



Strategic Plan 3-Year Update

JANUARY 2019

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THE COLLEGE OF HIGHER LEARNING.

Langara.

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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 coat of arms, which is mindful of the rich history of our community, along with the name *snōweyæf leləm* that was given to the College on January 11, 2016, acknowledge our location on the unceded traditional territory of the Musqueam people.

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 the third 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 2018. Having substantially achieved financial sustainability in support of academic excellence in year one, we have continued in year three to strengthen organizational sustainability. All baseline information is taken with respect to the 2020 Strategic Plan unless otherwise specified.

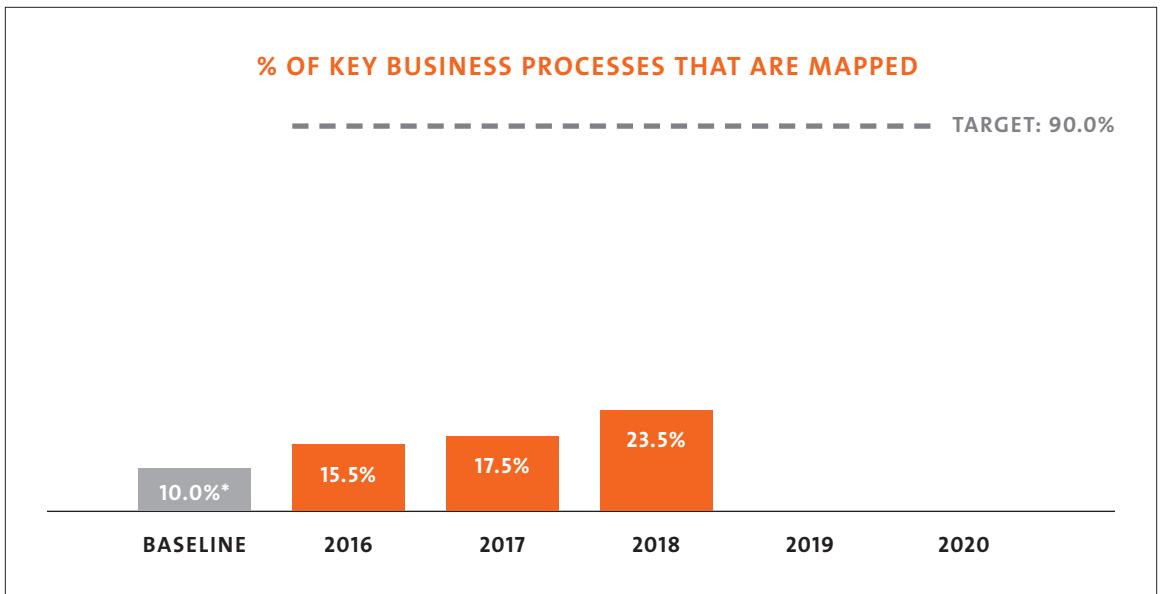
Vision Categories

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

In 2018 Langara continued to make incremental progress on the measures in this category, while taking significant steps towards long term sustainable solutions. We completed a negotiated request for proposal process and contract negotiations for a new enterprise resource planning (ERP) solution. Langara has selected Workday as the cloud-based software solution, and Deloitte as our implementation partner. As we work through the discovery process for the first phases of the implementation project, we expect to map many more of our key business processes. We have started the process to establish a new Operational Excellence unit at the College, by initiating the hiring process for its Director. The College also completed its development of a new, 25-year Campus Master Plan for our facilities, and have begun the stakeholder engagement process to move it forward with key partners.

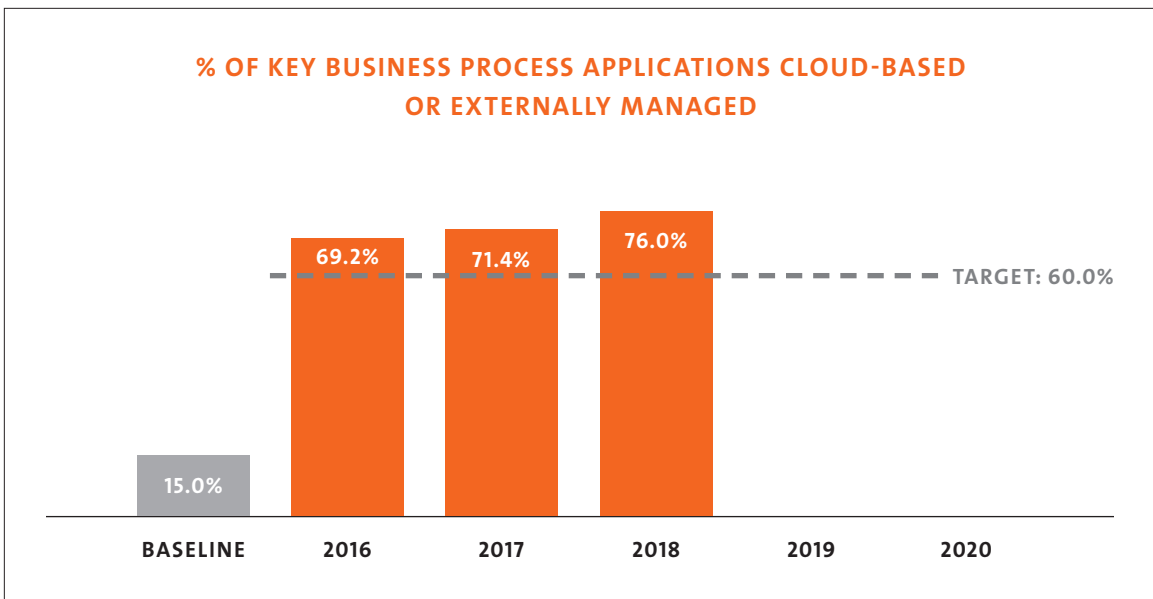


*This percentage is an approximation.

