



# Strategic Plan 1-Year Update

JANUARY 2017

**Langara.**

THE COLLEGE OF HIGHER LEARNING.

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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 recently adopted coat of arms, which is mindful of the rich history of our community, along with the name *snəw̓eyəʔ 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 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.

The metrics provided in this report are objective, baseline data against which further reports will be measured.

## Update of Strategic Plan Implementation

This report is a one-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 2016. All baseline information is taken with respect to the 2020 Strategic Plan unless otherwise specified.

### THEMATIC PRIORITY

We are pleased to report that the College has substantially achieved our two-year thematic priority of financial sustainability in support of academic excellence. While we have made significant progress over the last year, maintaining momentum has caused strains in our systems and processes. We will continue to address this issue by shifting focus from financial to institutional sustainability.

# Vision Categories

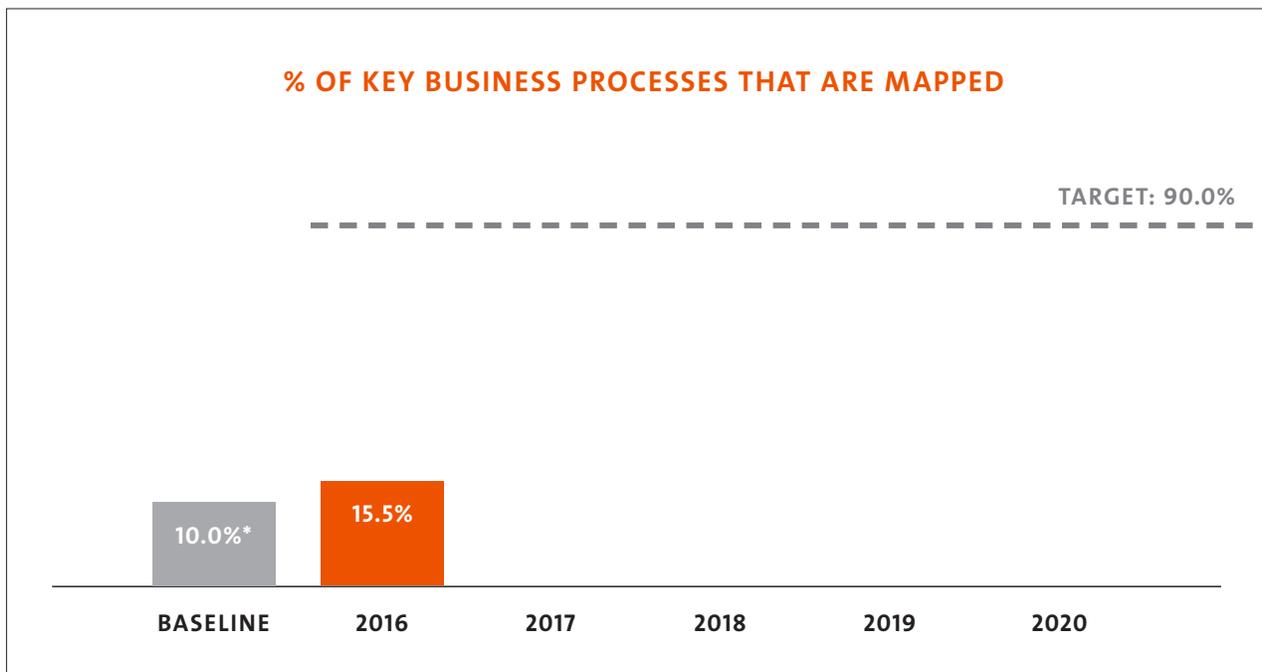
## 1. Organizational Sustainability

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 (D2L) online learning platform, Office 365 email, and Symplicity software used by our Co-op and Career Development Centre. In 2016, Langara mapped (a visualization of the sequences of tasks needed to bring a service or process from start to completion) 15.5% of our key business processes. Of the 15.5% mapped in 2016, 4% of the documented key business processes were improved, with an additional 4% analyzed and updated to align with technology.

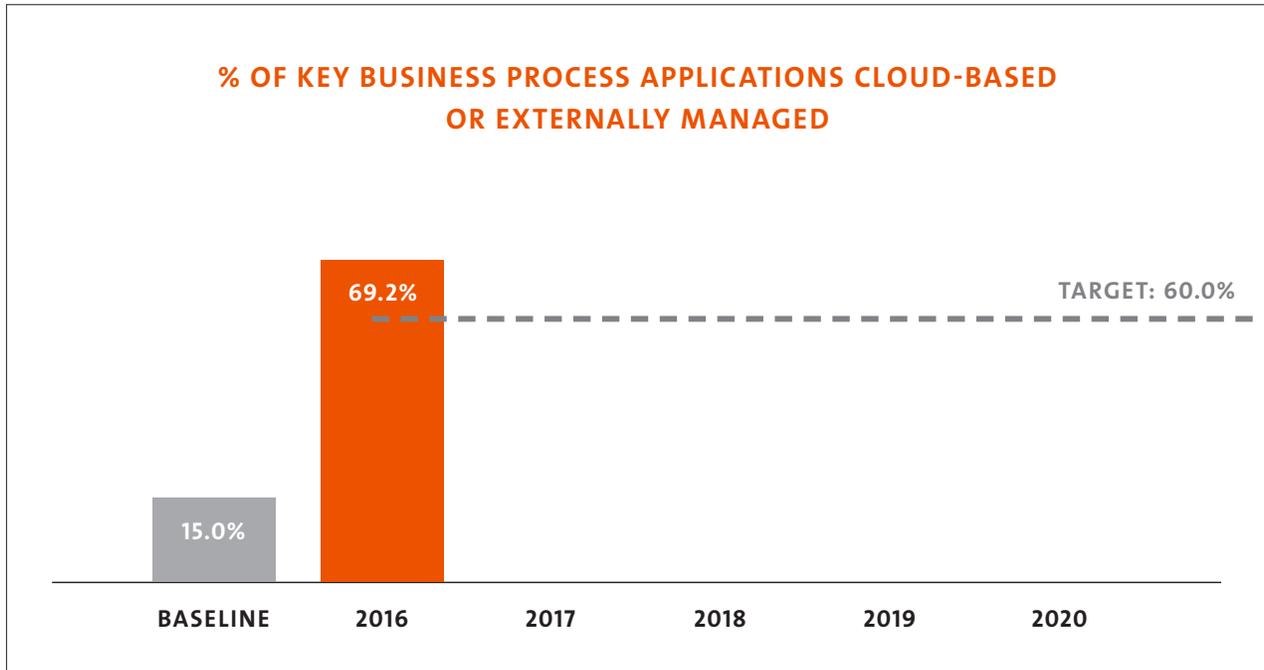


\*This percentage is an approximation.

