



Strategic Plan 5-Year Update

JANUARY 2021

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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 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 incorporates the Musqueam symbol river grass, along with the name *snəwəyət̓ leləm* that was given to the College on January 11, 2016, acknowledge our location on Musqueam unceded traditional territory.

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 five vision and final update of Langara College's progress towards achieving the strategic initiatives set out in the Vision 2020 Strategic Plan. It demonstrates the progress made towards achieving targets, as well as any adaptations, made as of December 2020. Our focus this year has by necessity been our response to the COVID-19 pandemic, ensuring that our students can continue to safely make progress towards their academic goals. All baseline information is taken with respect to the 2020 Strategic Plan unless otherwise specified.

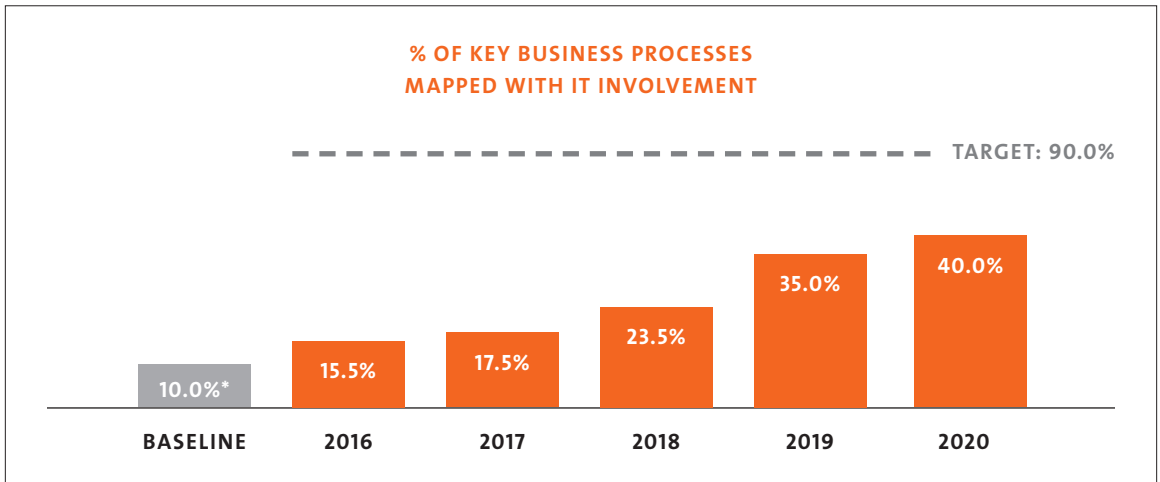
Vision Categories

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 2020 Langara continued to make progress on the measures in this category, while taking significant steps towards long-term sustainable solutions. On January 6th, 2020, the College successfully launched Workday ERP, a cloud-based, integrated platform that hosts Langara's Finance and People and Culture systems. As the project team works through the discovery process for the next phase of the implementation project, the College expects to map more of our key business processes as we move to Workday Student Information System (SIS) implementation in 2021.



Baseline percentage is an approximation.

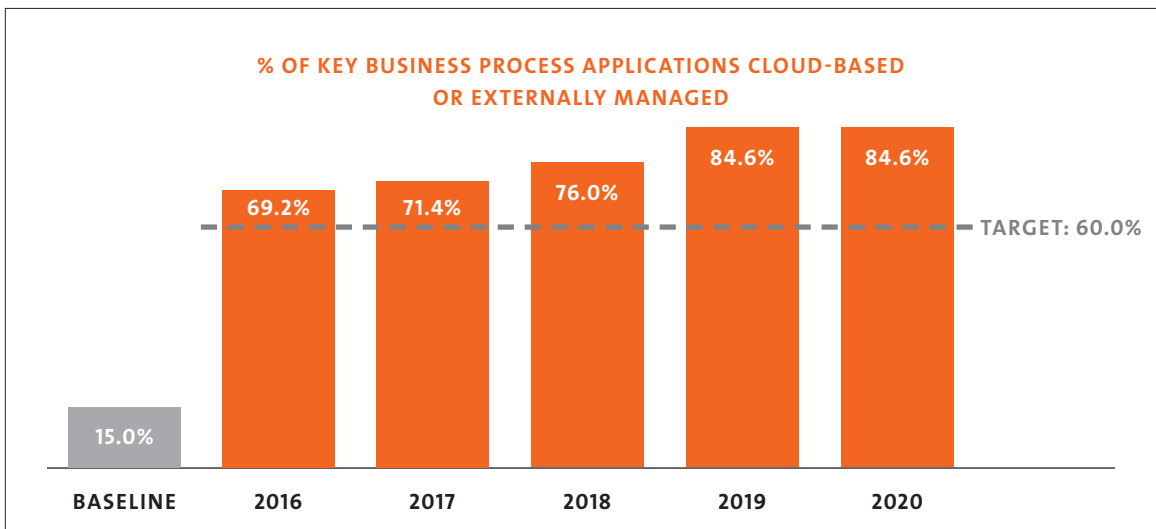
*As part of the Workday @ Langara ERP implementation, the Department of Operational Excellence has documented and improved a total of 43 People & Culture (HCM) and Finance business processes throughout 2020. Furthermore, the onboarding of employees to such processes is now conducted directly within Workday.

