



LANGARA  

---

COLLEGE

# **Service Plan**

**2006/07 – 2008/09**

**May 2006**

# 2006/07-2008/09 Langara College Service Plan

## Table of Contents

Letter from the Board Chair & President -----	3
Institutional Overview -----	4
Mission -----	5
Vision -----	5
Values -----	5
Planning Context -----	6
Population and Employment Trends -----	6
Trends, Issues and Challenges -----	8
1. Population Dynamics -----	8
2. Employee Demographics -----	8
3. Facility Development -----	9
4. Challenges -----	9
Goals, Objectives and Performance Measures -----	10
Access to Education -----	11
Education Offerings -----	12
Quality Educational and Support Services -----	14
Superior Work Environment -----	15
Community -----	16
Summary Financial Outlook -----	17

100 WEST 49TH AVENUE  
VANCOUVER, BC  
CANADA V5Y 2Z6

TEL: (604) 323-5511  
FAX: (604) 323-5555  
www.langara.bc.ca



LANGARA  
COLLEGE

May 15, 2006

Honourable Murray Coell  
Minister of Advanced Education  
PO Box 9059  
STN PROV GOVT  
Victoria, BC V8W 9E2

Dear Minister Coell,

We are pleased to submit the 2006/07 – 2008/09 Langara College Service Plan as required by the Ministry of Advanced Education.

The Langara College Mission Statement asserts that we will provide accessible education that meets the needs of our diverse community through the provision of education and services that are comprehensive, current, and innovative. As the College is putting into place its 2006 – 2009 Strategic Plan, we will focus our efforts on enhancing offerings and services to students and we will ensure that the educational opportunities provided are relevant, responsive, and meet student-identified needs for post-secondary education. This also requires that we monitor our instructional and administrative service areas to ensure that our students are receiving the best we can offer and that the College offers integrated service, and is accountable.

The Ministry of Advanced Education envisions a province where all British Columbians have affordable access to the best possible post-secondary system. The 2006/07 – 2008/09 Langara College Service Plan is supportive of this vision through provision of an excellent learning environment for our students.

The 2006/07 – 2008/09 Langara College Service Plan was prepared under our direction and in accordance with the guidelines set forth by the Ministry of Advanced Education. With this letter, we are hereby affirming our accountability for the Langara College Service Plan.

Yours sincerely,

David Everett  
Chair, College Board

Linda Holmes  
President

## Institutional Overview

Langara College, located in south Vancouver, was established as an independent public college on April 1, 1994, after offering programs as part of Vancouver Community College for over 29 years. Langara College is focused on making the academic experience accessible, relevant, affordable, engaging, and rewarding. To this end, Langara offers the most comprehensive Arts and Sciences university transfer program of any BC college, 23 outstanding Career programs, and over 500 continuing studies courses. Students can pursue programs of study leading to a bachelor's degree, associate degree, diploma, certificate, or citation. The College also provides a wide range of learning experiences designed to enrich post secondary learning including Co-op Education and domestic and international field study experiences. Our Continuing Studies area offers a unique selection of intensive English and academic skills programs for students whose first language is not English, in addition to personal and professional development courses designed to meet the learning needs and schedules of our diverse community. The College registers approximately 19,200 students in credit offerings over three terms.

To facilitate an accessible and rewarding learning experience, Langara is constantly expanding and updating its offerings while maintaining small class sizes and low tuition rates. Unlike the large lectures common in first and second year in universities, Langara has an average class size of 33 students. The College maintains small class sizes to allow for more student interaction and individual attention with our award-winning instructors. Student interaction fosters teamwork and communication skills and enhances the learning community. At Langara, individual attention provides students a greater opportunity to learn directly from instructors who are dedicated to providing an education that is both relevant and engaging. More students transfer to BC universities from Langara than from any other college in the province. In the last four years, Langara students transferring to UBC have had the highest degree completion rate (74.8%) of all Lower Mainland college transfer students<sup>1</sup>. In light of today's rising cost of post secondary education, attending Langara College makes excellent economic sense as students who complete their first two years at Langara can save over \$3,500 on the total cost of their university degree<sup>2</sup>.