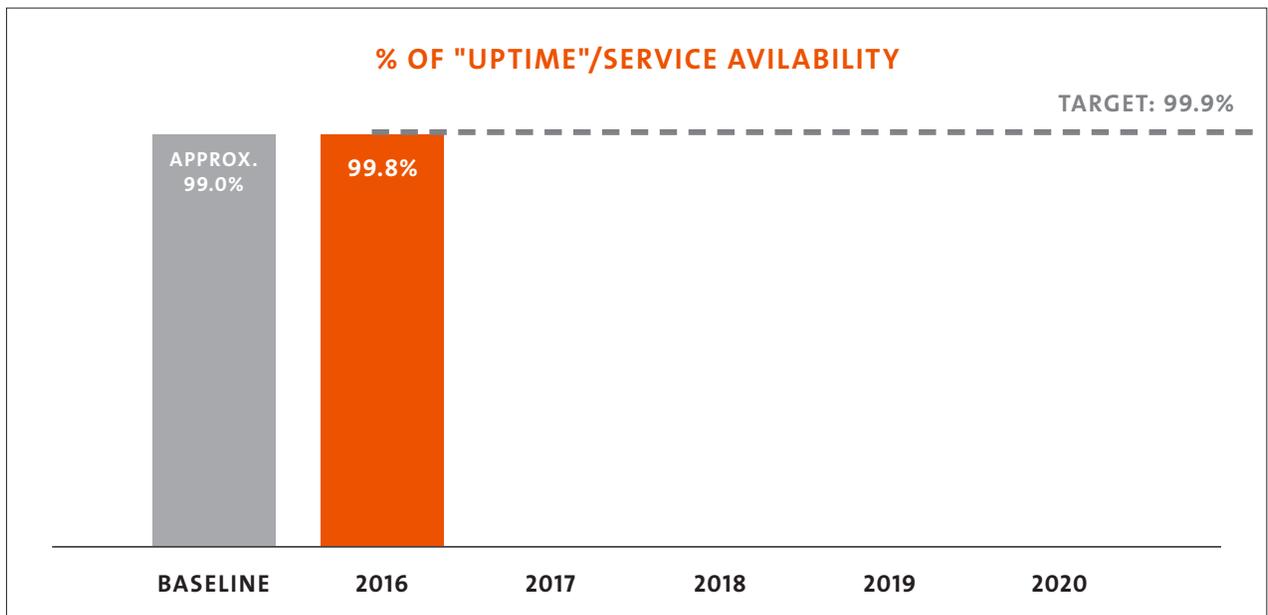
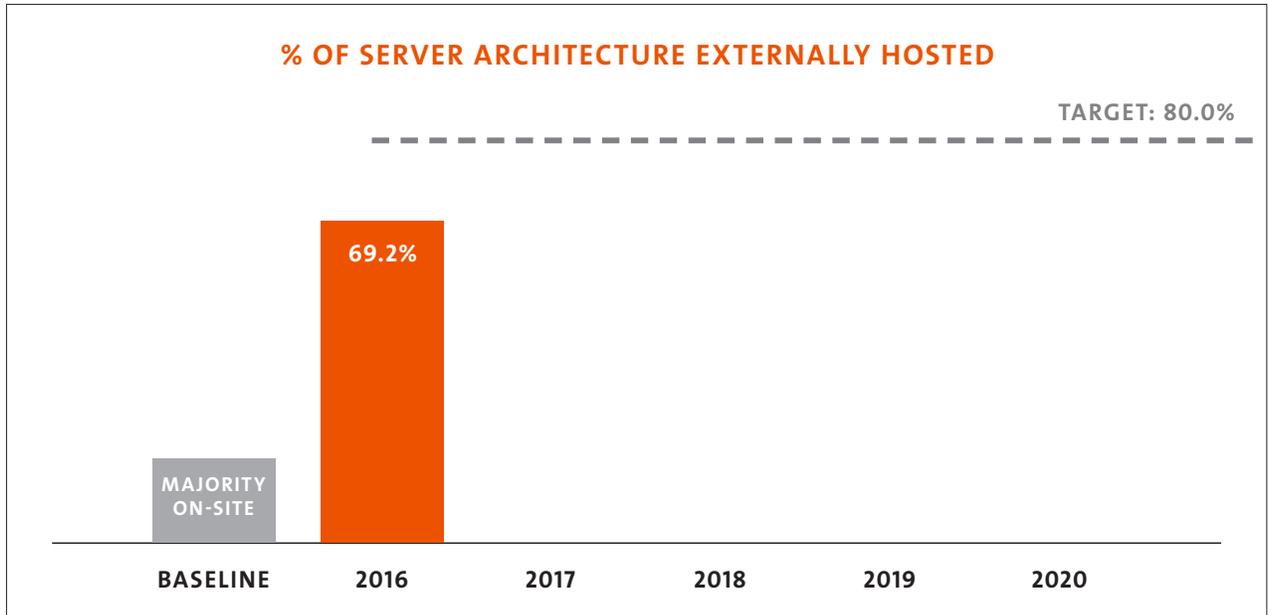
% OF KEY BUSINESS PROCESSES IMPROVED OR ALIGNED WITH TECHNOLOGY		
Target	Baseline	2016 Update
80% of key business processes improved	<ul style="list-style-type: none"> <li>State of business processes at creation of the 2020 Strategic Plan represent starting point for improvement</li> <li>All technology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

