Strategic Plan
4-Year Update

JANUARY 2020

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THE COLLEGE OF HIGHER LEARNING.

Langara.

THE COLLEGE OF HIGHER LEARNING.

Contents

Introduction

Since the development of the institution's first Strategic Plan in 2009, a great deal of progress has been made at Langara College. Dedicated funding for innovation has fuelled the development of new programs and services while enhancing learning experiences for our students. Initiatives have been undertaken to improve our financial sustainability and increase employee engagement. An increasing number of students from across the world 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 – has 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 **snəw̓eyəɬ leləm̓** that was given to the College on January 11, 2016, acknowledge our location on the unceded traditional territory of Musqueam.

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 that 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 to focus our efforts towards our common goal of being one of Canada's best colleges.

Update of Strategic Plan Implementation

This report is the year four update of Langara College's progress towards achieving the strategic initiatives set out in the 2020 Strategic Plan. It demonstrates the progress made towards achieving targets, as well as any adaptions, made as of December 2019. Having substantially achieved financial sustainability in support of academic excellence in year one, we have continued in year four to strengthen organizational sustainability. All baseline information is taken with respect to the 2020 Strategic Plan unless otherwise specified.
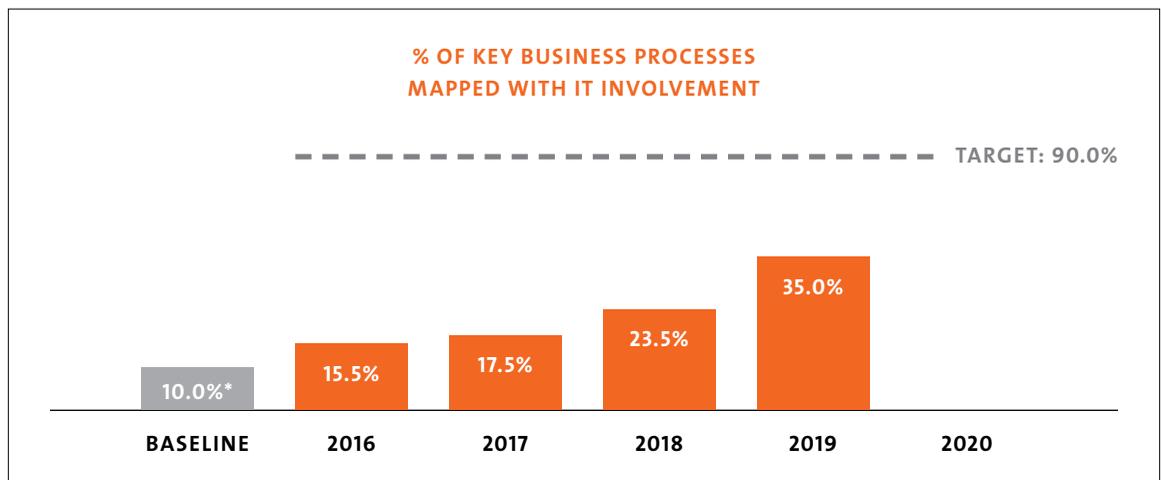
Vision Categories

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

Constrained by our current enterprise resource planning (ERP) system, in 2019 Langara continued to make incremental progress on the measures in this category, while taking significant steps towards long-term sustainable solutions. In 2018, the College completed a negotiated request for proposal process (RFP) and contract negotiations for a new ERP solution. As a result of this work, Langara selected Workday to become the institution's cloud-based software solution, and brought on Deloitte as our Workday systems integrator. As the project team works through the discovery process for the first phases of the implementation project, the College expects to map many more of our key business processes as we move to full Workday implementation in 2020. In 2019, the College established a new Operational Excellence unit at the college, initiating the hiring process for its Director and direct reports. Following the completion of the Campus Master Plan in 2018, the College continued to move this project into its next phase in 2019, working with both the provincial government and the City of Vancouver on next steps.

% OF KEY BUSINESS PROCESSES MAPPED WITH IT INVOLVEMENT

TARGET: 90.0%

BASELINE	2016	2017	2018	2019	2020
10.0%*	15.5%	17.5%	23.5%	35.0%	

Baseline percentage is an approximation.

*As part of the Workday @ Langara ERP implementation, the Department of Operational Excellence has documented and improved a total of 236 People & Culture (HCM) and Finance business processes, such as the streamlining of expense reports submission and approval, timesheet and invoice approvals, and recruitment processes. Furthermore, the onboarding of employees to such processes is now conducted directly within Workday.

We have updated the above chart title to clarify that these percentages reflect the mapping of business processes with IT involvement.

% OF KEY BUSINESS PROCESSES IMPROVED OR ALIGNED WITH TECHNOLOGY					
Target	**Baseline**	**2016 Update**	**2017 Update**	**2018 Update**	**2019 Update**
80% of key business processes improved	• 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	35.0% 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	35.0% of key business processes aligned with technology

REVAMPED AND UPDATED CAMPUS MASTER PLAN					
Target	**Baseline**	**2016 Update**	**2017 Update**	**2018 Update**	**2019 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.	Complete