The strategic direction for the College can be summarized as follows: "we will meet community demands for education by expanding our use of technology, increasing the number and variety of credentials offered, and improving delivery methods, while providing an enhanced experience for students by expanding our physical facilities and ensuring that the student support and College administrative services are effective and efficient."<sup>3</sup>

---

<sup>1</sup> Profile of BC College Transfer Students Admitted to the University of British Columbia 2000/01-2004/05

<sup>2</sup> For a 120-credit degree, of which 60 credits are completed at Langara. Based on the 2005/06 lowest cost per credit published by UBC and Langara (SFU differential is larger).

<sup>3</sup> Langara College Strategic Plan 2006-2009.

## **Mission**

Langara College provides accessible education that meets the needs of our diverse community. The education and services provided are comprehensive, current, and innovative. Our curriculum is based on an integrated and cross-disciplinary approach designed to enhance the learner's ability to apply and transfer knowledge. We value and are committed to a learning and working environment characterized by encouragement, free enquiry, integrity, mutual respect, professionalism, recognition of achievement, and social responsibility.

## **Vision**

Freedom Through Knowledge

## **Values**

Learning and working environments at Langara College will be characterized by encouragement, free enquiry, integrity, mutual respect, professionalism, recognition of achievement, and social responsibility. These values also serve to guide the behaviours expected at the College.

## Planning Context

### Population and Employment Trends

Close to 77% of Langara's current students are between the ages of 18 and 24, with an average age of 23. Approximately 80% of our students are registered in Arts and Sciences university transfer or associate degree programs. More than half (54.3%) of Arts and Sciences students and 69.7% of Career/Vocational students are female<sup>4</sup>.

Major Program	2001	2002	2003	2004	2005
Arts and Sciences	5,761	6,227	6,784	6,553	6,331
Career/Vocational	1,724	1,800	1,756	1,667	1,609
<b>Total</b>	<b>7,485</b>	<b>8,027</b>	<b>8,540</b>	<b>8,220</b>	<b>7,940</b>

The Province defines the Langara College service area as the combination of Vancouver, Richmond and Burnaby school districts<sup>5</sup>. For the last four years over 80% of Langara's Fall term students have listed their residence as falling within this region<sup>6</sup>. The Langara service area is home to 983,561 people, 23% of British Columbia's residents<sup>7</sup>.

Reported Residence of Langara College Regular Studies Students				
	2002	2003	2004	2005
Vancouver	63.1%	62.9%	62.6%	61.5%
Richmond	11.3%	12.4%	12.3%	13.1%
Burnaby	7.3%	7.0%	6.8%	7.5%
Langley/Surrey/White Rock	3.4%	3.2%	3.5%	3.9%
Delta	3.3%	3.3%	3.0%	2.7%
New Westminster	1.8%	2.0%	1.9%	2.1%
Pt Moody/Coquitlam/Pt Coquitlam/ Pitt Meadows/Maple Ridge/Mission	1.9%	1.7%	1.9%	2.1%
North Vancouver	2.0%	1.8%	1.8%	2.0%
West Vancouver	0.7%	0.8%	0.9%	0.9%
Other B.C.	3.6%	3.2%	3.1%	2.7%
Other Provinces	0.6%	0.8%	0.9%	0.7%

<sup>4</sup> As of October 31, 2005 (from the Langara College Fall 2005 Fact Sheet).