REVAMPED AND UPDATED CAMPUS MASTER PLAN		
Target	Baseline	2016 Update
Revised Plan	Underway	Revised target date for Campus Master Plan set to 2017

### 1.2 Robust, highly available, and effective IT systems

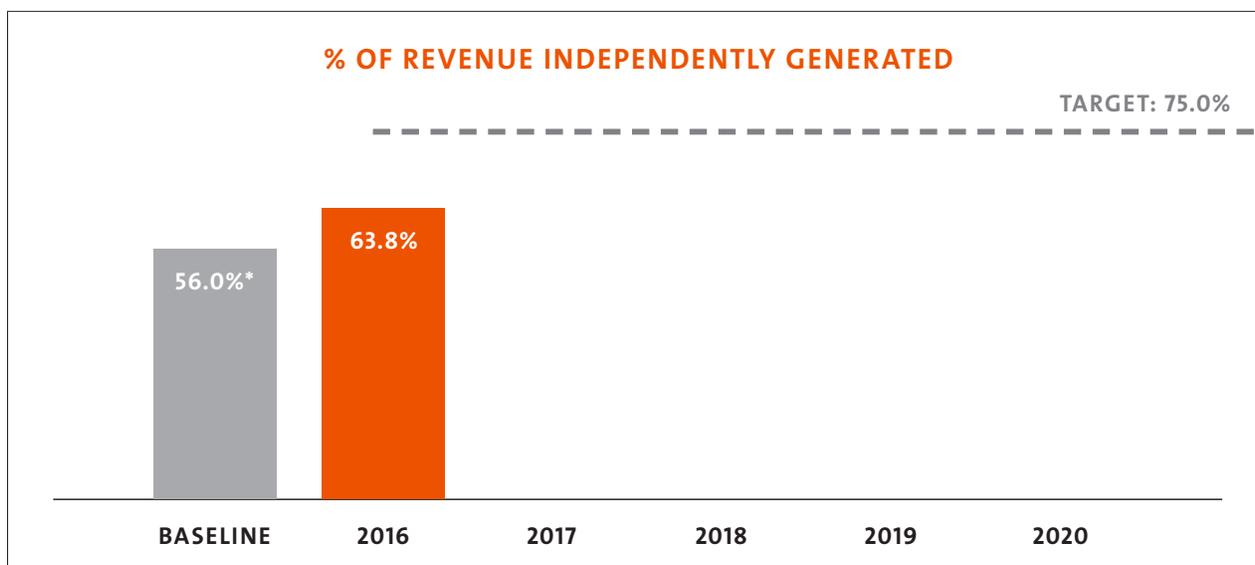


A preliminary assessment of the market for higher education Enterprise Resource Planning (ERP) solutions that are cloud based has been completed. The most likely candidates include Workday, Oracle/PeopleSoft, and Ellucian Banner XE. Budgetary cost estimates have been prepared for multiple solution options, including upgrading or replacing the current version of Banner.



Note: Service availability (at all times) as of calendar year 2016.

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

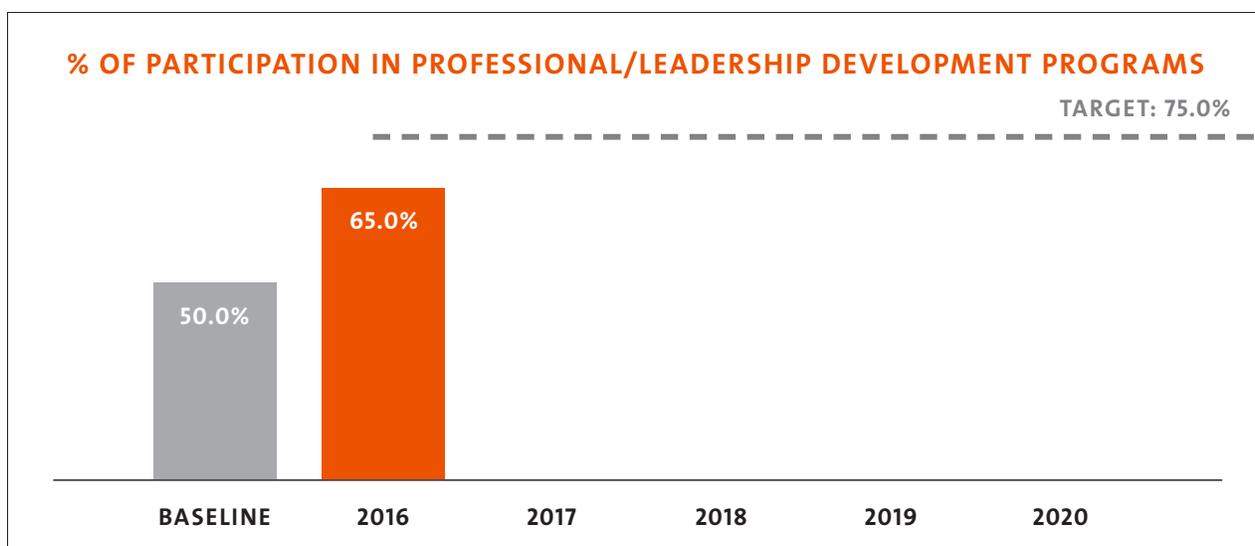


\*Revenue percentages have been recalculated and have changed from the 2020 Strategic Plan.

Note: Revenue calculations as of fiscal year 2015-16.

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

The participation of all employees in professional and/or leadership development is critical to strengthening and retaining our most valuable asset – our people. 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.



Note: Participation percentages calculated as of calendar year 2016.

EMPLOYEE TURNOVER		
Target	Baseline	2016 Update
3.0%	2.09%	Estimated at 2.3%

Langara has many long-serving faculty and staff who will retire and the college needs to increase the number of new people being recruited to minimise the impact of future retirements.