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	2020 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	35.0% 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	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

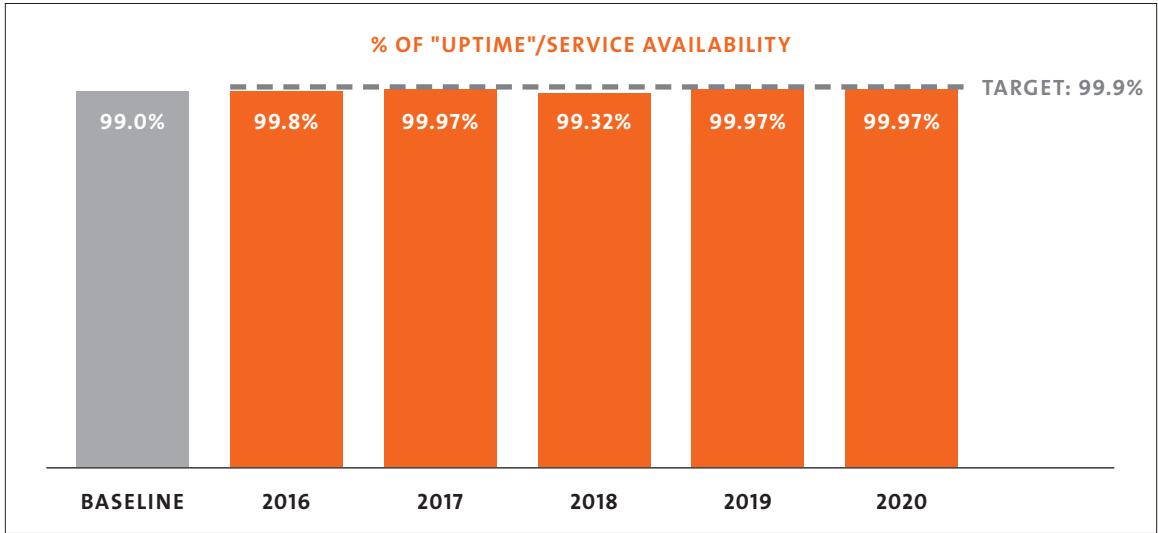
1.2 Robust, highly available and effective IT systems



Additional progress has been impacted due to COVID-19. IT expects to have additional functions added to the cloud over the fall 2020 and spring 2021.

% of Server Architecture Externally Hosted

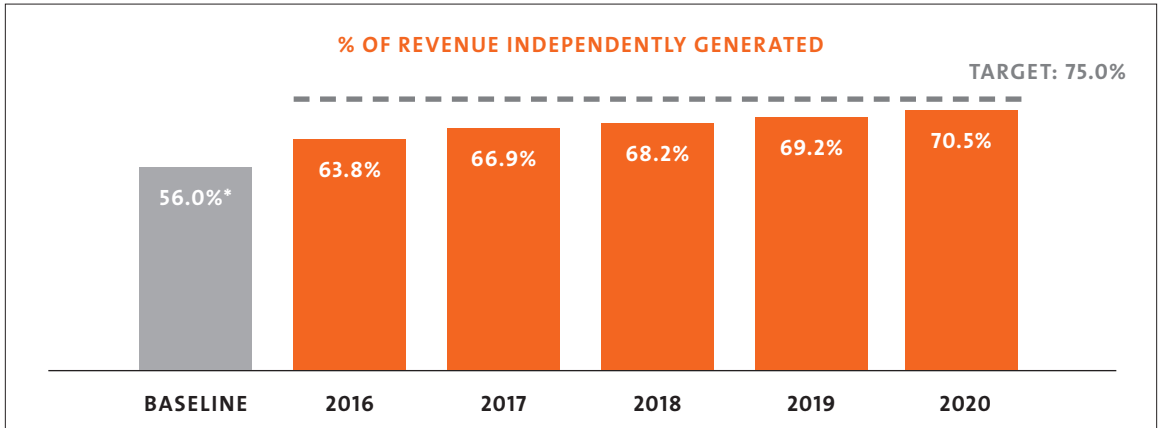
Previous iterations of this report included a goal to have 80% of our server architecture hosted externally. We are pleased to report that the College has completed the implementation of its secondary data centre, so we no longer need to move forward with this goal, as we have sufficient capacity. For this reason, this target has been removed. IT plans to expand hybrid IT footprint by continuing to leverage Microsoft Azure and Amazon Web Services and platforms.



Note: Service availability (at all times) as of calendar year 2020.