% OF KEY BUSINESS PROCESSES IMPROVED OR ALIGNED WITH TECHNOLOGY				
Target	Baseline	2016 Update	2017 Update	2018 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 	4.0% of key business processes improved	5.0% of key business processes improved	9.5% of key business processes improved
80% of key business processes aligned with technology		4.0% of key business processes aligned with technology	5.0% of key business processes aligned with technology	9.5% of key business processes aligned with technology

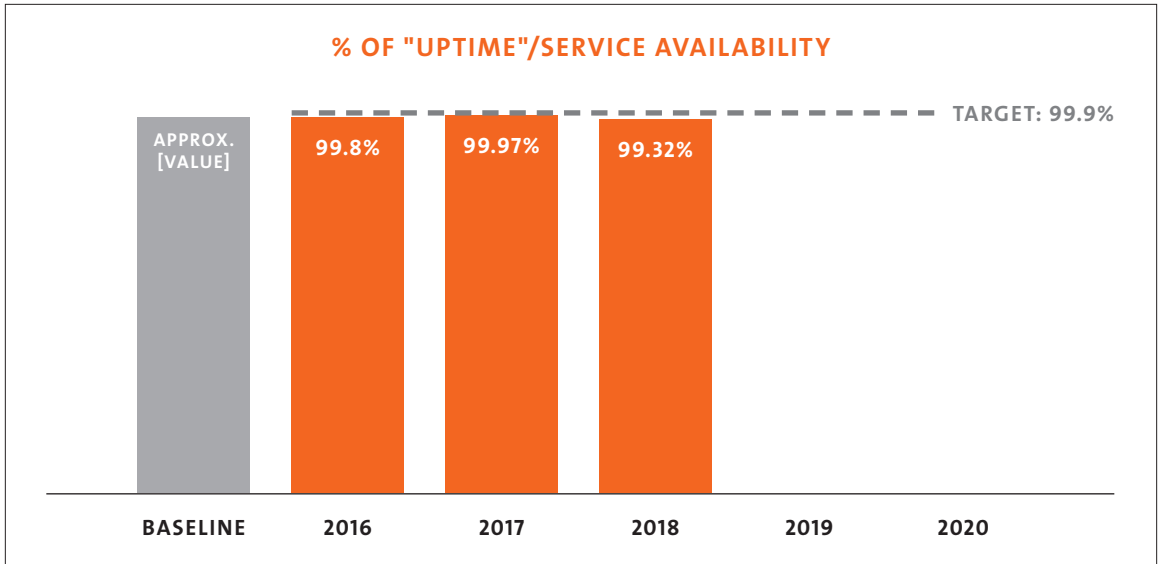
REVAMPED AND UPDATED CAMPUS MASTER PLAN				
Target	Baseline	2016 Update	2017 Update	2018 Update
Revised Plan	Underway	Revised target date for Campus Master Plan set to start in 2017	The board approved the college to move forward with the campus master plan consultations with a target date of Fall 2018 for completion.	Campus Master Plan Letter of Inquiry has received comments from the City of Vancouver's Planning Department. Responses have been returned to the City, and two Langara Town Halls and a Community Open House held. We will submit our Rezoning Application to the City of Vancouver in early 2019. Following the rezoning application, there will be a Public Open House put on by the City of Vancouver and a public hearing will likely be set for fall of 2019. Rezoning Enactment to follow shortly after.