1.2 Robust, highly available and effective IT systems

% OF KEY BUSINESS PROCESS APPLICATIONS CLOUD-BASED OR EXTERNALLY MANAGED

	BASELINE	2016	2017	2018	2019	2020
	15.0%	69.2%	71.4%	76.0%	84.6%	

TARGET: 60.0%
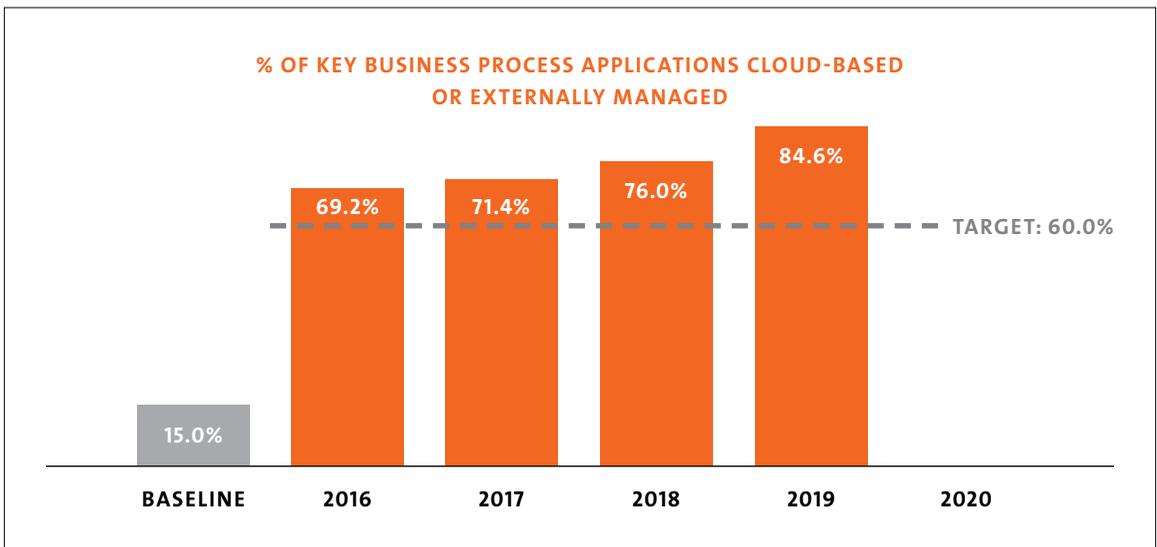
% of Server Architecture Externally Hosted

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. For this reason, this target has been removed. IT still intends to continue to leverage Microsoft Azure and Amazon Web Services and platforms when possible and where appropriate to realize the benefits of Cloud computing, resulting in efficiencies such as scalable deployment, enhanced business continuity, and cloud provider ongoing maintenance and updates of the environment.

% OF "UPTIME"/SERVICE AVAILABILITY

TARGET: 99.9%

BASELINE	2016	2017	2018	2019	2020
99.0%	99.8%	99.97%	99.32%	99.97%	
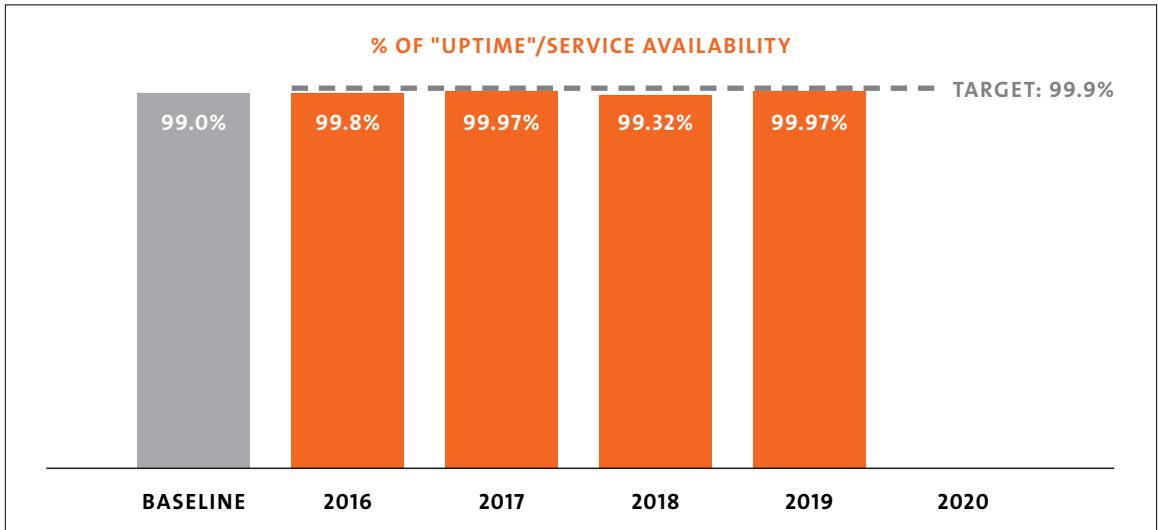
Note: Service availability (at all times) as of calendar year 2019.

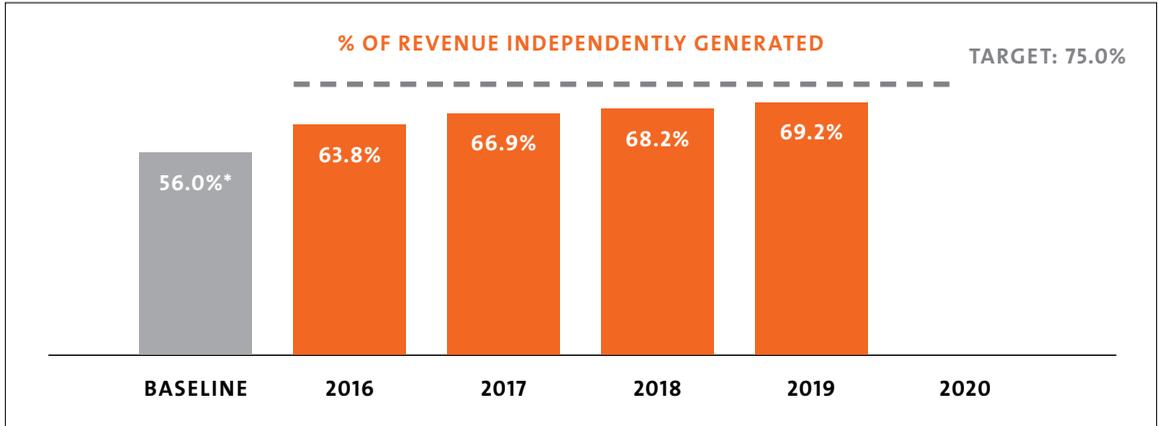| TIME TO RESTORE IT SYSTEMS	
Target	Restore any essential IT system in 48 hours
Baseline	Unknown
2016 Update	The Disaster Recovery Plan for College Essential Systems remains at 60% complete as we wait for the secondary IT centre to be available before completing the remaining testing.
2017 Update	The 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.
2018 Update	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.
2019 Update	IT continues to strengthen and mature the College's ability to recover critical systems in the event of a disaster. During 2019, a second fibre connection to the Internet was brought into the College through a pathway that is physically separate from our initial fibre link. This gives the College full redundancy to the Internet should some failure occur on the initial fibre link. That, plus the redundant compute capabilities that are replicated to the secondary data centre, provide a robust disaster recovery architecture for the College. This puts us at 90% complete. The only outstanding activity is a planned full disaster recovery test event. This will be a future initiative as we go forward.