<sup>5</sup> Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

<sup>6</sup> Langara Students by Region, Fall 2005

<sup>7</sup> P.E.O.P.L.E. 30, BC Stats, May 2005

<b>2006~2010 Projections for Langara Catchment Area Population Age 18 to 24</b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Vancouver	53,763	53,752	53,209	52,826	52,689
Richmond	16,140	15,768	15,471	15,071	14,848
Burnaby	18,261	17,978	17,658	17,515	17,331
<b>Total</b>	<b>88,164</b>	<b>87,498</b>	<b>86,338</b>	<b>85,412</b>	<b>84,868</b>

Between 2006 and 2010 the total population of the Langara College service area is expected to grow by 3.5%, primarily due to substantial growth in the over 45 age cohorts. The population of 18 to 24 year olds is projected to decrease by 3.7% in the same time period<sup>7</sup>. In addition, Grade XII enrolment in the three school districts is projected to decline by 6.1% from 2006 to 2010<sup>8</sup>. These factors will have a negative impact on Langara College's direct entry enrolment over the next few years.

The average annual employment growth rate in BC is projected to be 1.9% in all industries through 2013. Of the 851,400 projected employment openings between 2003 and 2013, approximately 70% will be in occupations requiring post-secondary or industry training<sup>9</sup>. About half of the projected growth will be in new jobs, particularly in the areas of health care and social assistance, construction, transportation and warehousing, and professional, scientific and technical services. The other half will be created by attrition in areas such as health, business, finance and administration, art and recreation, and specialized fields<sup>10</sup>. For Langara, employment growth in finance, business, computer system design, education, health care, social assistance, information, culture and recreation will provide opportunities for our career students enrolled in related programs. Given that many openings in these areas require post-secondary or industry training, optimistic employment projections over the next few years afford potential for positive enrolment in some Langara career programs.

<b>Projected BC Employment Openings Between 2003 and 2013 by Education or Training Required</b>	
Some High School	12.7%
High School Completion	16.6%
University Degree	28.1%
Other Post-secondary or Industry Training	42.6%

The regional economy of the Lower Mainland has been vibrant for the past few years, partially as a result of a Greater Vancouver Regional District building boom. The latest GVRD statistics show that industrial building permit values reached \$56.5 million in January 2006, an increase of 128.1% over January 2005. In that same time period, commercial permit value was down by 21.2%, but residential building permit values increased by 5.4% to \$235.8 million. The total employed labour force in the GVRD grew to 1,152,000 in February 2006, an increase of

<sup>8</sup> Projection Report for School Headcount Enrolments (Report 1558A). Ministry of Education, September 2004.

<sup>9</sup> Employment Outlook for British Columbia: COPS BC Unique Scenario for 2003 to 2013. Planning and Data Management Branch, Ministry of Advanced Education, September 2005.

<sup>10</sup> It should be noted that this labour market growth does not take into account the projected spike in Lower Mainland employment resulting from the 2010 Winter Games.

1.4% over the previous year<sup>11</sup>. All of these indicators suggest that the GVRD will continue to have a bright economic future leading up to the 2010 Winter Olympic Games. Between this increase in construction, a related rise in transportation and warehousing needs, and the projected spike in service and tourism jobs created by the upcoming Olympics, Langara expects that high school graduates may choose to directly enter the work force rather than post-secondary education. This presents the College with an additional challenge regarding student enrolment, particularly in University transfer areas.

## **Trends, Issues and Challenges**

### **1. Population Dynamics**

Post-secondary enrolments have always been driven primarily by national and regional population growths, especially growth in college-going age cohorts. Several other factors must be considered in addition to the College demographic: stable Grade XII graduation rates; a booming economy in BC; and increased post-secondary seats funded by the government. When one considers all of these factors a slightly smaller pool of young post-secondary students may be produced in Langara's catchment area. This will likely lead to increased competition among the Lower Mainland post-secondary institutions for direct-entry high school graduates. Given that 79.7% of Langara students are pursuing university transfer programs, student recruitment and maintenance of a stable enrolment level is clearly one of the challenges facing the College over the coming years.

In response, Langara is exploring an increase in its offerings of niche and Career/Vocational programs for students focused on a career credential. In addition, the development of Applied Bachelor Degree programs in response to industry demands will assist Langara to gain an advantage in the market, as a laddering provision will be included in all programs.