1.2 Robust, highly available and effective IT systems



% of Server Architecture Externally Hosted

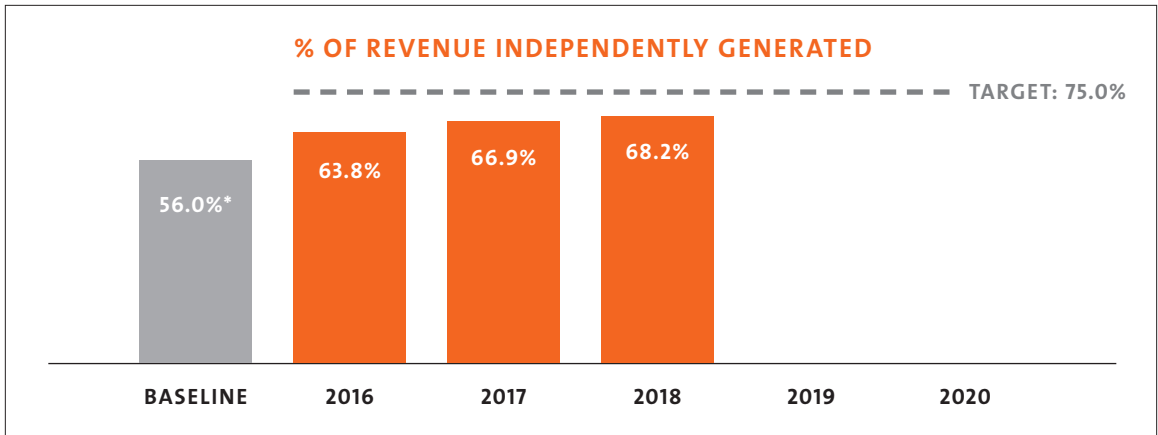
Previous iterations of this report included a goal to have 80% of our server architecture hosted externally. We are pleased to report that the College has completed the implementation of its **secondary data centre**, so we no longer need to move forward with this goal, as we have sufficient capacity. Therefore this target has been removed. However, IT still intends to continue to leverage Microsoft Azure and Amazon Web Services and platforms when possible.



Note: Service availability (at all times) as of calendar year 2018.

TIME TO RESTORE IT SYSTEMS				
Target	Baseline	2016 Update	2017 Update	2018 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.	The Disaster Recovery Plan for College Essential Systems is 70% complete. The secondary data centre (DC2) is fully operational. All services have replicated over to DC2. The final stage is to complete network redundancy by end of February 2019. Following this, we can complete the remaining Disaster Recovery Plan testing.

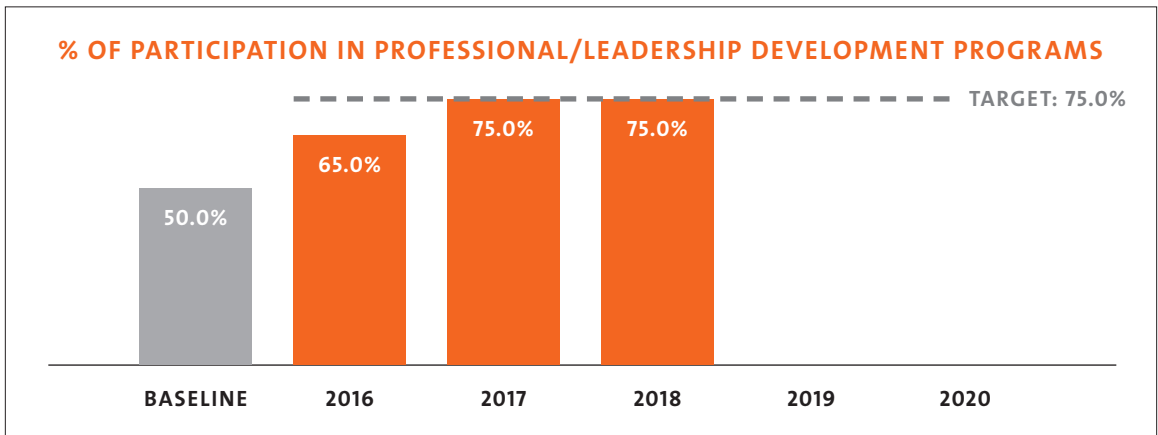
1.3 Respond to the need for greater financial independence within the public post-secondary sector funding framework



*Revenue percentages have been recalculated and have changed from the 2020 Strategic Plan
 Note: Revenue calculations as of fiscal year 2017-18. 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

The College is committed to providing professional and leadership development opportunities to all employees to ensure future sustainability of the organization. The educational assistance policy has now been in place for one year with strong participation at all levels of the organization and tuition fee waivers and tuition reimbursements also remain well utilized. While our goal is to have 100% participation in these programs, it can be challenging to achieve due to restructuring, employee turnover and the creation of new vacancies. In 2017, the College launched the Faculty Leadership Development Program; a three-phase program that captured orientation for new leaders, roundtable discussions and management and leadership training. Over 110 faculty participated in the program and a similar program for non-faculty leaders launched in October 2018.



Note: Participation percentages estimated as of calendar year 2018

EMPLOYEE TURNOVER				
Target	Baseline	2016 Update	2017 Update	2018 Update
3.0%	2.1%	2.3%	2.2%	2.4%

2. People and Culture

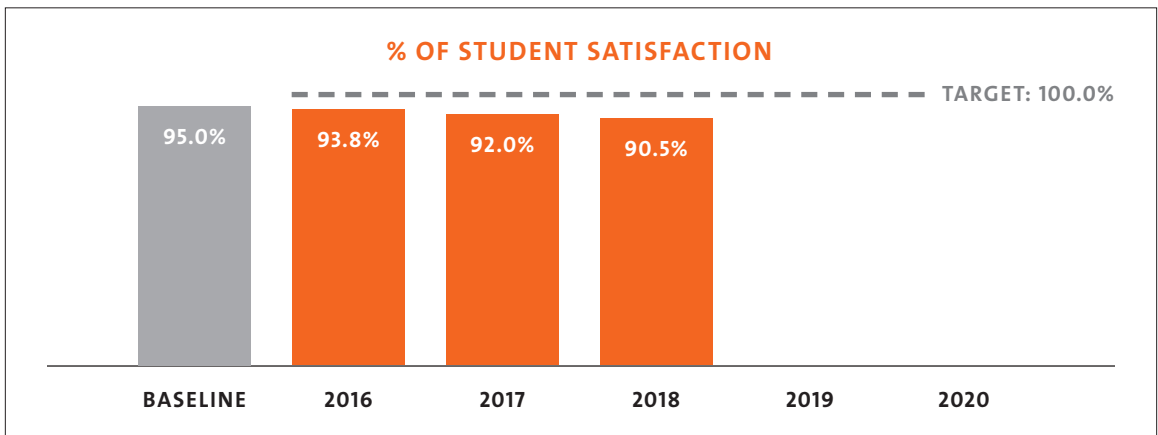
Langara is a respectful community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students. Our students and alumni report very high satisfaction with their educational experiences. The growth in experiential learning opportunities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