## 2. People and Culture

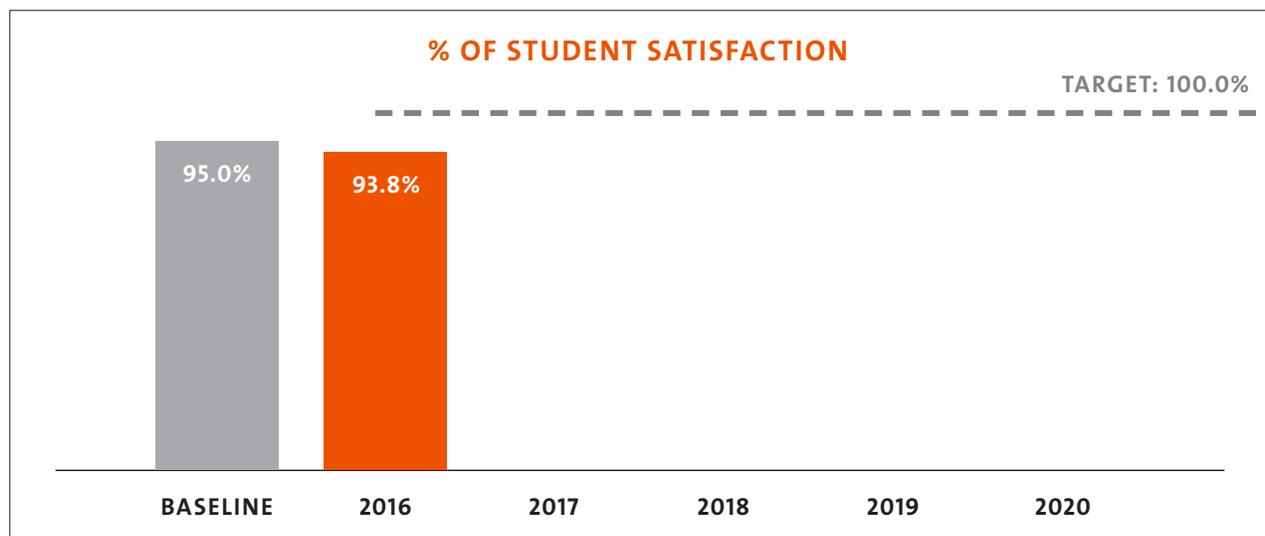
Langara is a respectful community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students. Our students and alumni report very high satisfaction with their educational experiences. The growth in experiential learning opportunities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

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

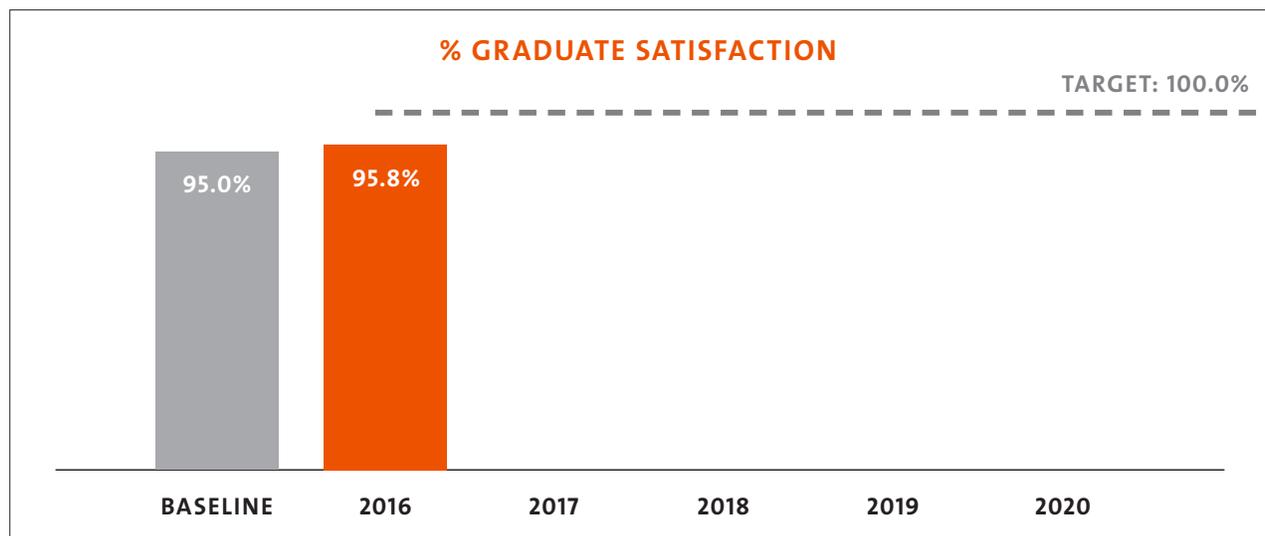
% OF ENTERING STUDENTS WHO MAKE LANGARA THEIR FIRST CHOICE		
Target	Baseline	2016 Update
Baseline + 10%	To be determined by survey	Survey currently being developed to establish baseline