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

% OF REVENUE INDEPENDENTLY GENERATED

TARGET: 75.0%

BASELINE	2016	2017	2018	2019	2020
56.0%*	63.8%	66.9%	68.2%	69.2%	

*Revenue percentages have been recalculated and have changed from the 2020 Strategic Plan.

Note: Revenue calculations as of fiscal year 2018-19. 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

To ensure future sustainability of the organization, the College is committed to providing professional and leadership development opportunities to all employees. The educational assistance policy has now been in place for three years and has had strong participation from all levels of the organization. Other forms of professional development including tuition fee waivers and tuition reimbursements remain well utilized. Our goal is to have all employees participate in some form of Professional Development annually. Since 2017, the College has run a successful annual Leadership Development Series including roundtable discussions and leadership training. Our low turnover rate indicates our employees choose to stay at Langara. As the college grows and people retire we must continue our efforts and will launch a new orientation program in 2020 which will include specific training for new leaders.

% OF PARTICIPATION IN PROFESSIONAL/LEADERSHIP DEVELOPMENT PROGRAMS

TARGET: 75.0%

BASELINE	2016	2017	2018	2019	2020
50.0%	65.0%	75.0%	75.0%	80.0%	
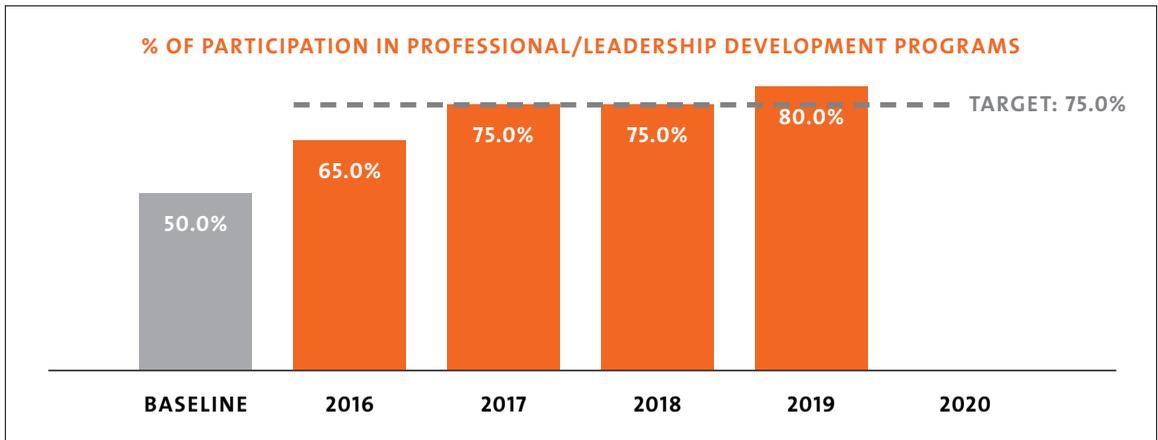
Note: Participation percentages estimated as of calendar year 2019.

EMPLOYEE TURNOVER					
Target	**Baseline**	**2016 Update**	**2017 Update**	**2018 Update**	**2019 Update**
3.0%	2.1%	2.3%	2.2%	2.4%	1.5%

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**	**2019 Update**
Maintain or increase baseline	94.0%	New Student Survey implemented in 2017	93.5%	88.2%	92.5%

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. Given the decline in our student and graduate satisfaction ratings, this year Institutional Research created a more detailed analysis of the underlying student satisfaction data. This analysis indicates that while domestic student satisfaction has declined slightly, international student satisfaction has fallen more significantly, particularly those in Post Degree Diploma Programs. We will be reviewing the analysis with relevant stakeholders and departments to develop a plan to address the concerns raised by students.

% OF STUDENT SATISFACTION

TARGET: 100.0%

BASELINE	2016	2017	2018	2019	2020
95.0%	93.8%	92.0%	90.5%	86.8%	
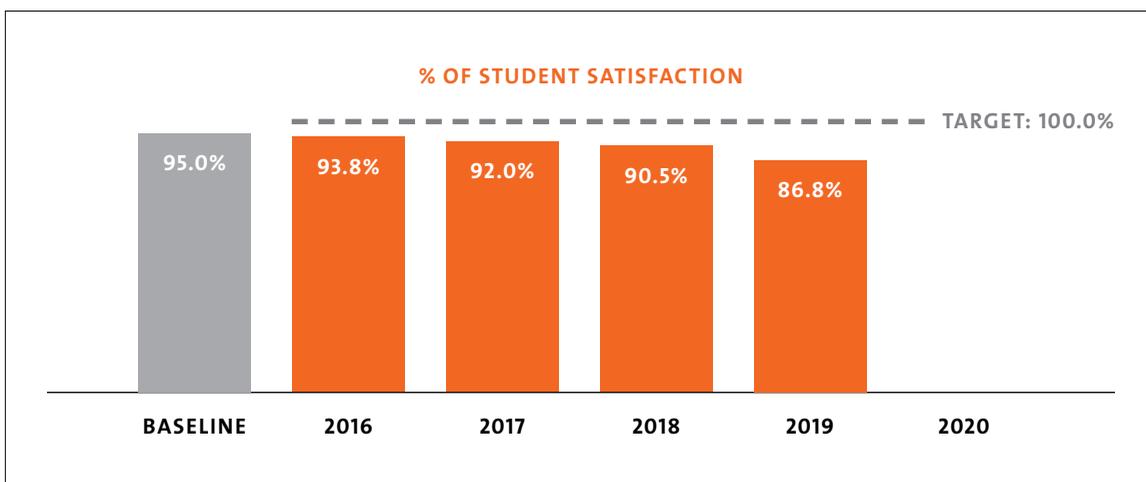
Note: Student Satisfaction calculated as of DACSO survey year 2019.