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

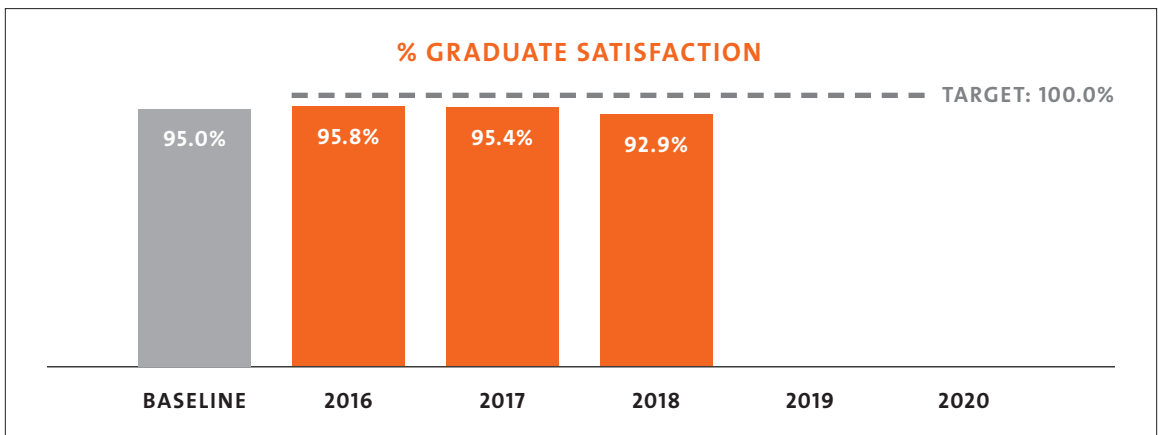
% OF ENTERING STUDENTS WHO MAKE LANGARA THEIR FIRST CHOICE				
Target	Baseline	2016 Update	2017 Update	2018 Update
Maintain or increase baseline	94.0%	New Student Survey implemented in 2017	93.5%	88.2%

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

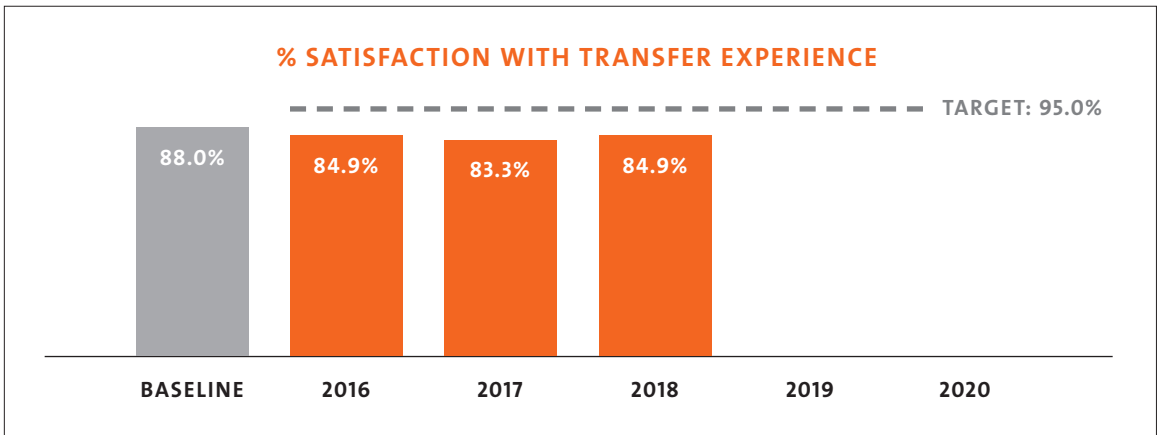
The College recognizes that achieving 100% satisfaction is an aspirational goal. As our performance on some of these measures dropped slightly this year, we are conducting further analysis of the data to better understand potential causes.