The over 45 age group is the only cohort in Langara's catchment area that is expected to grow significantly during the next four years. The educational needs of this age cohort will result in an expansion of offerings designed to meet retraining needs and the personal interests of this age group. The Langara Continuing Studies division will facilitate delivery to a greater proportion of this educational market because of the flexibility and ability to respond quickly that is an inherent driver of this unit.

### **2. Employee Demographics**

Similar to other post secondary institutions in the province, a large number of Langara College faculty and staff have retired in the last few years. By the end of 2006, 52% of our current regular employees will be 50 years old or older and 28% will be between the age of 40 and 49. Between 2006 and 2014, a total of 167 employees will reach the retirement age of 65. As a result, active recruitment of new employees is a component of the College's succession planning process. In light of increasing competition to secure replacements for retiring staff members, the College will develop recruitment and retention management plans to address the staff age demographics in order to ensure that instruction and service delivery for students will be maintained at the highest standard.

---

<sup>11</sup> GVRD Regional Development Monthly Indicators. Greater Vancouver Regional District, March 2006.



### 3. Facility Development

Overcrowded facilities and the lack of sufficient student study areas have, over the past few years, presented major challenges to be addressed by the College when meeting its goal of providing a high quality educational experience for students. The College has therefore completed a Facility Master Plan that addresses anticipated student numbers 25 years into the future, and on March 17, 2005 the City of Vancouver approved the policy statements that will guide development of the facilities identified in the Plan. As a first step in addressing this issue, the Province and Langara College are jointly funding a \$49.1 million project that will result in a new library and classroom building, an underground parkade, and renovations to the old library. The new building is expected to be completed by the early summer of 2007 and will provide more than 7,700 square metres of teaching and student support space. Included are an expanded library; additional classrooms and computer labs; study areas; meeting rooms; and a food service area. Renovation of the current library space will result in approximately 2,300 square metres of modern classrooms, computer labs, learning and technology centres, meeting areas, and offices. The parkade will provide 449 parking stalls and 20 secured bicycle stalls. As part of the Province's expansion of the post-secondary system, this project will help create room at Langara for the 500 student spaces being added by 2010<sup>12</sup>.

### 4. Challenges

With fewer direct entry students, an aging general population, increased post-secondary spaces, a robust British Columbia economy, and increased demands for trades, hospitality and tourism training, the College is facing multiple challenges in the coming three years. The 2006 – 2009 Langara College Strategic Plan has outlined the following challenges that will be addressed:

- *The challenge to increase access to College courses and programs and to develop programming that meets both immediate and longer term learning requirements.*
- *The challenge to be accountable for the quality of our instruction, the support we provide to students, and the support we provide to our employees, while meeting fiscal accountability requirements.*
- *The requirement that we enhance the quality of instruction and all forms of support and administrative services, and the challenge to do this quickly, efficiently and effectively while providing appropriate resources to ensure sustainability.*

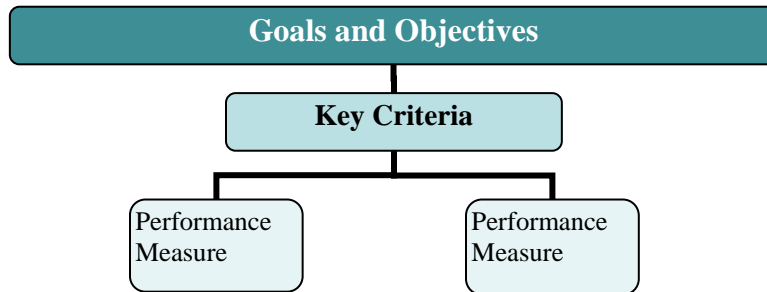
---

<sup>12</sup> Ministry of Advanced Education press release, March 17, 2005, and updates from Facilities, 2006.