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

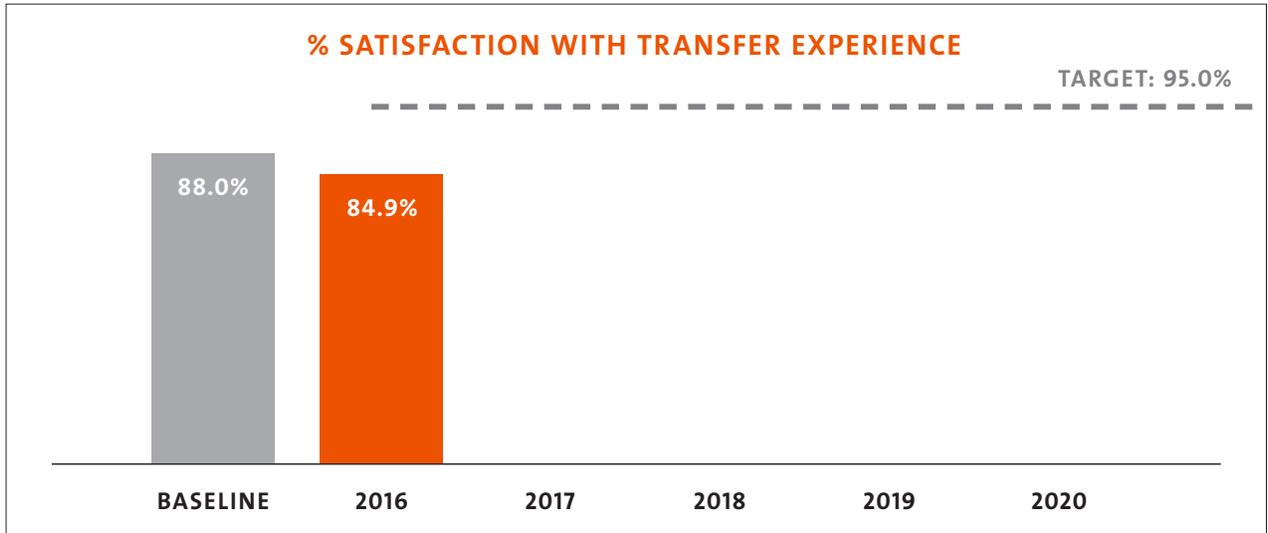
The college recognizes that achieving 100% satisfaction is an aspirational goal. While our performance on some of these measures dropped slightly this year, the change is consistent with the annual fluctuations we typically see in the Diploma, Associate Degree, and Certificate Student Outcomes (DACSO)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



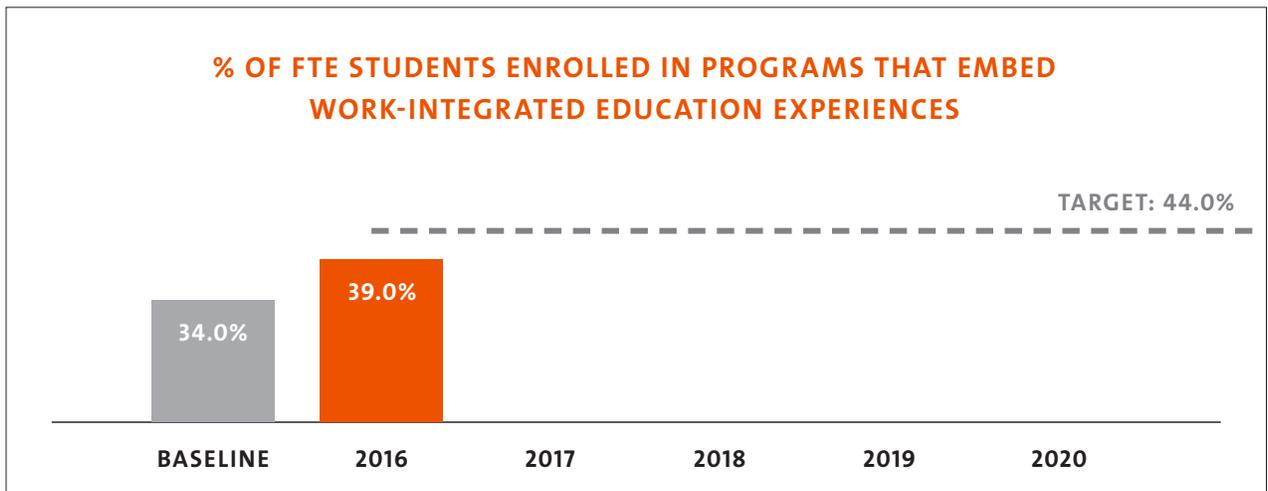
Note: Student satisfaction calculated as of DACSO survey year 2016.



Note: Graduate satisfaction calculated as of DACSO survey year 2016.



Note: Transfer satisfaction calculated as of DACSO survey year 2016.



Note: % FTE enrolment calculated as of fiscal year 2015-16.

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

<b>% OF PEOPLE COMPLETING THE ENGAGEMENT SURVEY</b>		
Target	Baseline	2016 Update
60%	Implement engagement survey in spring 2016 and every two years thereafter	58%

<b># OF ACTION PLANS IN PLACE</b>		
Target	Baseline	2016 Update
Will be based on survey results	0	38

The action planning process involves departmental leads engaging with front line staff on where they might focus efforts to improve engagement. Individual Action Plans are framed to improve engagement in identified areas with a focus on low scores and high drivers.

### 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
All current and future career and baccalaureate degree programs will have Program Advisory Committees (PAC) that meet at least twice annually	19 PACs	19 active PACs

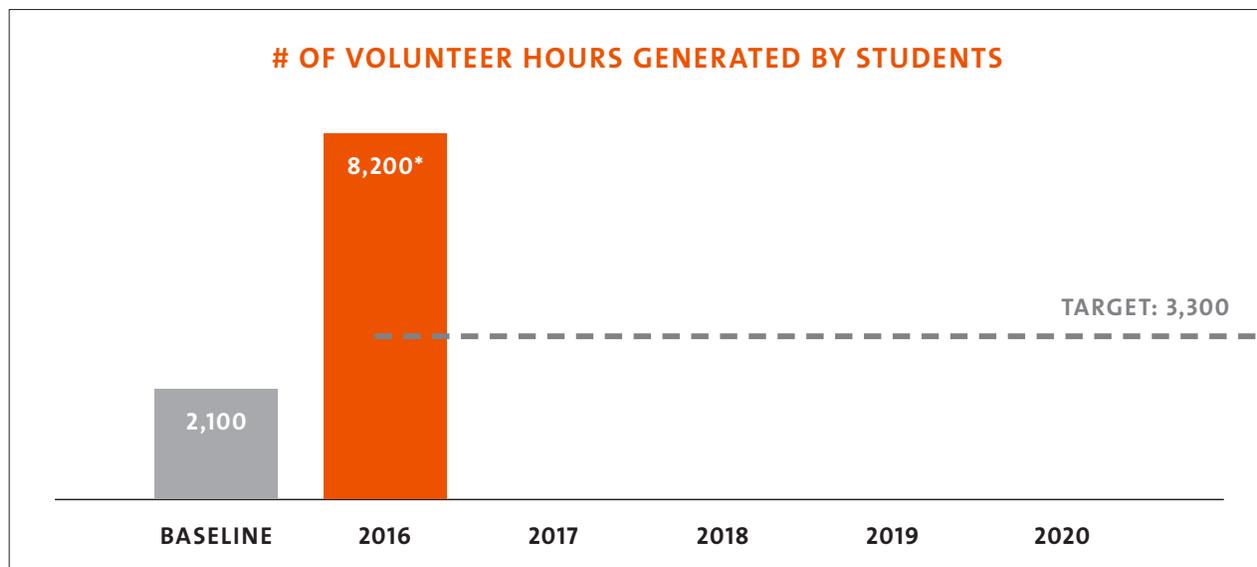
Most career programs have active PACs: Aboriginal Studies (in Program Review), Applied Planning, Criminal Justice, Co-op and Career Development Centre, Education Assistant, Early Childhood Education, Library and Information Technology, Recreation Studies, Social Service Worker, Nutrition and Food Service Management, Marketing Management, Professional Photography, Film Arts, Theatre Arts, Publishing, Journalism, Design Formation, Web and Mobile Application Design and Development, and Makerspace.