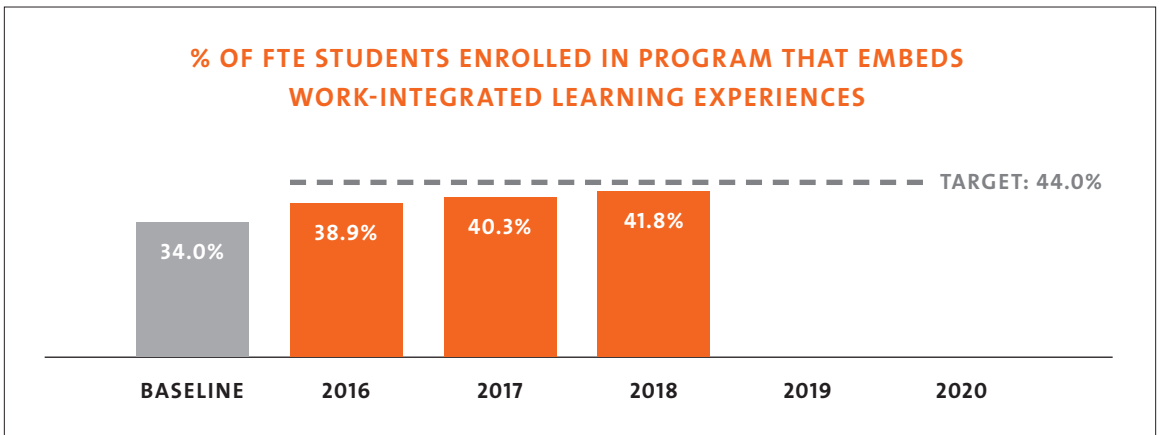
Note: Student Satisfaction calculated as of DACSO survey year 2018



Note: Graduate Satisfaction calculated as of DACSO survey year 2018



Note: Transfer Satisfaction calculated as of DACSO survey year 2018



Note: % FTE enrolment calculated as of fiscal year 2017-18

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

Langara continues to enhance our working environment, with 1,980 employees having completed respectful workplace training. The college is also developing a mental health framework.

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

Note: Actual results are from 2016 survey. Next survey expected after the Human Capital Management portion of the ERP system implementation is complete.

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

Note: Actual results are from 2016 survey. Next survey expected after the Human Capital Management portion of the ERP system implementation is complete.

3. 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.

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

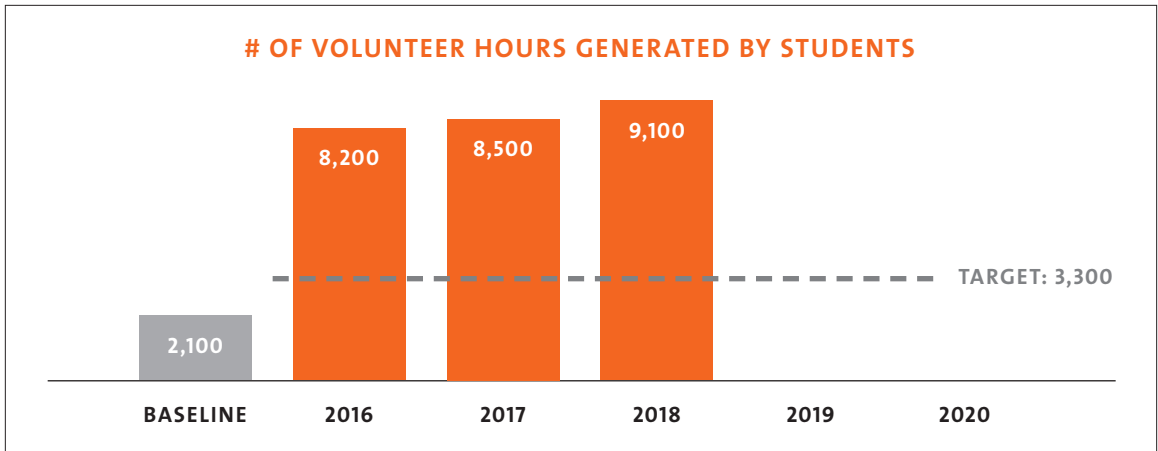
# OF PROGRAM ADVISORY ACTIVITIES				
Target	Baseline	2016 Update	2017 Update	2018 Update
All current and future career and baccalaureate degree programs will have Program Advisory Committees that meet at least twice annually	19 PACs	19 Active PACs	19 Active PACs	21 Active PACs

Most career programs at Langara have active PACs. In 2018 two new PACs were established in the Faculty of Management, for the Business Management and Financial Management programs. Work is already underway towards establishing PACs for the new PDD Data Analytics program, and proposed Bachelor of Bioinformatics program, both in the Faculty of Science.

# OF INTERACTIONS WITH ALUMNI			
Target	Baseline	2017 Update	2018 Update
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 	<ul style="list-style-type: none"> 4 newsletters in 2018 (plus one Beyond 49 communication) 8 stories posted to website 11 events attended 69 events supported (sponsored, supported, partnered) 15 events organized 7 committees/programs Alumni Cross-departmental info gathering – working with TCDC to be incorporated into all program reviews First Alumni-Life panel successfully held; committee agreed to an annual event Alumni Chat ongoing Alumni Authors – two authors identified and books purchased for collection Alumni Gift Registry up and running; 50 gifts given out (Jan.-Oct.), expect over 60 by end of 2018 LSM 10th Anniversary event held May 2018 Langara Toastmasters up and running; chartered in Feb. 2018, 25 or more weekly regular members Alumni Social Media Calendar deployed, minimum 3 posts weekly 22 popcorn events held across campus

