



**STRENGTHEN**

**SUSTAIN**

**MAXIMIZE**

**2013-2018  
STRATEGIC  
PLAN**

# THE 2013-2018 STRATEGIC

**PROVIDES US WITH BROAD DIRECTIONS FOR THE FUTURE AND IS THE ROADMAP FROM WHICH WE WILL DEVELOP DETAILED ANNUAL ACTION PLANS TO HELP US ACHIEVE OUR OBJECTIVES.**



# PLAN





# **MESSAGE FROM THE BOARD CHAIR**

**ON BEHALF OF HUMBER'S BOARD  
OF GOVERNORS, I AM PLEASED  
TO PRESENT THE 2013-2018  
STRATEGIC PLAN.**

As a leading postsecondary education institution in Ontario, Humber has planned well for the times and has demonstrated tremendous success in supporting students and achieving the goals laid out in the previous five-year plan.

Humber continues to be extremely successful in delivering on its mission, vision and values, but one must never assume that yesterday's strategy will continue to be successful in the future. This is an important time for thoughtful planning at Humber, as we face demographic shifts and changing labour market realities, as well as the changing needs of the postsecondary learner and the emergence of innovative new methods of postsecondary education delivery.

Under the leadership of President Whitaker, the Board was pleased to approve a consultative, evidence-based planning process that provided a variety of opportunities for members of the Humber community to collaborate and participate in dialogue about the future of the college. The level of commitment to the college and the dedication of all faculty and staff to the success of our students were evident throughout the planning process, and this five-year plan is stronger for the exercise. A series of themes emerged from the process, which have been distilled into three strategic priorities underscored by solid Foundations for Success: the importance of Strengthening our Polytechnic Identity; a Sustained Focus on Teaching and Learning Excellence; and the value in Maximizing the Impact of Partnerships.

On behalf of the Board, I would like to thank President Whitaker and the Executive Team, as well as the members of the cross-institutional Strategic Planning Steering Committee (SPSC), who so ably led the college community through the inclusive strategic planning process. It is the pleasure of the Board to share this 2013-2018 Strategic Plan with our partners in industry, the community and government, whose support and input are crucial to the ongoing success of the college and its students.

A handwritten signature in black ink, reading "Joan Homer". The signature is fluid and cursive, with the first name "Joan" and last name "Homer" clearly distinguishable.

**Joan Homer, Chair**  
Humber Board of Governors



# **MESSAGE FROM THE PRESIDENT**

**THIS IS AN EXCITING TIME FOR  
HUMBER AS WE EVOLVE AND INNOVATE  
TO MEET THE CHANGING NEEDS OF  
OUR STUDENTS, INDUSTRY PARTNERS  
AND THE WORLD AROUND US.**

As a community, we considered these emerging opportunities and challenges along with many others throughout the most comprehensive and collaborative strategic planning consultation process undertaken at Humber to date. With the full support of our Board of Governors, and with the guidance of a cross-institutional Strategic Planning Steering Committee (SPSC), we engaged in dialogue with students, faculty and staff, as well as our partners in the community and industry to imagine Humber for the future.

Our faculty and staff clearly feel a tremendous amount of pride in Humber as a recognized leader in polytechnic education in Ontario and Canada. As a community, we are committed to supporting student success and providing access to high-quality postsecondary education. We heard from faculty and staff about the importance of taking the time to understand the needs and aspirations of our students, and the desire to design educational experiences that will help them be successful in work and life. We heard from students about the value in building connections during their time at Humber – connecting with other students, faculty and employers – and the significance of having access to personal and professional development opportunities that contribute to individual growth. We heard from community and industry partners about the need to prepare students for the demands of the world beyond Humber and the important contributions that our graduates make when they leave us. Throughout, there was a distinct focus on offering consistent, quality programs and services to all kinds of learners, a commitment to increasing collaboration and communication in our dealings to ensure that we understand each other, and a reaffirmation of our pledge to keep students at the centre of our decision-making.

The 2013-2018 Strategic Plan provides us with broad directions for the future and is the roadmap from which we will develop detailed annual action plans to help us achieve our objectives. I am excited about Humber's future and proud of the bold and distinctive goals outlined in this Strategic Plan. While this is a five-year document, the postsecondary landscape is continually shifting and we recognize that we may need to adjust some elements along the way; we also recognize that this plan sets the tone and direction for Humber well beyond the five-year timeframe.

I would like to thank the Executive Team for their leadership, the Board for its commitment to the process, and the 20 members of the SPSC who dedicated their expertise, time and energy to attend meetings, facilitate consultation events and engage with the community to gather feedback. It is our collective pleasure to invite our partners in government, industry and the community to engage with us in realizing our vision of "Leadership in Polytechnic Education" and taking Humber's success to the next level.



**Chris Whitaker**, President & CEO



# INTRODUCTION

## ABOUT HUMBER


Humber is a leading postsecondary education institution, offering a broad range of programming from apprenticeship training to certificate and diploma programs, baccalaureate degrees and graduate certificates. Our mandate is to provide a comprehensive and balanced mix of programs and services that support the success of our students in work and life.

Based in Toronto, Ontario, Humber's three campuses serve more than 27,000 full-time students through eight academic schools – 19,000 at the North Campus, 7,800 at the Lakeshore Campus, and 200 at the Orangeville Campus. Humber also serves 56,000 continuing education registrants and more than 2,000 apprentices. Offering over 150 full-time programs in more than 40 areas of study, Humber also offers 1,400 continuing education courses and in excess of 400 online courses.

Founded in 1967 by the Government of Ontario, Humber College was recognized as an Institute of Technology & Advanced Learning (ITAL) in 2003, allowing us to offer up to 15 per cent of our programs as four-year baccalaureate degrees and to conduct applied research. In Fall 2013, Humber will offer 21 degree programs. As one element of the ITAL designation, Humber Research is a vibrant and growing enterprise that encourages faculty, students and recent graduates to pursue research and entrepreneurship activity in collaboration with industry.