## Goals, Objectives and Performance Measures

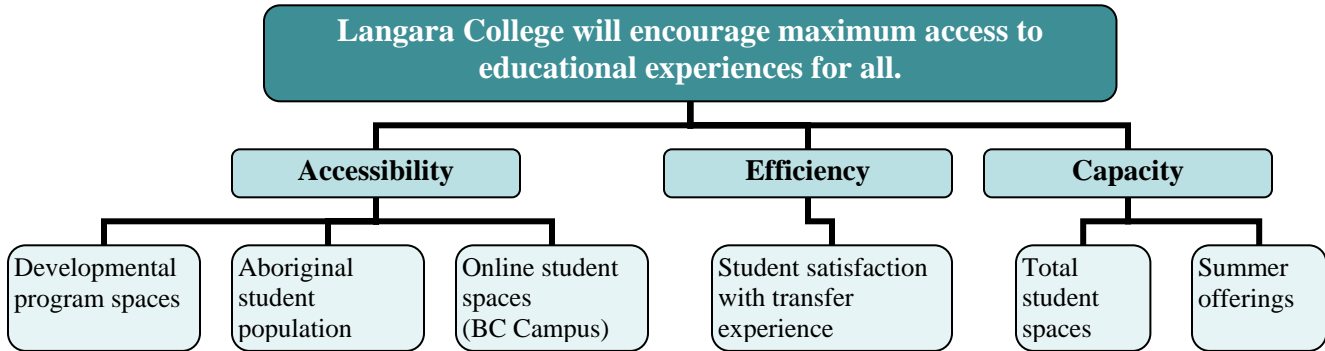
This section includes the Langara College goals and their associated performance measures. All of the goals presented are linked to performance measures through the Ministry's Accountability Framework Key Criteria. Interested readers can find the complete *Langara College Goals and Objectives* and *Langara College Strategic Plan 2006 – 2009* at [www.langara.bc.ca/serviceplan](http://www.langara.bc.ca/serviceplan).

The flowcharts provide a visual breakdown of each goal and objective, the associate Key Criteria and the performance measures used to gauge progress toward the goal and objective. The tables that follow provide the baseline and annual targets for those performance measures.



## Access to Education

Langara College will provide accessible post-secondary education that is comprehensive, current, and innovative. To this end Langara will offer a wide range of courses throughout the year, and the support and technology that facilitates learner access.