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.
2020 Update	IT continues to strengthen and mature the College's ability to recover critical systems and continue operation in the event of a disaster. In addition to the second pathway to the Internet that was added last year, we are currently in the process of upgrading our line (throughput) and pathways to the site at 601 West Broadway. This will allow us to haul the computing load back to the main campus and provide the same dual data centre redundancy that we currently have for all main campus systems. This puts us at 90% complete. The activity to plan a full disaster recovery test event is still outstanding. This continues to be a focus for 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

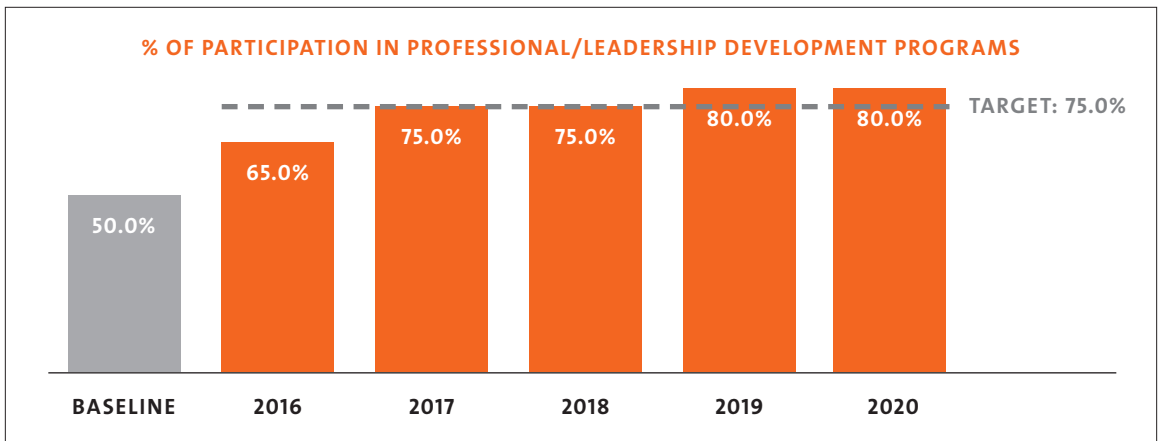


*Revenue percentages have been recalculated and have changed from the 2020 Strategic Plan.

Note: Revenue calculations as of fiscal year 2019/20. 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 employees

In January 2020, Langara College launched the Human Capital Module (HCM) of Workday. Training and development opportunities to support leaders and all College employees to effectively utilize Workday was and remains a focus this year. The educational assistance policy is currently being revamped to allow for greater opportunities, flexibility and equity. The educational assistance, tuition reimbursement and tuition waiver program consistently attain a high utilization rate. This year we have focused our professional development sessions on Mental Health and Wellness and have launched programs and courses to support students and employees, which have been well attended. Due to COVID-19, the Spring Leadership Development Series was cancelled. It is our intention to run this program in spring 2021 whether virtual or in person.



Note: Participation percentages estimated as of calendar year 2020.

EMPLOYEE TURNOVER						
Target	Baseline	2016 Update	2017 Update	2018 Update	2019 Update	2020 Update
3.0%	2.1%	2.3%	2.2%	2.4%	1.5%	7.55%*

* For time period of January 1, 2020 - September 30, 2020. COVID-19 has impacted this measure.

People and Culture

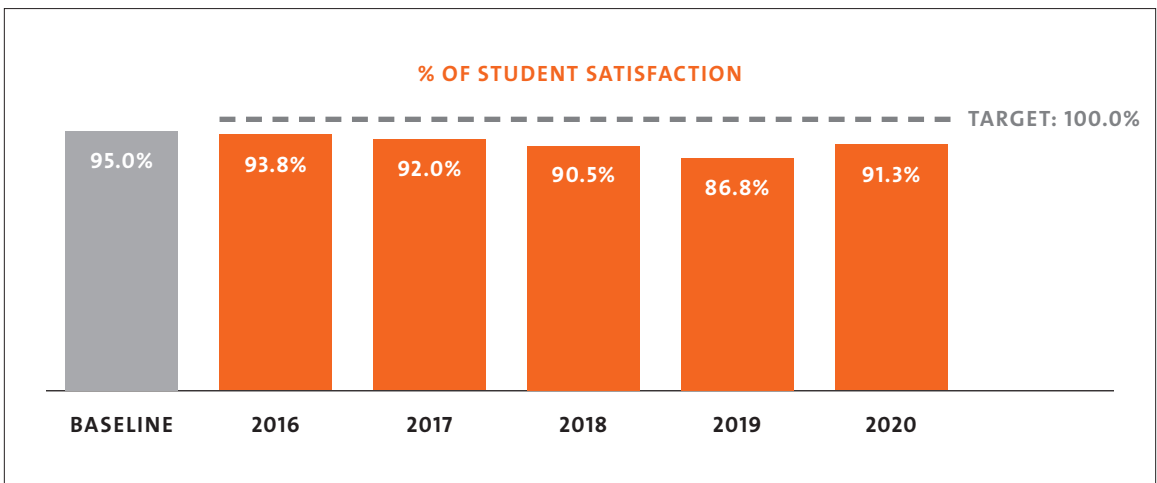
Langara is a respectful community of engaged students and employees. Student-centred, high-quality instruction and services have made the College a top choice for students. Our students and alumni report very high satisfaction with their educational experiences. The growth in experiential learning opportunities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