% GRADUATE SATISFACTION

TARGET: 100.0%

BASELINE	2016	2017	2018	2019	2020
95.0%	95.8%	95.4%	92.9%	88.2%	
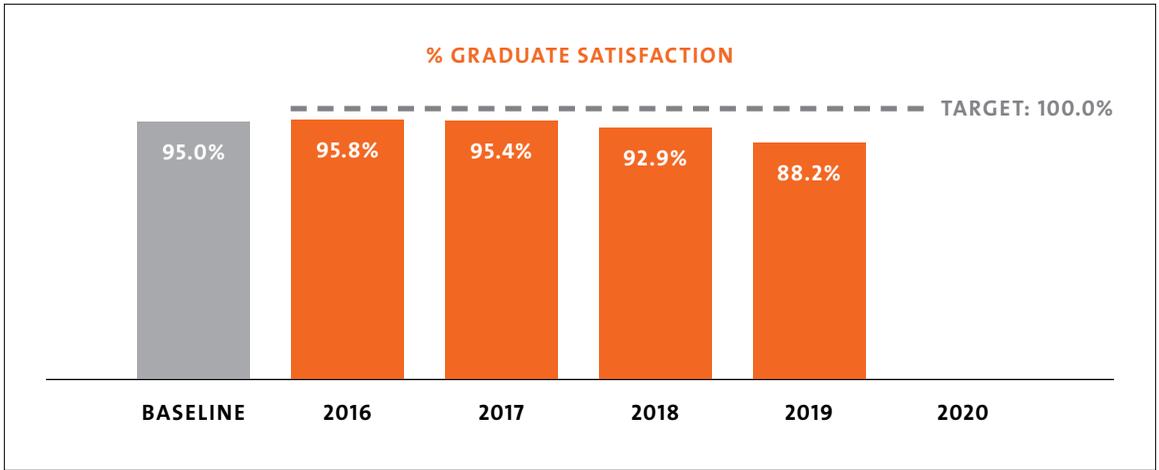
Note: Graduate Satisfaction calculated as of DACSO survey year 2019.

% SATISFACTION WITH TRANSFER EXPERIENCE

TARGET: 95.0%

BASELINE	2016	2017	2018	2019	2020
88.0%	84.9%	83.3%	84.9%	82.0%	
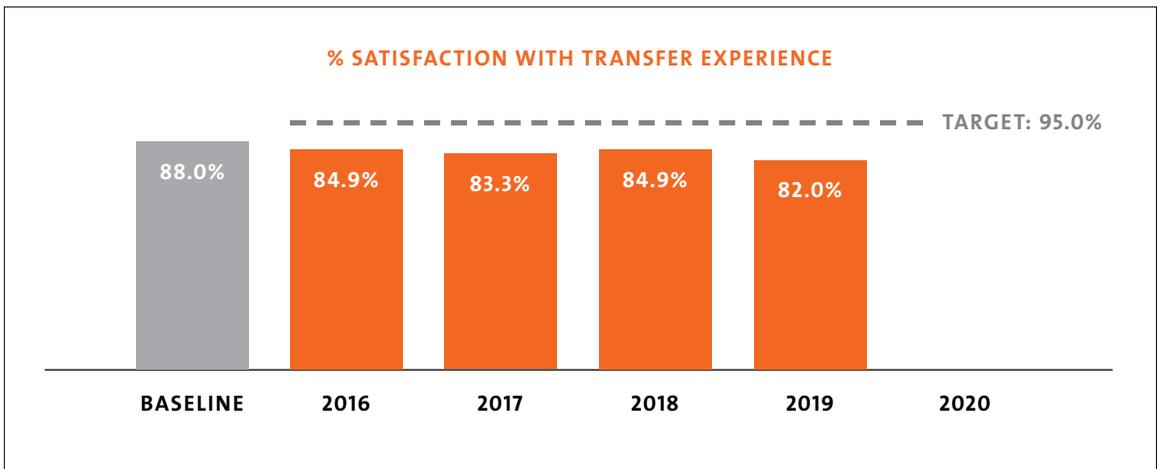
Note: Transfer Satisfaction calculated as of DACSO survey year 2019.

% OF FTE STUDENTS ENROLLED IN PROGRAM THAT EMBEDS WORK-INTEGRATED LEARNING EXPERIENCES

TARGET: 44.0%

BASELINE	2016	2017	2018	2019	2020
34.0%	38.9%	40.3%	41.8%	42.0%	
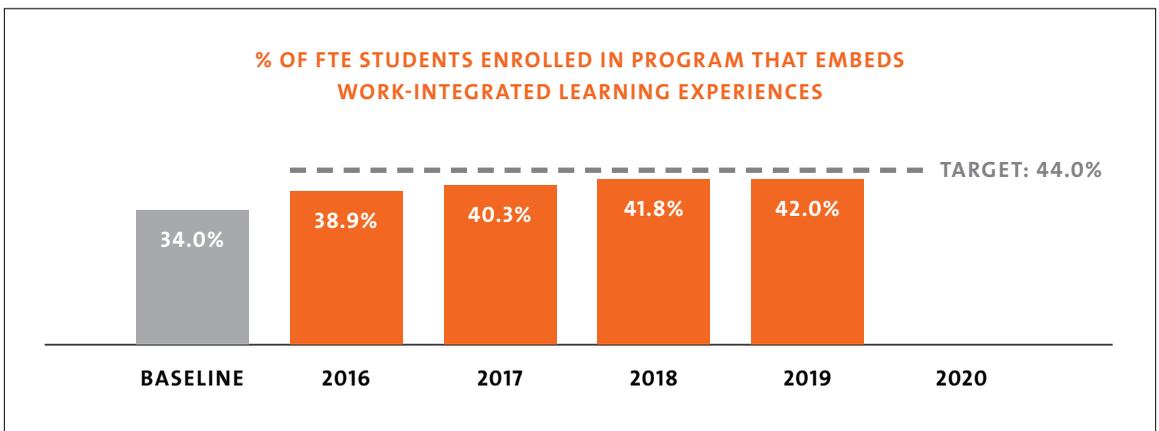
Note: % FTE enrolment calculated as of fiscal year 2018-19.