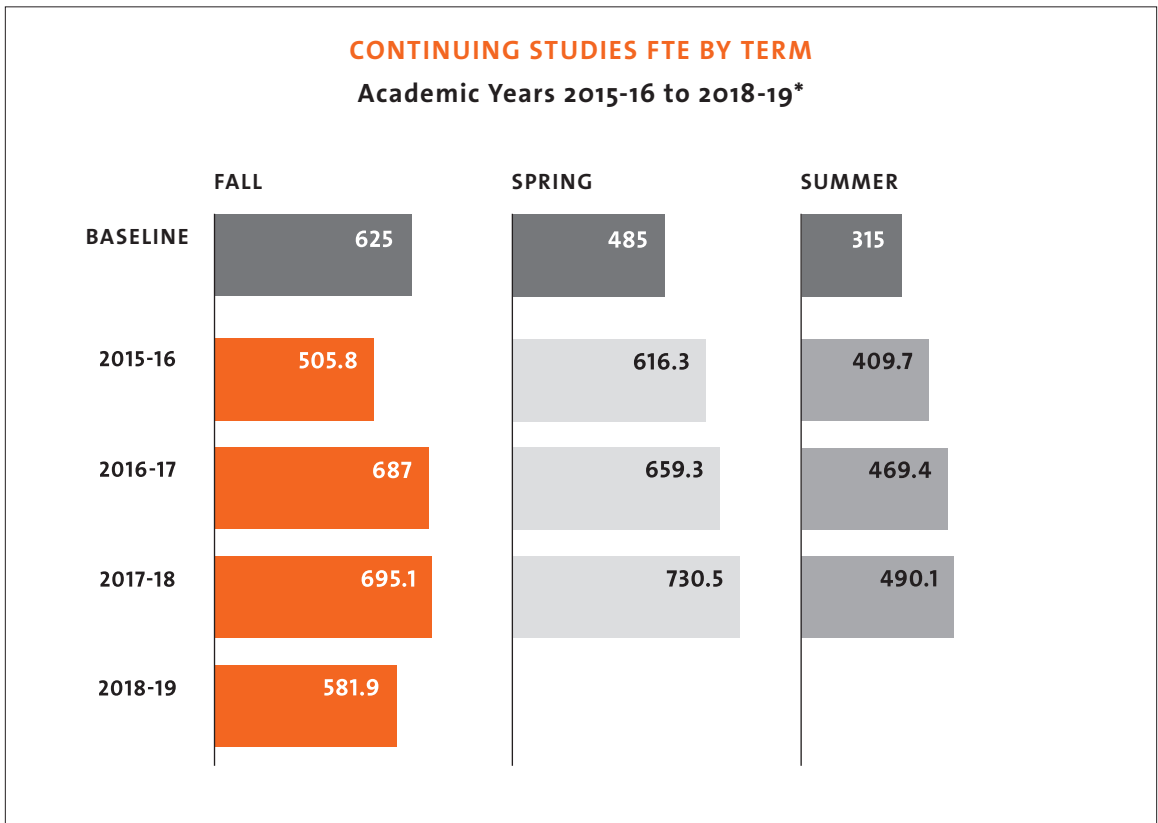
Note: Alumni Interactions compiled as of calendar year 2018

3.2 Enable community service learning opportunities for students



Total volunteer hours is estimated to the end of the year as of October 25, 2018. Total volunteer hours for the 2018 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)

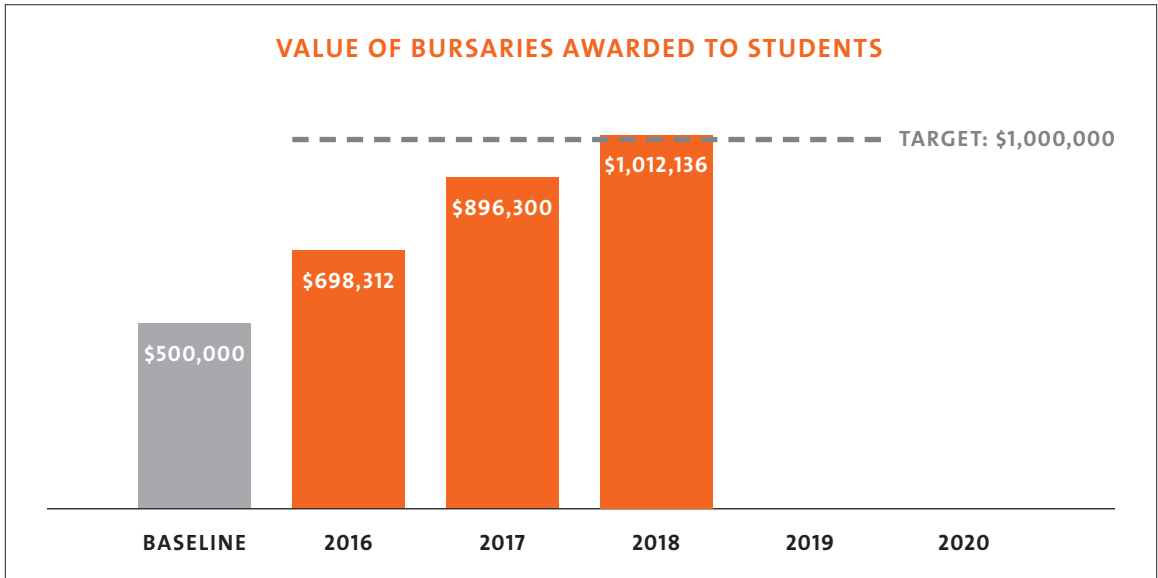


*2018-19 Academic Year incomplete and Fall term data partial at time of data extract.