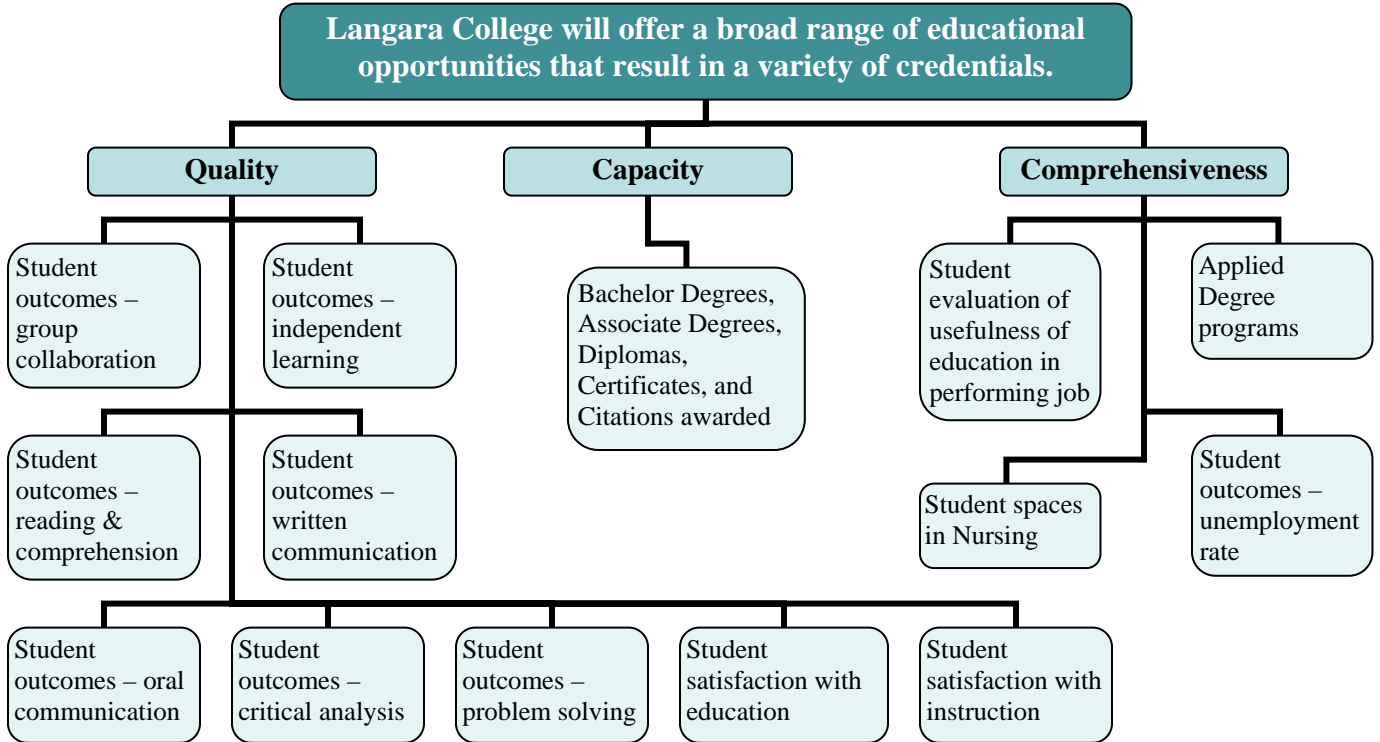


Performance Measures	Baseline	2006/07 Targets	2007/08 Targets	2008/09 Targets
Number of student spaces in developmental programs	228 FTEs (2004/05 Actual) <sup>13</sup>	Maintain or increase	Maintain or increase	Maintain or increase
Number & % of student population that are Aboriginal	263 (1.5%) (2004/05)	Maintain or increase	Maintain or increase	Maintain or increase
Number of student spaces in online offerings (BC Campus)	159.9 FTEs (2004/05 Actual)	129 FTEs	129 FTEs	129 FTEs
Student satisfaction with transfer	86.5% (2005 Survey)	Contribute toward achievement of system level benchmark (90%)		
Total student spaces	6,803 FTEs (2004/05 Actual)	7,014 FTEs	7,114 FTEs	7,214 FTEs
Percentage of annual educational activity occurring between May and August	15.37% (2004/05 Fiscal Year)	Contribute toward system level target of 21%		

<sup>13</sup> As per government guidelines, all baseline student spaces are now “actual” FTEs rather than targets from earlier years. FTEs are also recalibrated by the Ministry of Advanced Education to reflect the updated FTE counting methodology.

## Education Offerings

Langara College will offer educational opportunities in a wide range of fields, leading to a variety of credentials. We will include offerings in international learning and niche areas, to meet the needs of our diverse student population.



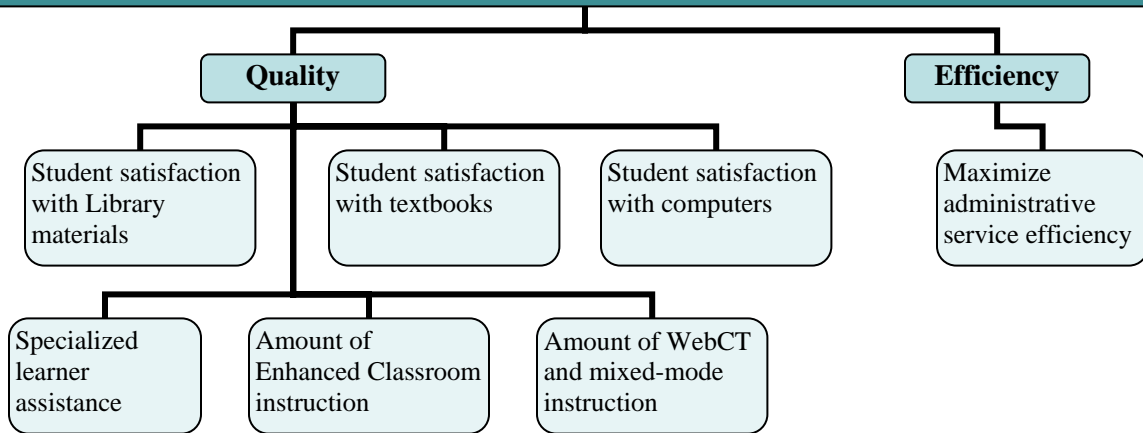
Performance Measures	Baseline	2006/07 Targets	2007/08 Targets	2008/09 Targets
Skill development (avg. %)	73.2% (2005 survey)	Meet or exceed benchmark (85%)		
– Group collaboration	76.1% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Learn on your own	76.0% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Reading & comprehension	78.1% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Written communication	70.9% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Oral communication	67.7% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Critical analysis	76.0% (2005 survey)	Contribute toward meeting average skill development target of 85%		
– Problem resolution	67.3% (2005 survey)	Contribute toward meeting average skill development target of 85%		