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

Langara College continues to enhance our working environment, and as part of this initiative the College strives to ensure all employees complete respectful workplace training. The college has developed a three-year mental health framework that will serve students, faculty and staff.

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

Note: Employee Engagement Survey administered every three years. Actual results are from 2016 survey. The next Employee Engagement Survey has been deferred until 2021.

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

Note: Employee Engagement Survey administered every three years. Actual results are from 2016 survey. The next Employee Engagement Survey has been deferred until 2021, after People and Culture have completed the implementation of the Human Capital Management stream of the Workday ERP project.

Communities

Langara students, faculty, employees, and the wider communities that we serve convene conversations and partnerships on a regular basis. Such exchanges are of great benefit to the College, and to those who we interact with. The College welcomes the input of alumni and industry leaders in educational activities and we provide a wide range of life-long learning opportunities to our local communities. Our students give back to the community while learning from service opportunities. The connections that are forged through increased engagement opportunities 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**	**2019 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	23 Active PACs

Most career programs have active PACs. In 2019, two new PACs were established for Data Analytics and Gerontology.

# OF INTERACTIONS WITH ALUMNI	
Target	Implement a comprehensive and integrated communications and outreach program that incorporates newsletters, social media engagement, networking events, and open houses
Baseline	4 Alumni newsletters per year
2017 Update	• 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 brainstorms 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

OF INTERACTIONS WITH ALUMNI

2018 Update	• 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 • Nursing 10th Anniversary event held Nov. 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
2019 Update	• 3 newsletters in 2019 • 8 stories posted to website • 12 events attended • 42 events supported (sponsored, partnered, volunteered, popcorn) • 25 events organized • 12 committees/programs • Alumni Cross departmental info gathering continues with Alumni question included on TCDC program review surveys • First Salary Negotiation and Dining Etiquette workshops successfully held for sold out audiences • Alumni Authors - three authors identified and books purchased for collection • Alumni Gift Registry: 46 gifts given out (Jan-Sep) expect 50 by end of year • Langara Toastmasters ongoing with 25 members • Beyond 49 Community Day - Langaran Lounge and 5 homecoming events. Over 100 attended the reunion and over 300 utilized the lounge. • 7 Reunions/Homecoming for Photography, Lib Tech, Retirees, Fine Arts, Self-Employment, Volunteer, VOLT • 49 Langarans Event organized and held Nov 2019 with 300+ guests in attendance • First Annual Photography Month executed in April 2019 with over 250 in attendance • Alumni Social Media growth of 50% followers from 945 in Nov 2018 to 1,422 in Oct 2019. Alumni count on LinkedIn grew from 23,865 in Nov 2018 to 29,642 in Oct 2019. LinkedIn Alumni grew from 653 in Nov 2018 to 757 in Oct 2019. • 12 popcorn events held across campus • Over 160 Alumni cards requested • 929 Alumni Expressed Consent received • 8 Brazilian Networking Group meet ups with over 140 people total in attendance

3.2 Enable community service learning opportunities for students

OF VOLUNTEER HOURS GENERATED BY STUDENTS

14,200	2019
9,100	2018
8,500	2017
8,200	2016
2,100	BASELINE

TARGET: 3,300

BASELINE   2016   2017   2018   2019   2020
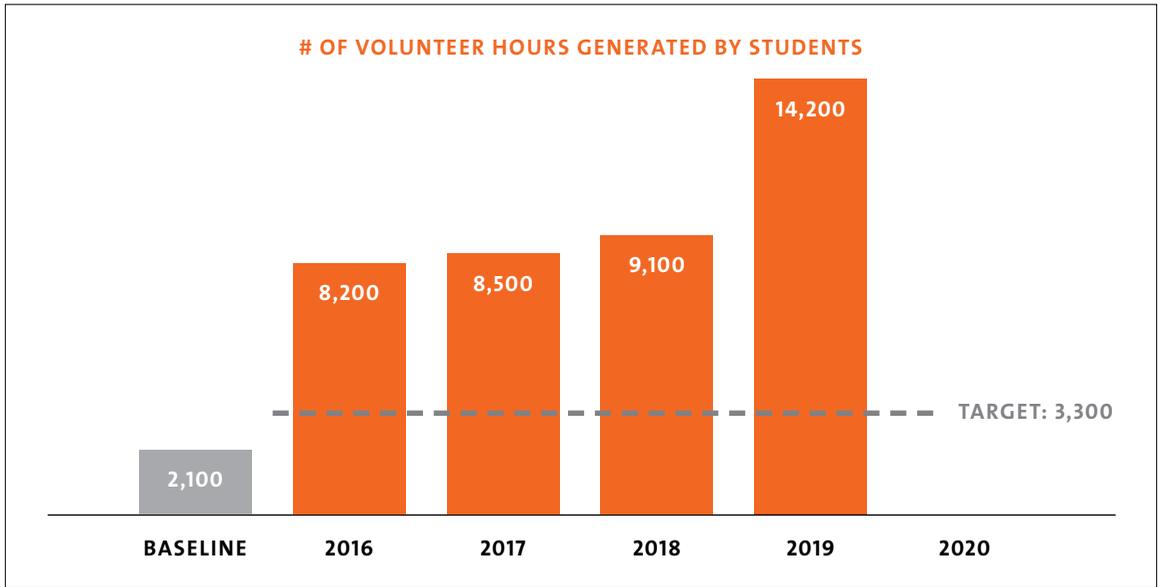
Total volunteer hours are estimated to the end of the year as of October 2019. Total volunteer hours for the 2019 calendar year may change based on additional reporting for the next Strategic Plan update.