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

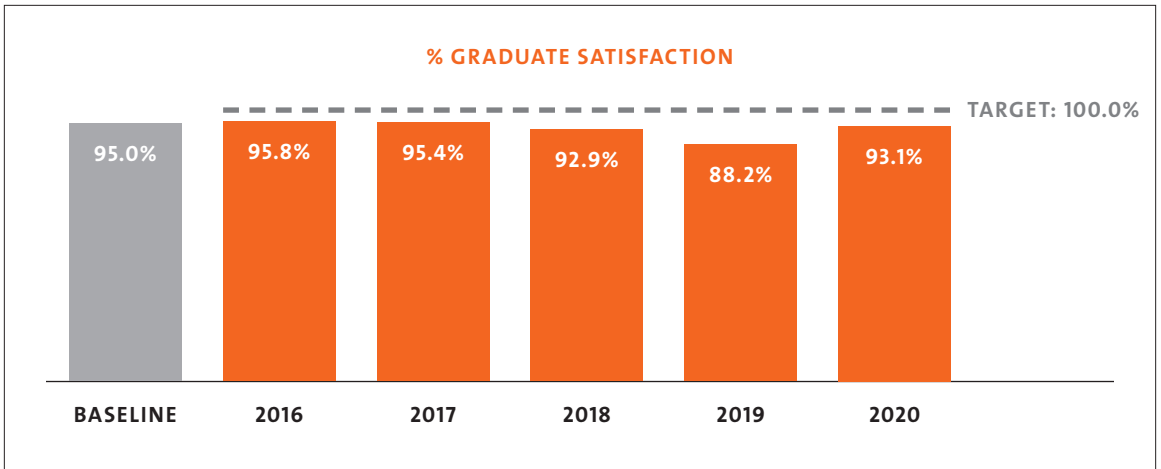
% OF ENTERING STUDENTS WHO MAKE LANGARA THEIR FIRST CHOICE						
Target	Baseline	2016 Update	2017 Update	2018 Update	2019 Update	2020 Update
Maintain or increase baseline	94.0%	New Student Survey implemented in 2017	93.5%	88.2%	92.5%	95.6%

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

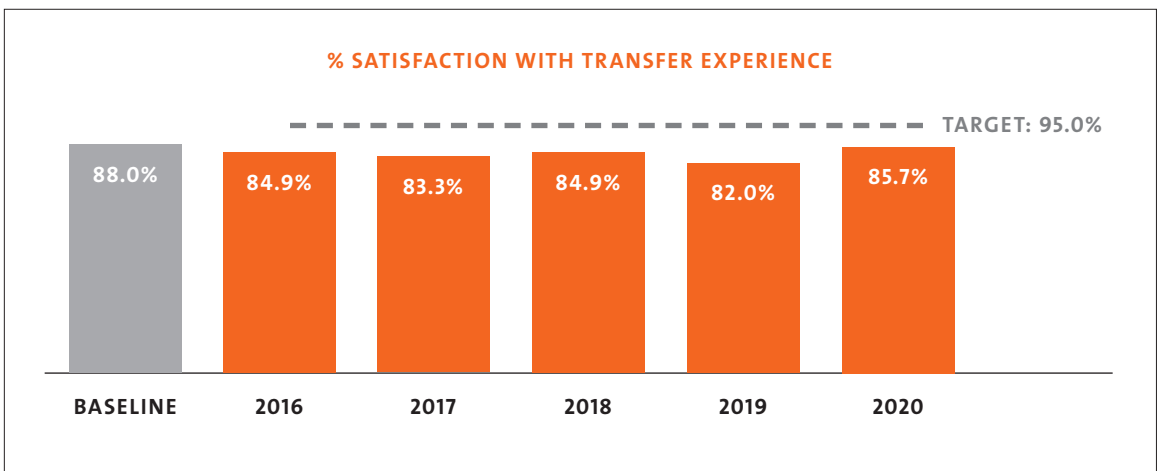
The College recognizes that achieving 100% satisfaction is an aspirational goal.



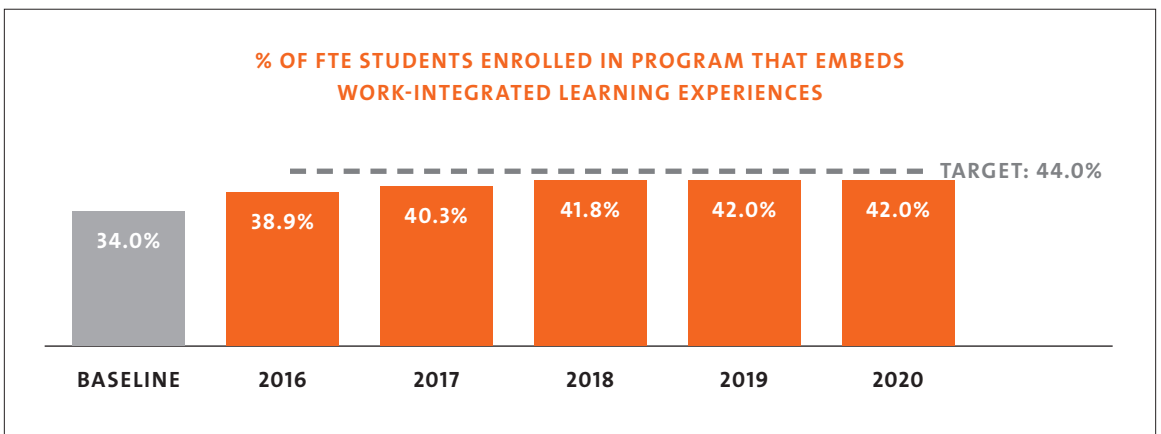
Note: Student Satisfaction calculated as of DACSO survey year 2020.