Also of note: an industry advisory committee was used extensively in the development of the Financial Services Diploma. The following areas will be establishing PACs in 2017: the Financial Management and Business Computing Department, and the Business Management and International Business Department.

# OF INTERACTIONS WITH ALUMNI		
Target	Baseline	2016 Update
Implement a comprehensive and integrated communications and outreach program that incorporates newsletters, social media engagement, networking events, and open houses	4 alumni newspapers per year	<ul style="list-style-type: none"> <li>• 4 newsletters in 2016</li> <li>• Alumni survey deployed</li> <li>• 11 events hosted</li> <li>• Outstanding campaign created and deployed</li> <li>• Alumni website restructured</li> <li>• Over 4 posts per week on social media (Facebook)</li> <li>• 10 news stories posted to website</li> </ul>

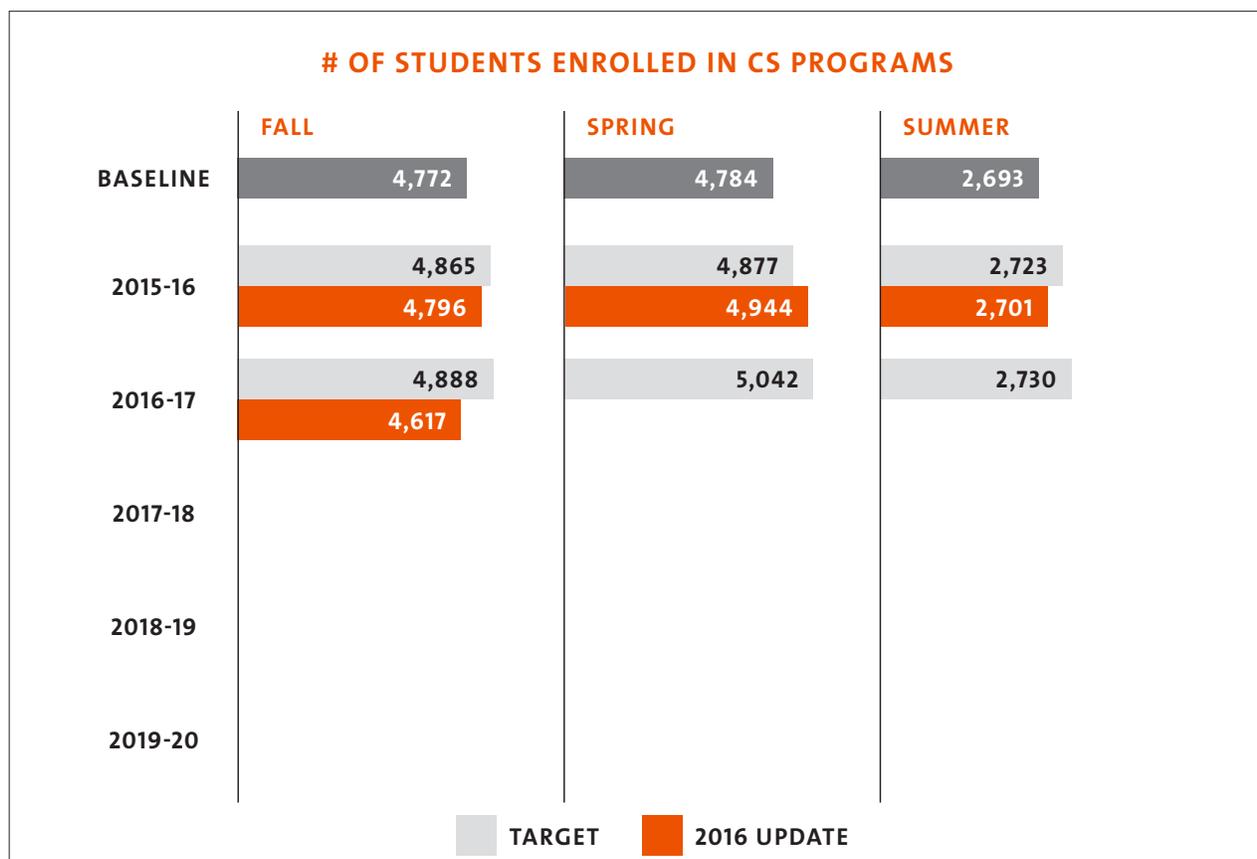
Note: Alumni interactions compiled as of calendar year 2016.

### 3.2 Enable community service learning opportunities for students



\*Total volunteer hours is an approximation as of December 7, 2016. Total volunteer hours for the 2016 calendar year may change based on additional reporting for the next Strategic Plan update.