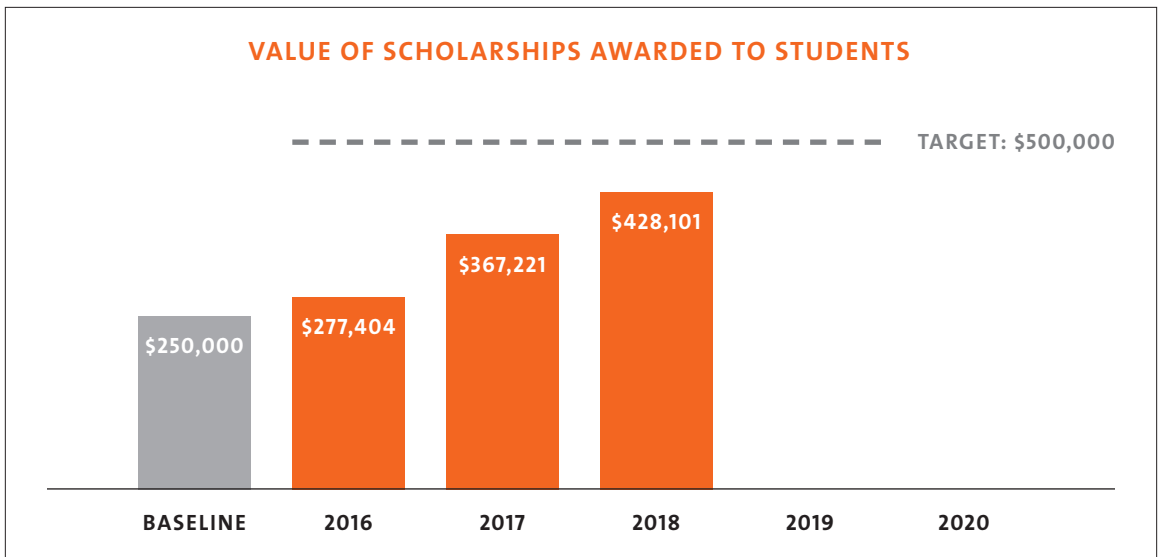
Note: Chart has been updated from previous years to show CS FTE, rather than headcount, as it better aligns with our CS strategy.

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 31 new scholarship and bursary awards. An expanded partnership with RBC has resulted in new annual revenue streams for the next three years. Successful completion of the silent phase of the campus's first comprehensive fundraising campaign, Beyond 49, has resulted in reaching 50% of the overall campaign goal.



Note: Bursaries awarded calculated as of fiscal year 2017-18



Note: Scholarships awarded calculated as of fiscal year 2017-18

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	2018 Update
Every program reviewed every 6 years; 12 per year	2 completed by December 2015, 7 initiated in January 2016	16 completed	11 completed	8 completed

# OF ACCREDITED PROGRAMS				
Target	Baseline	2016 Update	2017 Update	2018 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 	<ul style="list-style-type: none"> • LSM begins application process for ACBSP accreditation (estimated completion in 2020)

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	2018 Update
2 to 4 per year	2	4 programs	12 programs	6 new programs; 1 renewed program

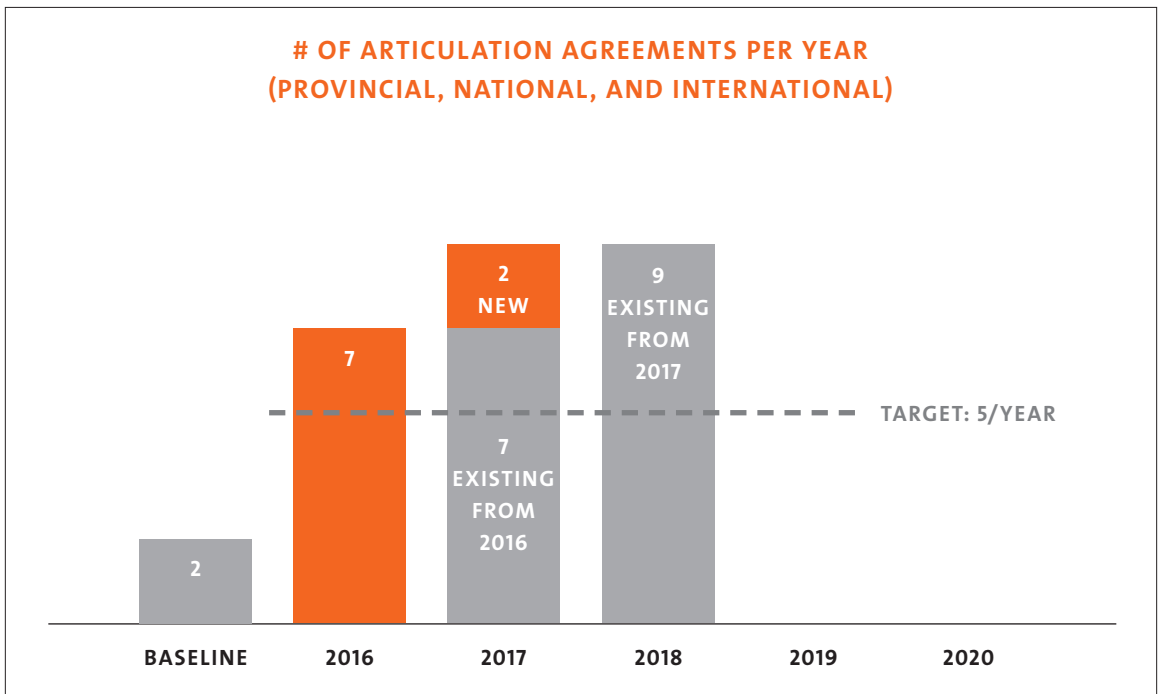
Note: Program creation and updates calculated as of calendar year 2018