<b>Performance Measures</b>	<b>Baseline</b>	<b>2006/07 Targets</b>	<b>2007/08 Targets</b>	<b>2008/09 Targets</b>
Student assessment of quality of education	94.9% (2005 survey)	Meet or exceed benchmark (90%)		
Student assessment of quality of instruction	81.6% (2005 survey)	Meet or exceed benchmark (90%)		
Total credentials awarded	987 (2004/05 3-year average)	910	916	921
Student assessment of usefulness of knowledge and skills in performing job	60.1% (2005 survey)	Meet or exceed benchmark (90%)		
Number of Applied Bachelor Degree Programs.	1 (2004/05)	Continue proposal process for Recreation and Business degrees	Maintain or expand	Maintain or expand
Student spaces in nursing and other allied health programs	383 FTEs (04/05 Actual)	448 FTEs	548 FTEs	628 FTEs
Student outcomes - unemployment rate	9.3% (2005 survey)	Maintain unemployment rate of former Langara students below rate for persons with high school credentials or less (9.3% in 2005)		

## Quality Educational and Support Services

Langara College will offer educational, student support, and administrative services that enable maximum success for all learners. This requires that we focus on students, and ensure that the educational services provided are efficient, accessible, relevant, and responsive to students' expressed needs for post-secondary and lifelong education.

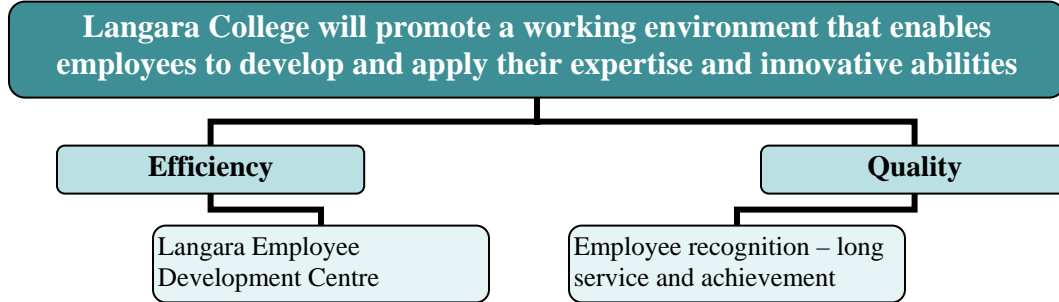
Langara College will provide excellent educational, student support, and administrative services that are relevant, flexible, efficient, and meet the needs of a diverse community.