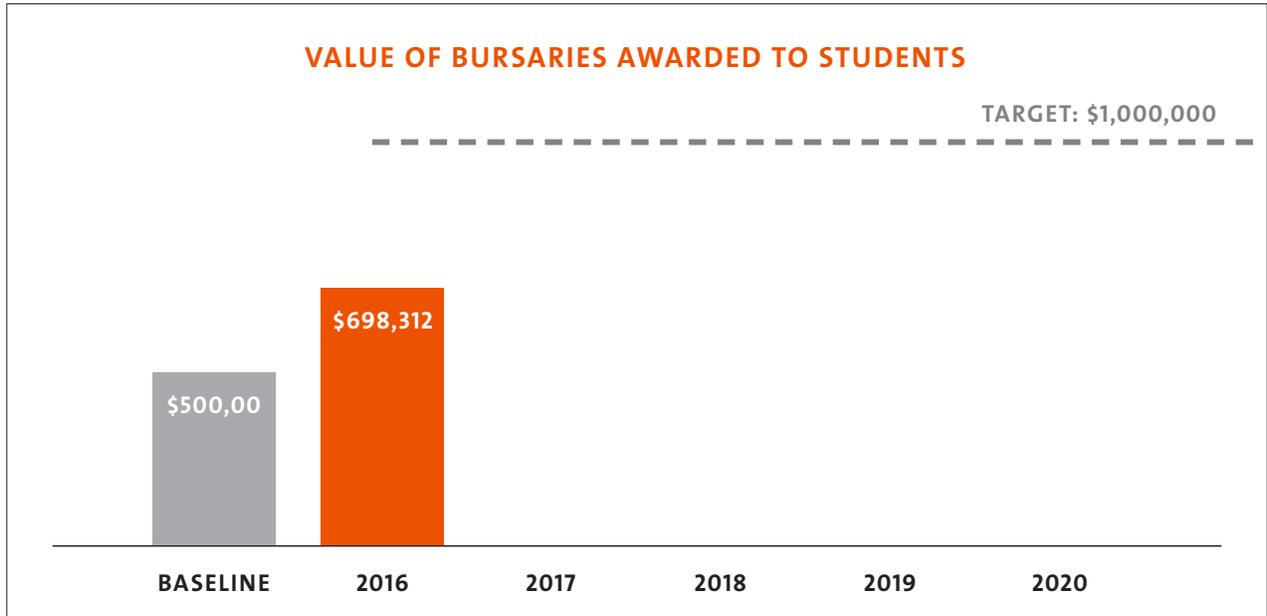
### 3.3 Provide a broad spectrum of programs and courses to the community that support life-long learning through Continuing Studies (CS)



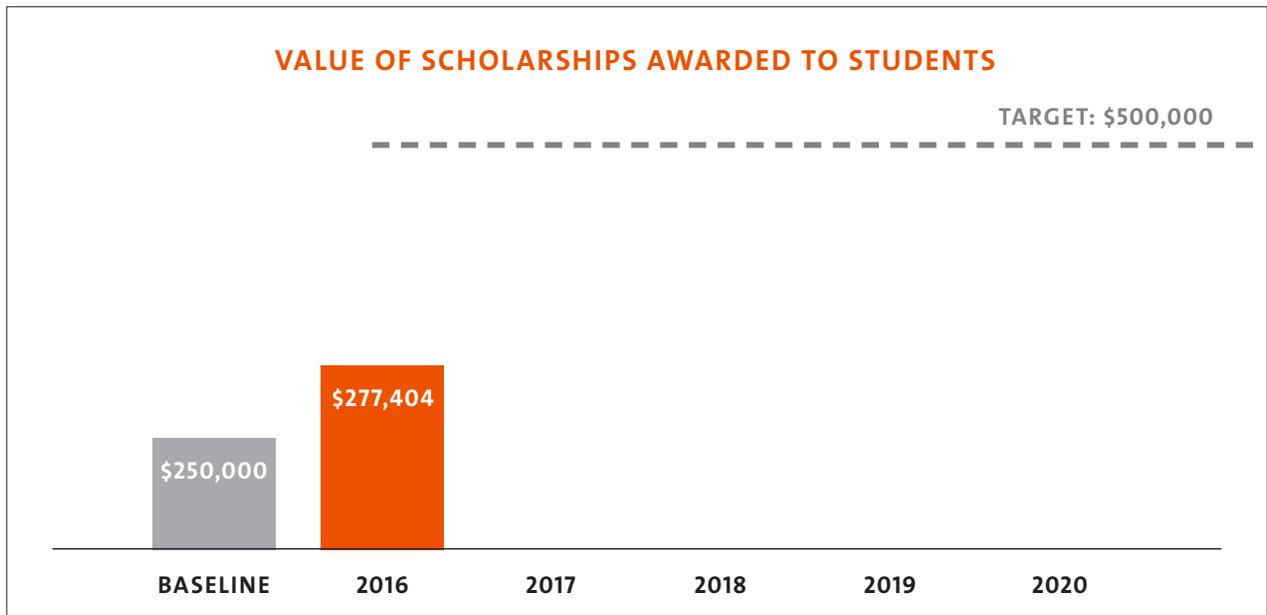
Note: CS baseline enrolment numbers have been recalculated and changed from the 2020 Strategic Plan. Continuing Studies includes market-driven programming, and as such, registration may fluctuate term to term.

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

This past year was a pivotal one for Langara's Foundation and Advancement team. In collaboration with units on campus, they created 23 new awards, doubled the number of monthly donors, and raised a total of \$453,375 – a 60% increase over the prior year. A key part of that success was the very positive response from donors to the Studio 58 Legacy Fund campaign, and the return of Langara's popular employee giving campaign, SOS (Support Our Students).



Note: Bursaries awarded calculated as of fiscal year 2015-16.



Note: Scholarships awarded calculated as of fiscal year 2015-16.

