE Accredited until 2019). Accreditation is ongoing for Langara School of Management programs through the Accreditation Council for Business Schools and Programs (ACBSP).

# OF NEW PROGRAMS AND RENEWED/UPDATED PROGRAMS (INCLUDING PDDS)			
Target	Baseline	2016 Update	2017 Update
2 to 4 per year	2	4 programs	12 programs

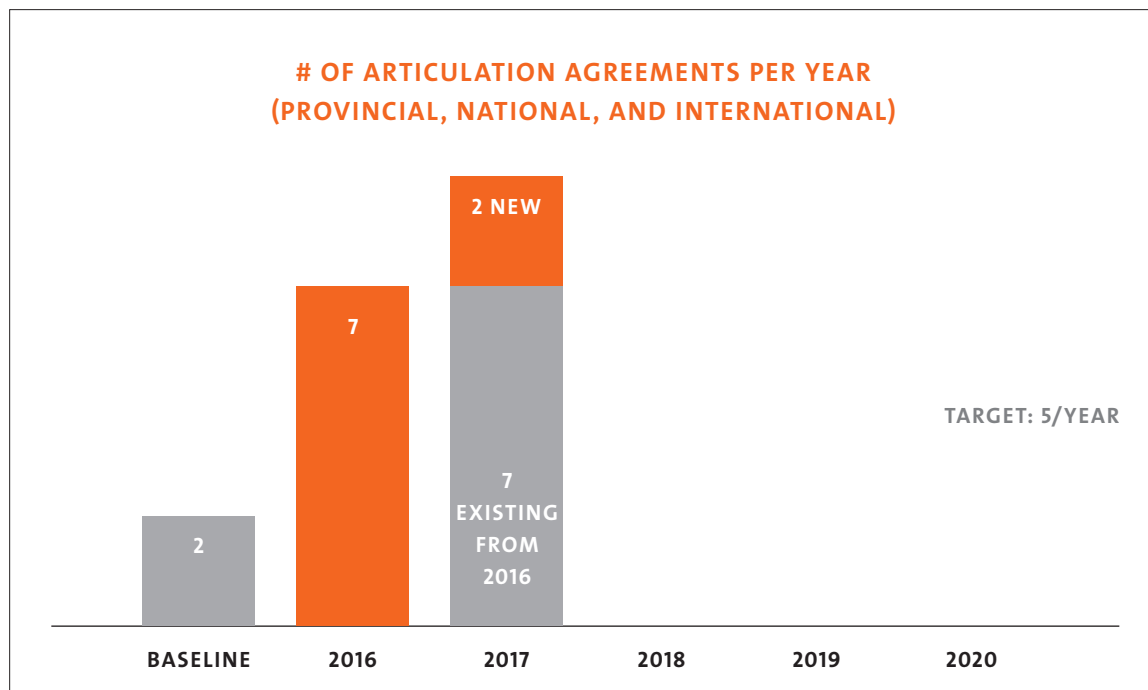
Note: Program creation and updates calculated as of calendar year 2017

New and renewed/updated programs include the Diploma in Chemistry, the Diploma in Nutrition – Co-Op option, the Diploma in Biology – Co-Op option, the Associate of Science Degree in Biology, the Associate of Science Degree in Biology – Co-Op version, the Advanced Entry Bachelor of Science of Nursing (BSN), the Business Field Studies in London – Field School, the Advanced Certificate in Accounting, the Diploma in Food Nutrition and Health Transfer, the Bachelor of Informatics, the Diploma in Fine Arts, and the Diploma in Biology.

# OF PROGRAMS AND COURSES WITH STUDENT LEARNING OUTCOMES			
Target	Baseline	2016 Update	2017 Update
Every program has student learning outcomes	Unknown	14 programs	13 programs

DEVELOPMENT OF CORE INSTITUTION-LEVEL STUDENT LEARNING OUTCOMES			
Target	Baseline	2016 Update	2017 Update
Core institutional-level student learning outcomes developed and used	Ongoing program review and development has highlighted emerging common outcomes that will form the basis of future targets	Initial reporting based on review findings out in spring 2017	Preliminary program goals and department variations of common goals identified through program reviews to date

4.2 Programs link seamlessly from school to work to further education



Note: Articulation agreements calculated as of calendar year 2017

New articulation agreements from 2017 include a UNBC Memorandum of Understanding and the Business Field School in London delivered in conjunction with Capilano University. Work is underway to establish pathways for NVIT diploma grads to complete their BBA at Langara as well as additional pathways to the Langara BBA for diploma grads from non-degree granting colleges in BC and Ontario. Langara is currently working on transfer agreements with universities in BC, Canada and overseas. Given that the senates at universities approve articulation agreements, it can take several years to approve.

# OF DUAL CREDIT COURSES WITH LOCAL SCHOOL BOARDS			
Target	Baseline	2016 Update	2017 Update
10	0 (new initiative)	0	0

# OF JOINT DIPLOMA AND DEGREE PROGRAMS			
Target	Baseline	2016 Update	2017 Update
3	1	The college is currently working on developing new joint programs with UNBC and SFU	1 new (joint program in Social Service Worker established with UNBC)

Conclusion

In this second year of Langara's work towards our Strategic Plan 2020 goals, we continued to make progress in all vision categories, an accomplishment that would not have been possible without the talent and efforts of our faculty and staff.

In Organizational Sustainability, Langara prepared a business case for a new Enterprise Resource Planning (ERP) software system, and with the College Board's support, we have recently prepared and issued the request for proposal document for a new ERP system and partner to support us in implementing it. The RFP evaluation process is expected to be completed late spring 2018, with the implementation beginning in fall 2018. That implementation work will move us substantially toward the goals outlined in this plan for mapping our business processes and aligning them with technology. Another major initiative under this vision category in 2017 was the re-opening of our campus master plan. Langara has engaged Proscenium and Teeple Architects to assist us with this project. To date, they have conducted a number of stakeholder engagement sessions and individual interviews on campus, and are now preparing the updated plan for review with the Master Planning Steering Committee.

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

Engagement with the wider community is vital for Langara's success, as reflected in the goals in vision category three – Communities. Our students exceeded last year's amazing contribution in volunteer hours, growing it 300 more hours for a total of more than 8,500. The College's Advancement team had another successful year, significantly increasing the number of alumni engagement activities, and growing the value of bursaries and scholarships for students to a total of more than \$1.2 million.

Academic growth and renewal continued in 2017, as demonstrated in the progress towards objectives set out in the Relevant, Innovative, and High-Quality Programming vision category. Langara is working towards finalizing and implementing a new academic organizational structure to better support our students and faculty, given our significant enrolment growth over the past few years. We created a number of new programs while renewing others to ensure their relevancy. Langara also signed two new articulation agreements this year, expanding the pathways our students can take when they complete their studies with us.

Overall, 2017 has been a very productive year, with key milestones achieved on major initiatives such as ERP and the Campus Master Plan, and continued progress on the many goals outlined in the four vision categories.