New and renewed/updated programs include the Diploma in Gerontology, the Certificate in Art History, the Diploma in Applied Social Sciences & Humanities (DASSH), the Post-Degree Diploma in Data Analytics, the proposed Bachelor of Science in Bioinformatics, the EDAS Expansion (part-time option begins January 2019), and Journalism.

# OF PROGRAMS AND COURSES WITH STUDENT LEARNING OUTCOMES				
Target	Baseline	2016 Update	2017 Update	2018 Update
Every program has student learning outcomes	Unknown	14 programs	13 additional programs, total of 27	18 additional programs, total of 45

DEVELOPMENT OF CORE INSTITUTION-LEVEL STUDENT LEARNING OUTCOMES				
Target	Baseline	2016 Update	2017 Update	2018 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	Preliminary research to determine best practices for consultation, communication, and senior administration support to ensure successful outcome

4.2 Programs link seamlessly from school to work to further education



Note: Articulation agreements calculated as of calendar year 2018

Langara is currently working on transfer agreements with universities in BC, Canada and overseas. Given that the senates at universities approve articulation agreements, they can take several years to approve. In 2018 we signed a new MOU with SFU to increase the number of programs that have guaranteed articulation. This year we also completed the renewal of our engineering transfer agreement with the University of Victoria, and are close to finalizing the renewal of our UNBC MBA agreement. Significant work has also been completed towards a new agreement with the University of Otago in New Zealand.

of Dual Credit Courses With Local School Boards

Previous iterations of this report included the goal to create 10 dual credit courses with local school boards. While we have initiated exploratory discussions on this goal with local boards, we have found that districts' understandable focus on the implementation of the new k-12 curriculum has limited our ability to move this work forward. We have therefore removed this target from our plan, but may revisit it in future strategic plans.

# OF JOINT DIPLOMA AND DEGREE PROGRAMS				
Target	Baseline	2016 Update	2017 Update	2018 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)	0 new

This year Langara focused on examining the efficacy of existing articulation agreements before signing any new ones.

Conclusion

Langara is now past the half-way point of its second ever strategic plan – Langara 2020. In 2018 we took major steps forward on key initiatives which support the achievement of our organizational sustainability and community vision categories, as well as continuing to make incremental progress on a number of measures. The hard work and commitment of our faculty and staff has been critical to our collective achievements this year.

Significant advancements were made in the Organizational Sustainability category in 2018. Langara completed the negotiated request for proposal (NRFP) process to select a new cloud-based ERP solution and implementation partner, and the discovery phase of the project is now underway. 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. 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.

Within the People and Culture category, Langara continued to make progress on our goal 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. To enhance the well-being of both students and employees, the College is developing a mental health framework, and in November signed on to the Okanagan Charter.

2019 marks two major milestones for Langara – our 49th year of operations on West 49th avenue, and our 25th year as an independent institution. Those 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. The 18-month long campaign kicked off with successful launch events in October, is already more than halfway to its \$2.5M fundraising goal, and the Advancement team continues to expand its alumni and community engagement efforts. In 2018 we met our goal of distributing \$1 million annually in bursaries to students in need, two years ahead of schedule. Our VOLT student volunteers continue to amaze, contributing 600 additional volunteer hours to our communities this year, for a total of 9,100.

Within the Relevant, Innovative, and High-Quality Programming vision category, the College progressed as well. Our new academic structure has been implemented, and academic leaders are being hired and on boarded. Langara launched a number of new programs this year, and has applied for Ministry approval to launch its first new Bachelor degree program in close to a decade, in Bioinformatics. The College also made significant progress on the number of programs that have student learning outcomes, adding 18 more this year, for a total of 45.

2018 has been an exciting year, with the implementation of our new academic structure, the launch of Beyond 49, the selection and implementation kick off of our new ERP system, and the roll out of our new vision for our campus facilities. While work towards the goals in this Strategic Plan remains, Langara has made steady progress on many of its metrics, and with the advancement of these major initiatives, is well positioned for the future.