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

# OF ACCREDITED PROGRAMS		
Target	Baseline	2016 Update
Whenever possible, academic programs should seek accreditation from recognized accreditation bodies	<ul style="list-style-type: none"> <li>• 4 Regular Studies programs</li> <li>• 1 Continuing Studies program</li> </ul>	5 programs

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, notified December 3, 2016) and Co-operative Education (CAFCE Accredited until 2019). Accreditation is underway 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
2 to 4 per year	2	4 programs

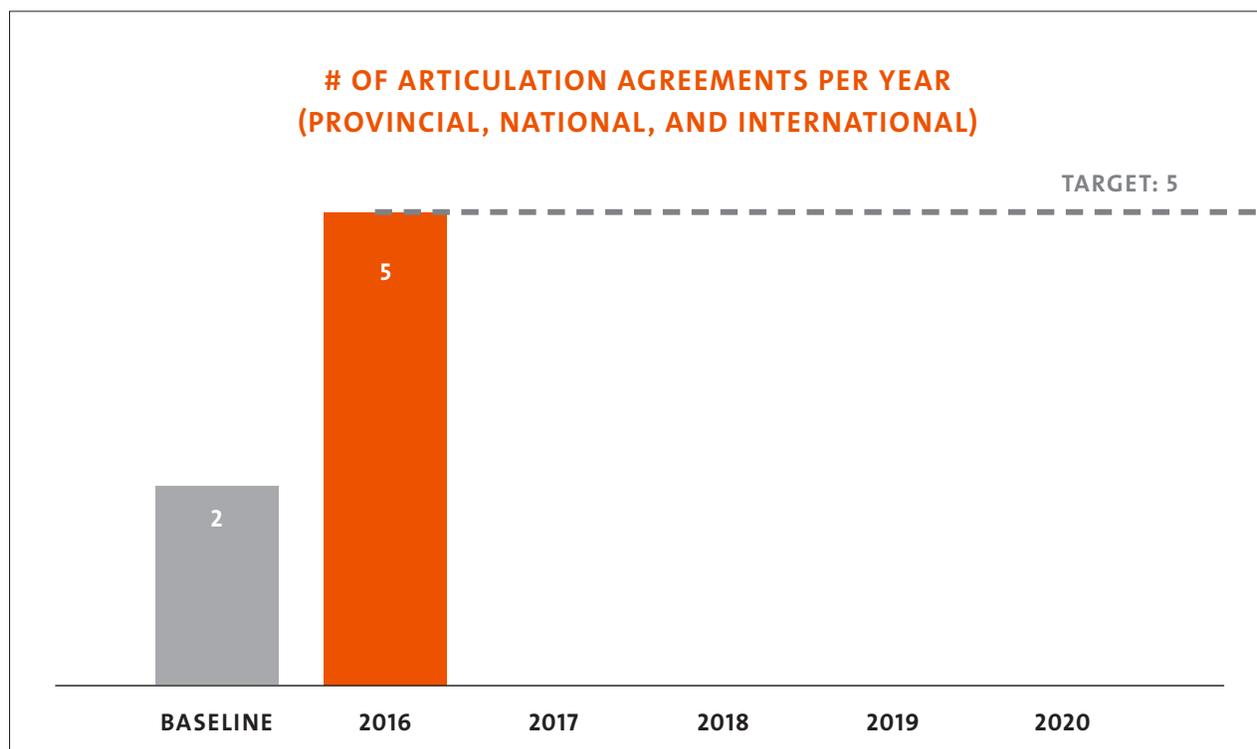
Note: Program creation and updates calculated as of calendar year 2016.

New and renewed/updated programs include the Diploma in Applied Science for Engineering, the Post-Degree Certificate in Diversity and Inclusion Leadership, the Diploma in Financial Services, and the Post-Degree Diploma in Accounting.

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

DEVELOPMENT OF CORE INSTITUTION-LEVEL STUDENT LEARNING OUTCOMES		
Target	Baseline	2016 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 available in spring 2017

#### 4.2 Programs link seamlessly from school to work to further education



Note: Articulation agreements calculated as of calendar year 2016.

Articulation agreements include a UBC Kinesiology Memorandum of Understanding, and the Nutrition and Food Service Diploma transfer to Royal Roads University Bachelor of Commerce. 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.

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

Discussions with the Social Sciences departments regarding developing dual credit courses will begin in 2017.

# OF JOINT DIPLOMA AND DEGREE PROGRAMS		
Target	Baseline	2016 Update
3	1	The college is currently working on developing new joint programs with UNBC and SFU

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## Conclusion

In the first year of the 2020 Strategic Plan, the college made significant progress in all the vision categories and lay the foundation for continued improvement in the four years to come.

In Organizational Sustainability, our IT department achieved improvements in the application of cloud-based and externally managed business processes, and system reliability. Progress was also made on financial independence and employee succession and retention.

Under the second category, People and Culture, we continue to have very high student and graduate satisfaction and remain committed to aspiring towards 100% satisfaction across all groups. The first year has provided a baseline measurement around faculty and staff engagement and will be further measured every two years; 58% of staff completed the engagement survey in 2016. People Services (Human Resources, Payroll and Benefits, Policy Development) continues to focus on leadership and professional development for all faculty and staff, recruitment, and fostering a culture of collegiality and respect.

Langara thrives on a strong community, both on and off campus. Our diversity in learners, course offerings, events, and alumni makes Communities an important vision category. The energy with which our students are ready to engage is best displayed in the number of volunteer hours they contributed this year: 8,200. This far exceeded the modest goal of 3,300, as well as the baseline of 2,100. Our College Advancement and Alumni team has implemented a comprehensive communications program that includes newsletters, events, and news – all anchored by another successful Outstanding Alumni Awards. Through increased engagement with donors and partners, the value of bursaries awarded rose by almost 40% this year to a total of \$698,312.

For over three decades, Langara has dedicated fundraising efforts to helping United Way, an organization that supports vulnerable children, families and seniors in the Lower Mainland, delivering a wide array of quality programs for children and seniors. As of January 2017, Langara has raised almost \$35,000 for United Way.

In the area of Relevant, Innovative, and High Quality Programming, we continue to conduct program reviews, exceeding the goal of 12 per year. In 2016, we successfully added articulation agreements with provincial, national, and international partners.

The college is encouraged by the positive results achieved so far in each of the four vision categories in support of our mission for academic excellence. 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.”

Thank you very much to our faculty and staff for all their contributions this past year.