In 2019, total number of volunteer hours went up significantly as a result of the expansion in volunteer programming and increased accessibility of logging volunteer hours through the online form at Volunteer Program (VOLT).

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

CONTINUING STUDIES FTE BY TERM
Academic Years 2015-16 to 2019-20*

	Fall	Spring	Summer
BASELINE	625.0	485.0	315.0
2015-2016	505.8	616.3	409.7
2016-2017	687.0	659.3	469.4
2017-2018	695.1	730.5	490.1
2018-2019	726.7	655.2	473.9
2019-2020*	748.6		
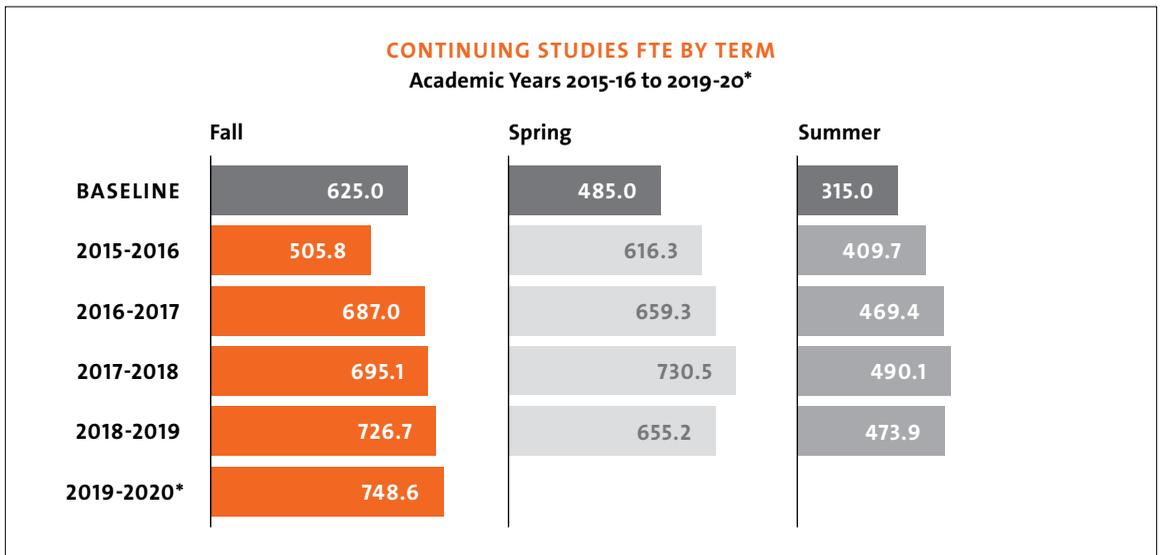
*2019-20 Academic Year incomplete and Fall term data partial at time of data extract.

Note: Chart has been updated from previous years to show CS FTE, rather than headcount, as it better aligns with Langara's 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 College's first ever campus-wide fundraising campaign. This year we have created 30 new scholarship and bursary awards (26 annual and four endowed awards). Our anniversary campaign, Beyond 49, officially launched on October 10th 2018 and we have reached 81% of our campaign goal. Community Day was hosted on June 15th, 2019 with over 5,000 participating in a one-day campus-wide open house celebration.

VALUE OF BURSARIES AWARDED TO STUDENTS

TARGET: $1,000,000

BASELINE	2016	2017	2018	2019	2020
$500,000	$698,312	$896,300	$1,012,136	$835,575	
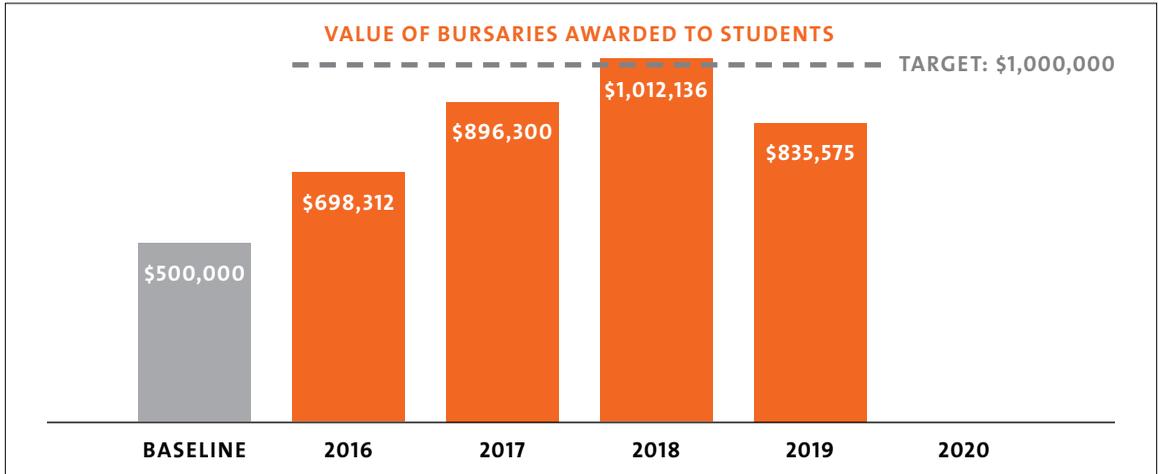
Note: Bursaries calculated as of fiscal year January – December 2019, as the Foundation runs on a separate fiscal year from the College.

As many external agencies require confirmation of enrolment to grant funding to our students, the College plays a liaison role to manage external third party funding on behalf of these agencies. As our students submit their applications directly to these third parties, the funding granted through the college can fluctuate greatly from year to year.

Bursary funding appears to have decreased in 2019, while scholarship funding seems to have increased during the year. This shift is due to the fact that a large portion of the bursary external third party funding has moved from bursaries to scholarships. The total funding provided to students by the Foundation has, in fact, increased by $35,432 since last year.