Note: Graduate Satisfaction calculated as of DACSO survey year 2020.



Note: Transfer Satisfaction calculated as of DACSO survey year 2020.



Note: % FTE enrolment calculated as of fiscal year 2019/20.

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

Langara continues to support and provide an environment for employees that supports a culture of respect. As part of this initiative the College is undergoing an extensive consultation process with all employees regarding our Respect in the Workplace Policy and our Human Rights Policy. The college actively supports Mental Health and Wellbeing and has increased mental health training for students and student facing employees.

% 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. The next Employee Engagement Survey has been deferred until 2022.

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

Note: Actual results are from 2016 survey. The next Employee Engagement Survey has been deferred until 2022.

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	2020 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	24 Active PACs

Most career programs have active PACs. The first meeting for the Bachelor of Science in Bioinformatics PAC was scheduled for October, 2020.

# 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	<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 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

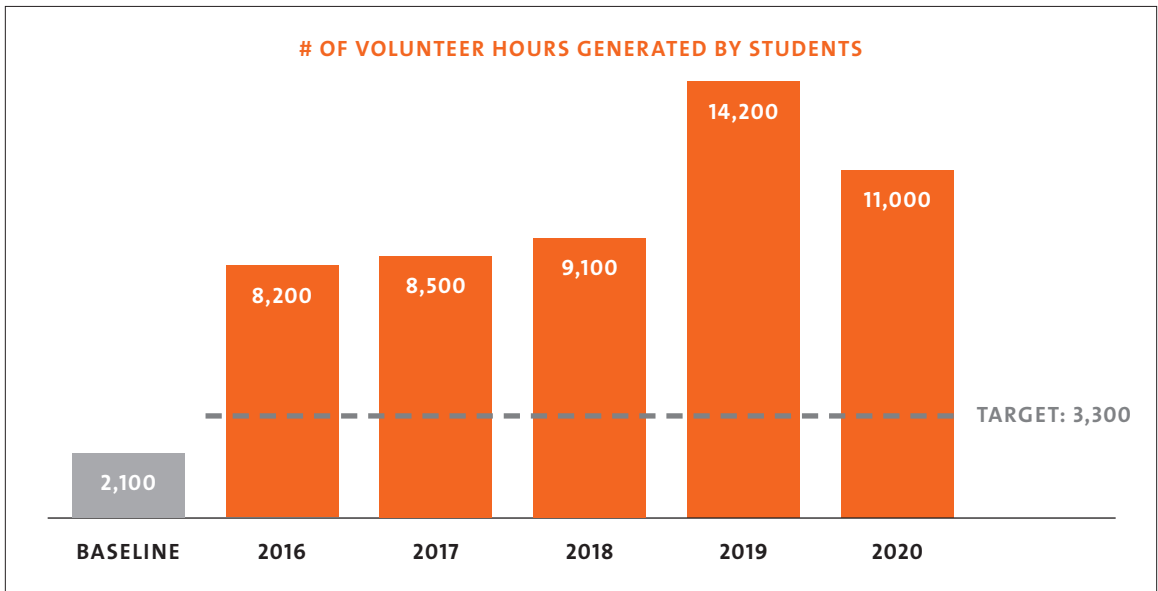
- 3 newsletters in 2019
- 8 stories posted to website
- 12 events attended
- 42 events supported (sponsored, partnered, volunteered, popcorn)
- 25 events organized
- 12 committees/programs
- Alumni Cross departmental info gathering continues with Alumni question included on TCDC program review surveys
- 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

OF INTERACTIONS WITH ALUMNI

2020 Update

- 6 newsletters deployed (February, April, May, June, July, September) Newsletter distribution increased from 21,075 to 24,466, an increase of 3,391 in 2020
- 7 stories posted to the website
- Maintained all committees and programs, including: Toastmasters (20 members), Brazilian Networking Group, Beyond 49, Summer Festival Outreach, Cross-Campus Networking Working Group, Indigenous Alumni Program, Mentorship Program, Celebration of Excellence, Convocation, Photo Month, Alumni Professionals Group, International Meet Up, Alumni Pro D workshops.
- Alumni Cross departmental info gathering continues with Alumni question included on TCDC program review surveys.
- 14 Career Development workshops hosted for Alumni. In total 217 participants attended.
- Alumni Authors grew from 14 to 19 in 2020.
- 42 gifts given out January to March, then suspended due to Pandemic
- Cancelled reunions/homecomings events due to COVID-19: LSM, Photography, Fine Arts, VOLT (moved online).
- All spring alumni events cancelled in 2020 due to COVID-19
- Maintained social media presence with Facebook membership growing from 1,422 to 1,439. Alumni count on LinkedIn increased by 6,337 to 35,799, and LinkedIn Alumni grew by 173 from 653 to 826.
- 6 popcorn events held across campus
- 195 cards requested
- 505 Alumni Expressed Consent received
- 9 Brazilian Networking Group meet ups with 137 people in attendance
- 19 new scholarships and bursaries were created (16 annual and 3 endowed)
- Anniversary Campaign concluded June 9, 2020. Achieved 120% of the campaign goal. Campaign closing event moved online due to COVID-19. Foundation raised \$1.19M (first time raising over \$1M in a fiscal year).