Performance Measures	Baseline	2006/07 Targets	2007/08 Targets	2008/09 Targets
Student satisfaction with Library materials	60% (2005 survey)	Maintain high level of satisfaction or demonstrate improvement over time.		
Student satisfaction with textbook materials	68% (2005 survey)	Maintain high level of satisfaction or demonstrate improvement over time.		
Student satisfaction with computers & software	68% (2005 survey)	Maintain high level of satisfaction or demonstrate improvement over time.		
Specialized learner assistance to increase success	N/A	Review, renew, and expand services when possible		
Instructional hours using Enhanced Classroom systems	2322 (2005)	Maintain or improve	Maintain or improve	Maintain or improve
Number of instructors using WebCT for enhanced or mixed-mode instruction	160 (Fall 2005)	Maintain or improve	Maintain or improve	Maintain or improve
Maximize efficiency of delivering service by administrative departments	N/A	90% of services self-directed; 8% with general assistance; 2% with special assistance	Maintain or improve	Maintain or improve

## Superior Work Environment

Langara College will maintain an environment in which skills, accomplishments, and service are encouraged and recognized. Employee development will be fostered within the atmosphere of lifelong learning supported by the College.



Performance Measures	Baseline	2006/07 Targets	2007/08 Targets	2008/09 Targets
Number of LEDC professional development courses offered	3673.5 course hours (2004/05)	Maintain or expand	Maintain or expand	Maintain or expand
Employee recognition	58 (2004/05)	Maintain or improve	Maintain or improve	Maintain or improve

## Community

Langara College will be an active and valued member of its various communities. The College will provide a welcoming learning and working environment and will build and maintain strong links with our local, national, and international communities to facilitate access.



Performance Measures	Baseline	2006/07 Targets	2007/08 Targets	2008/09 Targets
Facilities expansion		Complete new library & seismic upgrade of old library building.	Complete renovations of old library building.	
Number of student spaces for International students	633 FTEs (2004/05 actual)	Maintain or improve	Maintain or improve	Maintain or improve
Bursary funds raised by the 'Support Our Students' Campaign	\$33,374 (2005)	\$35,000 +		
International development and education opportunities	To be determined	Review, renew, and expand offerings when possible.		
Number of partnerships with local organizations	To be determined	Review, renew, and expand services when possible.		
Partnership in international business services	To be determined	Review, renew, and expand services when possible.		



## Summary Financial Outlook

The following describes high level financial projections for revenue and expenditures over the three fiscal years, 2006/07 to 2008/09.

Langara College has maintained a balanced budget since 1994 and will continue to do so between 2006 and 2008. The College has an annual budget of approximately \$77 million.

	2006-07		2007-08		2008/09	
<b>Revenue</b>	\$	%	\$	%	\$	%
Ministry Grant	35,977,679	46.5	37,177,679	47.1	38,297,679	47.9
Domestic Tuition	12,870,693	16.6	13,254,447	16.8	13,291,507	16.6
Continuing Studies	7,128,000	9.2	7,128,000	9.0	7,128,000	8.9
Contracts/ Ancillary	9,850,256	12.7	9,759,578	12.4	9,697,578	12.1
International Tuition	6,036,656	7.8	6,058,191	7.7	6,058,191	7.6
Capital	2,441,667	3.2	2,441,667	3.1	2,441,667	3.1
Other	3,001,695	3.9	3,100,185	3.9	3,100,185	3.9
<b>Total Revenue</b>	<b>77,306,646</b>	<b>100</b>	<b>78,919,747</b>	<b>100</b>	<b>80,014,807</b>	<b>100</b>
<b>Expenditure</b>						
Instruction	46,147,487	59.7	47,815,480	60.6	48,082,284	60.1
Student Support	4,764,293	6.2	4,776,271	6.1	4,782,174	6.0
Administrative Support	5,101,698	6.6	5,137,583	6.5	5,149,610	6.4
Logistics & Facilities	5,348,189	6.9	5,698,557	7.2	5,798,623	7.2
Contracts/ Ancillary	9,165,078	11.9	8,746,657	11.1	8,746,333	10.9
Capital	4,440,740	5.7	4,269,202	5.4	4,269,202	5.3
Other	2,339,161	3.0	2,475,997	3.1	3,186,581	4.0
<b>Total Expenditures</b>	<b>77,306,646</b>	<b>100</b>	<b>78,919,747</b>	<b>100</b>	<b>80,014,807</b>	<b>100</b>