VALUE OF SCHOLARSHIPS AWARDED TO STUDENTS

TARGET: $500,000

BASELINE	2016	2017	2018	2019	2020
$250,000	$277,404	$367,221	$428,101	$536,486	
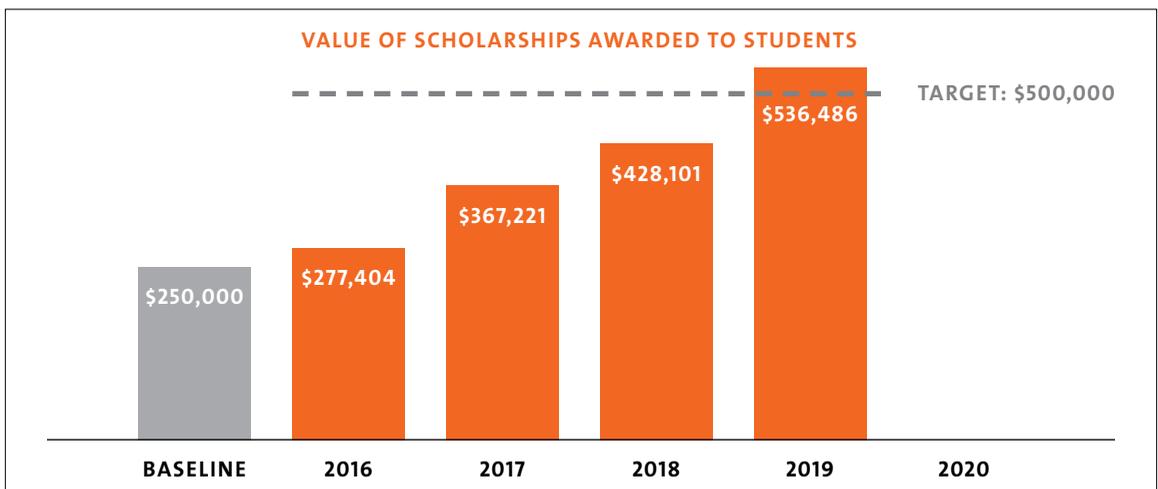
Note: Scholarships calculated as of fiscal year January – December 2019, as the Foundation runs on a separate fiscal year from the College.

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**	**2019 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	7 completed

# OF ACCREDITED PROGRAMS					
Target	**Baseline**	**2016 Update**	**2017 Update**	**2018 Update**	**2019 Update**
Academic programs should seek accreditation from recognized accreditation bodies whenever possible	• 4 Regular Studies Programs • 1 Continuing Studies Program	5 programs	• 3 programs accredited • 1 program undergoing evaluation	LSM begins application process for ACBSP accreditation (estimated completion in 2020)	LSM ACBSP accreditation is in progress

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**	**2019 Update**
2 to 4 per year	2	4 programs	12 programs	6 new programs; 1 renewed program	5 new programs

New programs include Education Assistant (part-time), Citation in Full Stack Web Development, Diploma in Criminology, Post-Degree Certificate in Data Analytics, and Certificate in Early Childhood Education.

# OF PROGRAMS AND COURSES WITH STUDENT LEARNING OUTCOMES					
Target	**Baseline**	**2016 Update**	**2017 Update**	**2018 Update**	**2019 Update**
Every program has student learning outcomes	Unknown	14 programs	13 additional programs, total of 27	18 additional programs, total of 45	13 additional programs, total of 58

DEVELOPMENT OF CORE INSTITUTION–LEVEL STUDENT LEARNING OUTCOMES	
Target	Core institutional-level student learning outcomes developed and used
Baseline	Ongoing program review and development has highlighted emerging common outcomes that will form the basis of future targets
2016 Update	Initial reporting based on review findings out in spring 2017
2017 Update	Preliminary program goals and department variations of common goals identified through program reviews to date
2018 Update	Preliminary research to determine best practices for consultation, communication, and senior administration support to ensure successful outcome
2019 Update	An Institutional Learning Outcomes (ILO) initiative was submitted as part of integrated planning to put a formal process in place that will provide all members of the college community as well as external partners an opportunity to contribute to the development of essential student learning outcomes that are unique to Langara.

4.2 Programs link seamlessly from school to work to further education

 # OF ARTICULATION AGREEMENTS PER YEAR (PROVINCIAL, NATIONAL, AND INTERNATIONAL)

Existing ■ New ■

	Existing	New
BASELINE	2	
2016		7
2017	7	2
2018	9	
2019	6	11
2020		

TARGET: 5
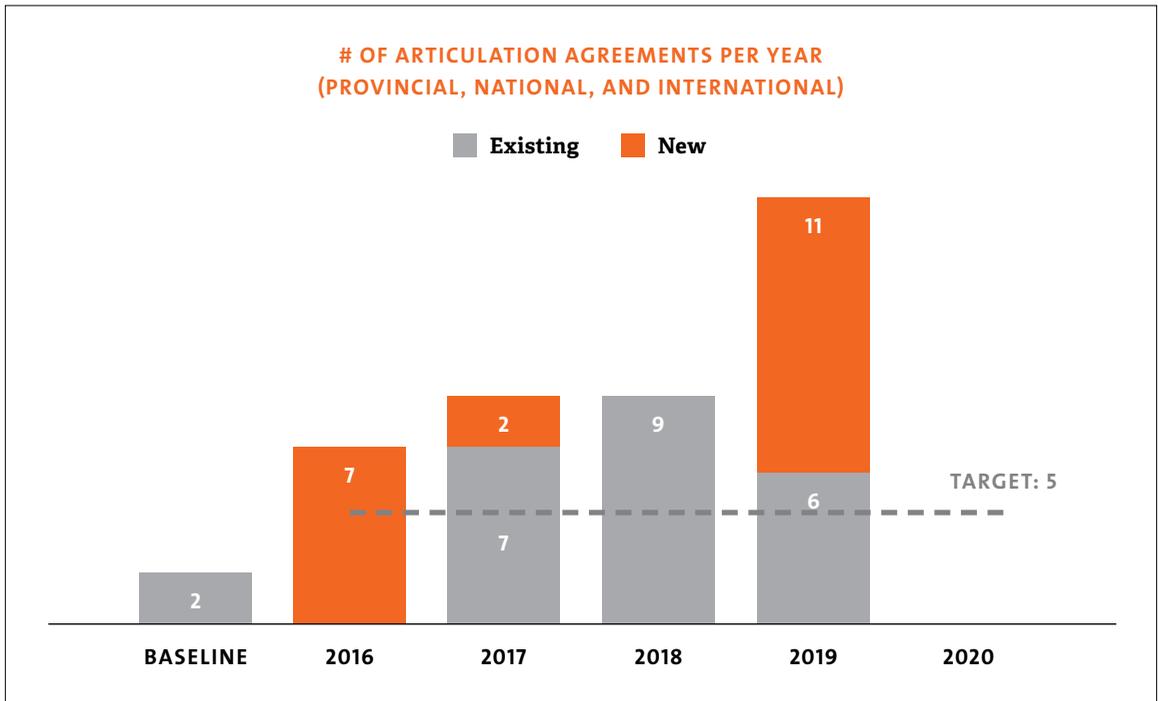
Note: Articulation agreements calculated as of calendar year 2019.