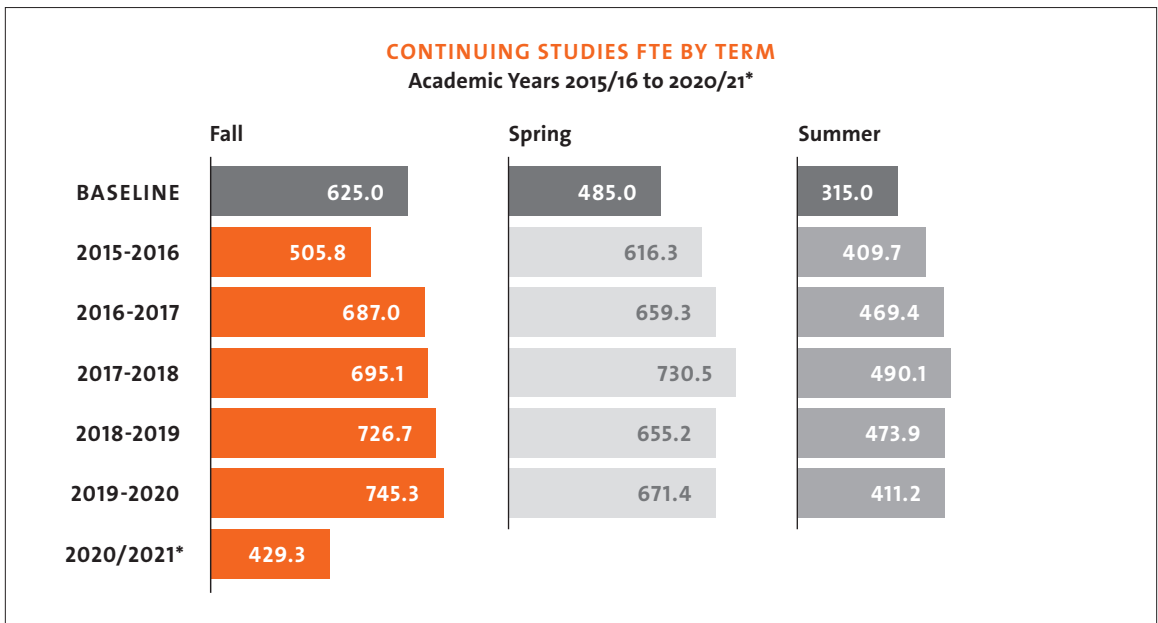
3.2 Enable community service learning opportunities for students



Total volunteer hours are estimated to the end of the year as of October 2019. Total volunteer hours for the 2020 calendar year were impacted by COVID-19, and 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)

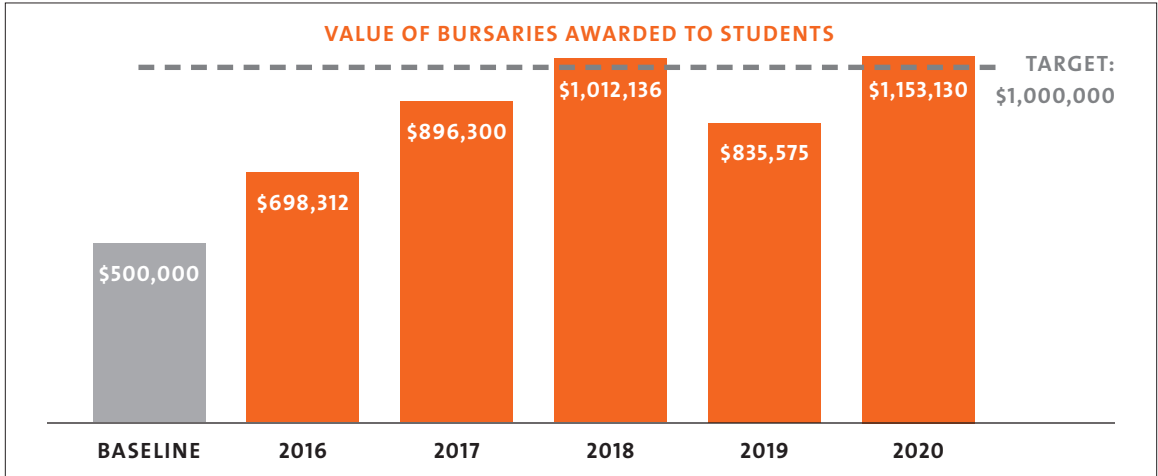


*2020/21 Academic Year incomplete and Fall term data partial at time of data extract.