# 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	2019 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	0 new

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

Conclusion

Langara is now entering the final year of our strategic plan *Langara 2020*, the second-ever plan produced in our 49-year history. As our College grows, we recognize that it is the passion, commitment, and tenacity of our faculty and staff that have driven our collective achievements this year, and this ongoing support remains critical to our success.

In 2019, we continued to advance and complete some major initiatives, while making incremental progress on a number of other measures. We also took a step back to re-examine some of our initial goals in order to critique and re-envision how they might now be best implemented, recognizing that the College has evolved and grown substantially over the past four years.

Although we continue to innovate and evolve to respond to global changes, one thing remains consistent; everything that the College does remains in service of our primary goal of educating and supporting students. The College recognizes that holding a 100% student satisfaction rate remains an aspirational goal and as these measures have dropped slightly in 2019, we are conducting further research into how we can adjust our service delivery to meet the needs of our ever-evolving community of students. In 2019 Langara received approval for its first new degree program in a decade – the BSc in Bioinformatics. This year two new Program Advisory Committees (PAC) were established for Data Analytics and Gerontology, bringing the total to 23 PACs for the College. This year the College also increased the number of Articulation Agreements to 17, bringing in 11 new agreements in 2019 alone. In 2019, Langara established the Office of Academic Quality Assurance in order to support faculty through the Quality Assurance Process Audit which we will begin to undergo in 2020.

Significant achievements were made under the category of Organizational Sustainability. Working towards integrating and improving key business processes and infrastructure, the College has engaged in an institution-wide implementation of Workday, a cloud-based ERP software. Through this project, Langara has increased the number of business processes mapped out by 11.5% in one year. Langara's new Office of Operational Excellence, which was established in 2019, has already expanded upon this work and will continue to guide the College forward. IT continues to strengthen and mature the College's ability to recover critical systems in the event of a disaster, and as of 2019, we are 90% complete of this goal. They also implemented dual factor authentication this year to improve the College's cybersecurity, and collaborated with Communications and Marketing to replace our aging employee portal with a new employee intranet. The Campus Master Plan, completed in 2018, has also entered a new phase, with ongoing stakeholder engagement work underway in partnership with the City of Vancouver.

Developing our People and Culture remains important. In 2019, we saw over 80% participating in professional and leadership development programs from our faculty and staff, exceeding our target of 75%. This year, the College also created a new position within the People and Culture team dedicated to the recruitment and onboarding of Indigenous faculty and employees.

Intercultural initiatives grew with the final draft of the Internationalization Strategy presented in January 2018, and approved in March. In May 2019, Daryl Smith was appointed the inaugural Director of the Centre for Intercultural Engagement. In 2020, the centre will begin to implement the Internationalization Strategy, beginning with a pilot program for Langara's first Intercultural Engagement Program and the College's first Intercultural Days event.

Our Communities pillar has been a key focus this year, as 2019 marks two major milestones for Langara – our 49th year of operations on West 49th avenue, and our 25th year as an independent institution. These anniversaries have been at the heart of many of Langara's strategies in engaging our external communities, our alumni and our partners. Started in 2018, the Beyond 49 campaign continues for an 18th month tenure and is a comprehensive fundraising and alumni engagement effort which has brought thousands of Langarans and community members to campus. This project is expected to meet the $2.5 fundraising goal set forth for the project. This year the Langara Foundation was able to create 30 new scholarship and bursary awards (26 annual and four endowed awards) and will continue to expand these milestone achievements. On all fronts, Langara's engagement with our community continues to be one of Langara's great strengths. This year VOLT, our student volunteer program, generated an astounding 14,200 hours of community service learning opportunities, far exceeding the 9,100 hours contributed in 2018.

In 2019, the College launched our new dual brand, introducing **snəw̓eyəɬ leləm̓** alongside the name of Langara. We are honoured to have received the name **snəw̓eyəɬ leləm̓** from Musqueam, meaning *house of teachings*. It is our responsibility to move forward, build trust, and to put reconciliation into action. One step on that path is our dual logo branding system, which has now been implemented on communications and marketing materials throughout the college. In June 2019, the college worked in partnership with Musqueam to launch the Indigenous Upgrading Program. The objective of this new program is to develop an upgrading curriculum that facilities a successful transition to post-secondary studies while incorporating Musqueam knowledge and learning/teaching methods. Langara has also added a new position within our Teaching and Curriculum Development Centre to work on the Indigenization of curriculum at the College.

2019 has been a successful year for Langara. As we work towards advancing the final goals of this plan, Langara has made consistent progress within the majority of metrics set forth, and with the completion of 2019, next year we will be well placed to complete the vision set forth in 2015. This year we also held campus-wide consultations with our faculty, students and staff to inform our new strategic plan *Langara 2025*, which will be published in 2020.