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

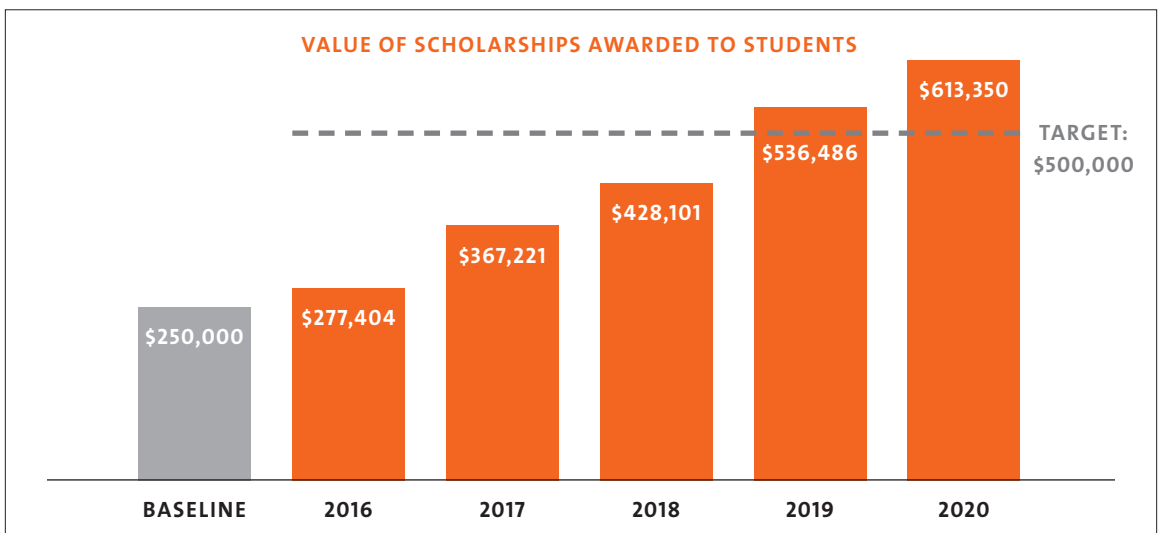
The Langara College Foundation continues to grow and develop its fundraising programs and systems to support the College’s first ever campus-wide fundraising campaign. This year we have created 19 new scholarship and bursary awards (16 annual and three endowed awards). Our anniversary campaign, Beyond 49, officially concluded on June 9, 2020, and we achieved 120% of our campaign goal. The Foundation raised \$1.19M – the first time raising over \$1M in a fiscal year. The campaign closing event moved online due to COVID-19.



Note: Bursaries awarded calculated for the 2020 calendar year.

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.

The bursary total this year includes \$140,000 from a one-time grant from the Ministry of Advanced Education, Skills, and Training as a result of COVID-19. In addition to the bursary and scholarship amounts reported here, almost \$100,000 worth of student hampers have also been delivered to students in need this year.



Note: Scholarships awarded calculated for the 2020 calendar year.

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	2020 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	8 completed

# OF ACCREDITED PROGRAMS						
Target	Baseline	2016 Update	2017 Update	2018 Update	2019 Update	2020 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 	LSM begins application process for ACBSP accreditation (estimated completion in 2020)	LSM ACBSP accreditation is in progress	LSM ACBSP accreditation is in progress. Nutrition and Food Safety Management accreditation underway. RMT received three-year accreditation from CMTCA

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), and Co-operative Education (CAFCE Accredited until 2021). Accreditation is ongoing for Langara School of Management programs through the Accreditation Council for Business Schools and Programs (ACBSP) as well as Nutrition and Food Service Management.

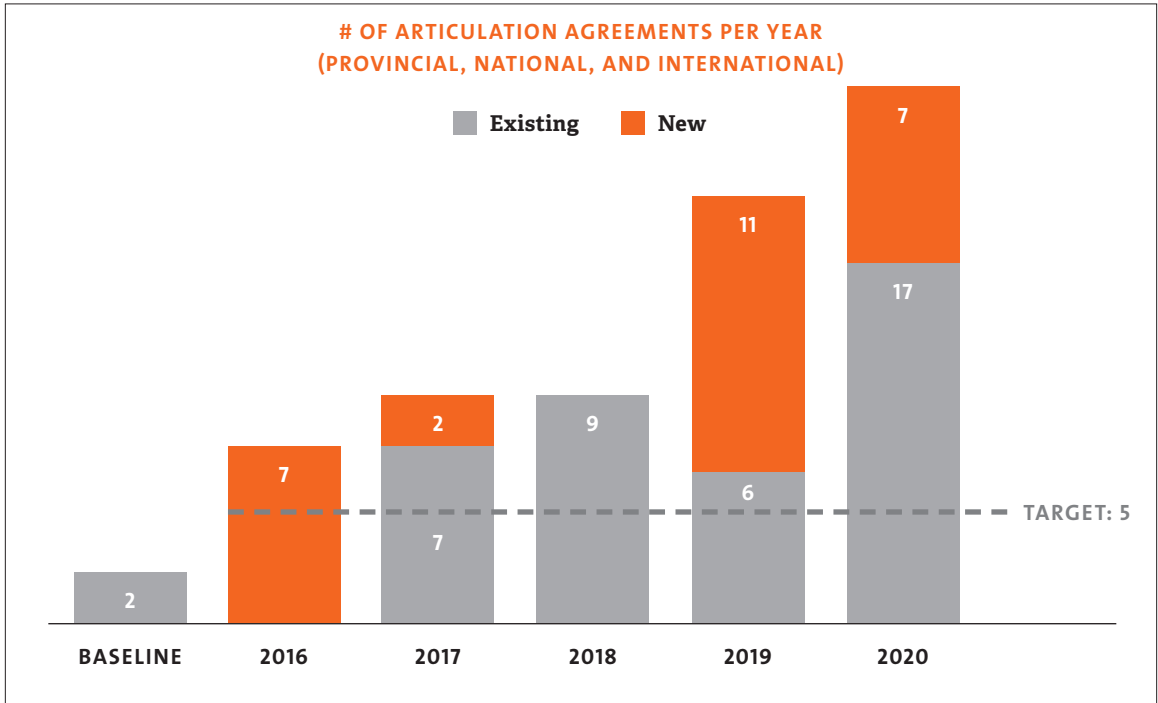
# OF NEW PROGRAMS AND RENEWED/UPDATED PROGRAMS (INCLUDING PDDS)						
Target	Baseline	2016 Update	2017 Update	2018 Update	2019 Update	2020 Update
2 to 4 per year	2	4 programs	12 programs	6 new programs; 1 renewed program	5 new programs	2 renewed programs

Program renewals include significant revisions to Journalism to reflect increased mass communications and new media in response to industry consultation, and new exit competencies in Nursing implemented this fall as outlined by the BC College of Nurses and Midwives.

# OF PROGRAMS AND COURSES WITH STUDENT LEARNING OUTCOMES						
Target	Baseline	2016 Update	2017 Update	2018 Update	2019 Update	2020 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	10 additional programs; total of 68

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.
2020 Update	An Institutional Learning Outcomes (ILO) initiative was re-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



Note: Articulation agreements calculated as of calendar year 2020.

Langara continues to focus on examining the efficacy of existing articulation agreements before signing any new ones.

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	2020 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	0 new

Conclusion

2020 marks the final year of this strategic plan, the second in the College's 50-year history. Langara has experienced remarkable growth and change during these five years with the goals set out in this plan as our guide. While our progress was hampered in 2020 due to the impacts of COVID-19, the commitment of our faculty and staff to continue to serve our students this year was exemplary.

Over these past five years, Langara has made significant progress in its Organizational Sustainability goals. We have initiated and completed the development of a new campus master plan, selected and completed the first phase of implementation of a new enterprise resource planning system, made progress towards mapping and improving our business processes and moving more key applications to the cloud, and replaced an aging employee portal with a new employee intranet. Langara continued to be financially responsible, consistently delivering balanced budgets while investing in new programs and initiatives. Between 2016-2020, the College increased by 14.5% the amount of revenue it generated independently of government.

People are the heart of any organization, and our commitment to our students and employees is reflected in the goals we set in the People and Culture section of the plan. 2020 saw important improvements in the satisfaction rates of students, transfer students, and graduates, with their experience at the College. This year also saw the best result yet for the percentage of newly enrolling students indicating that Langara was their first choice institution at 95.6%. Applied experiences are critical to student success after graduation, and over the five years of the plan, the percentage of students enrolled in programs that embed work integrated learning experiences increased by eight percent. Over the life of the Strategic Plan, we exceeded our objective for the percentage of employees engaging in professional development.

Achievements in our Communities pillar these past five years have moved the institution forward in important ways. We held our first every integrated anniversary, alumni engagement, and fundraising campaign, Beyond 49, reconnecting with alumni, celebrating our 49th anniversary on West 49th avenue, and raising \$ 2.95 million for scholarships, bursaries, and College initiatives. Program Advisory Committees grew from 19 to 24 over the five years, and student volunteer hours grew from 2,100 hours in 2016, to over 11,000 in 2020. Over that same period we have provided more than \$6.8 million in scholarships and bursaries to our students. Last year the College launched its refreshed brand, integrating our Musqueam name into our identity system.

Providing students with relevant and innovative programming is critical to preparing our graduates for their future careers, and to the College's enrolment success. Last year Langara established a new office of Academic Quality Assurance, and over these past five years 50 programs have been reviewed. When we started our work on learning outcomes, only 14 programs had established student learning outcomes; today 68 programs have completed that important work. We have expanded our relationships with other institutions to provide our students more opportunities, growing our articulation agreements from two to a total of 24 by 2020.

These achievements mark immense improvements in our institution over the five-year period of the plan, particularly in the context of the global pandemic we currently face. So much progress could not have been made without the remarkable efforts of our employees. As we begin to wind down this plan, important work continues to finalize our new 2025 Strategic Plan and Academic Plans, which will launch in the Spring of 2021. While we will continue to innovate and evolve to respond to the needs of our students and communities, and in response to global challenges, our commitment to our students and their success remains constant.