Over the course of the 2008-2013 Strategic Plan, Humber experienced unprecedented growth and demand – full-time postsecondary enrolment increased by 43 per cent compared to the provincial increase of 25 per cent over the same period. With the launch of 2 additional apprenticeships, 11 new degrees, 13 diplomas and 13 graduate certificates since 2008, Humber has invested in the expansion of its campuses to accommodate the rapid enrolment growth while protecting the quality of the student experience, adding more than 300,000 square feet of space.





As part of the 2012-2013 strategic planning process, Humber reviewed its vision, mission and values and established its vision as “Leadership in Polytechnic Education.” As we move forward with the 2013-2018 Strategic Plan, we will continue to communicate both internally and externally about our identity and distinct polytechnic advantage. A member of Polytechnics Canada, we continue to grow our range of programming and offer the broadest range of educational options to learners across the Ontario postsecondary spectrum, providing effective and efficient pathways between credentials, conducting applied research, and offering a blend of theoretical and applied learning with opportunities for breadth education.

Our partnerships with industry, community agencies and other educational institutions are highly valued in the name of promoting access to education and supporting student success. The University of Guelph-Humber, which opened in 2002 and is located on Humber’s North Campus, is a unique and innovative partnership between Humber College and the University of Guelph. It offers over 3,850 students the opportunity to earn a degree and a diploma in one of seven undergraduate degree programs after four years of full-time study. Another successful partnership is our collaboration with the University of New Brunswick (UNB) to offer one of the largest four-year nursing degree programs in Canada. Humber also manages five Employment Ontario Centres in the Greater Toronto Area (GTA) and Brampton, and partners with multiple community agencies to provide pathways to education for marginalized youth, newcomers to Canada and un/underemployed Ontarians.

## ENVIRONMENTAL SCAN SUMMARY

As part of our collaborative strategic planning process, Humber staff developed a comprehensive self-study and environmental scan. Used by the Executive Team, Board of Governors and the Strategic Planning Steering Committee (SPSC) to inform decision-making throughout the planning process, the environmental scan included a detailed analysis of the demographic and economic trends affecting Humber and postsecondary education now and into the future, as well as an examination of the needs of the constantly shifting labour market, Ontario government priorities, and emerging themes in the higher education sector locally and globally.

### Demographic Trends

Current demographic and economic realities play an important role in shaping Canada's labour market outcomes. Humber students and graduates benefit from the extremely diverse regional economy of the GTA, which has particular strengths in health care, advanced manufacturing, service, and information and communications technology. Recognized as one of the fastest growing economic regions in North America, Toronto accounts for 17.2 per cent of Canada's national Gross Domestic Product (GDP) and labour force.

- One of the most diverse cities in the world, Toronto is projected to be the fastest-growing region in Ontario over the next 25 years; the population of Toronto is projected to increase by 24.5 per cent, to 3.42 million, by 2036.
- Located in the GTA and next to the rapidly growing municipalities of Peel and York Regions, with projected growth of at least 60 per cent over the next 20 years, Humber is uniquely positioned to play a leading role in meeting the demand for postsecondary education and a highly skilled workforce in the GTA.
- The population of 15-24 year olds will decline as a percentage of the overall population in Ontario as a whole over the next ten years, but is projected to remain constant or increase slightly in the GTA by 2016.
- Domestic demand for college programming is estimated to grow by 13 per cent by 2021; this is a slower pace of growth than in the past decade, when colleges added 50,000 postsecondary full-time equivalents (FTEs).

### Labour Market Trends

As the local, national and global economies recover from the 2008 recession, they face the prospect of looming skills shortages driven by mass retirements of the baby boom generation coupled with the emergence of the knowledge economy. Postsecondary education has been heralded as a key way to address labour and skills shortages across the country.

- Since the onset of the recession in 2008, job growth has been more pronounced among those with higher educational attainment levels, with postsecondary graduates' faring much better in the troubled job market than those with less than high school education.
- The Organization for Economic Co-operation and Development (OECD) predicts that the emergence of the knowledge economy will require training beyond secondary school; in 2010, 92 per cent of Canadian adults aged 25 to 34 had completed at least high school education, compared with 82 per cent of those aged 55 to 64. These rates were higher than the average for the 34 member countries of the OECD.
- By 2031, it is expected that over 70 per cent of the workforce will require postsecondary credentials ranging from apprenticeships to university, college, industrial or professional education.
- Aboriginal Canadians, recent immigrants and persons with disabilities have traditionally been under-represented in the labour force. By removing barriers to labour market participation by underemployed groups, Canada and Ontario would be tapping into a significant potential source of skilled labour to meet the current and future demands of the labour market.
- Emerging employment sectors include: information technology and engineering; professional and scientific services; public sector service including health and education; construction and the skilled trades; food and fabricated metal manufacturing; and the mining industry.

## Emerging Themes in Postsecondary Education

The rapidly increasing pace of technological change and the shrinking globe have enormous implications for the postsecondary education sector. As higher education moves increasingly online, and the demand for postsecondary education in the developing world expands, a new generation of learners will continue to demand education that is tailored to their individual needs and learning styles. International students, as well as those from non-traditional groups, will pursue education that is accessible, and available from educational resources online from all over the world.

- **Technology** – Massively Open Online Courses (MOOCs) are founded on the theory of connection and open pedagogy based on networked learning and are growing in popularity and content. The development of “badges” that demonstrate mastery, and the growth of hybrid education that mixes online and face-to-face learning, continue to advance the mixed method learning environment.
- **Internationalization** – The demand for international postsecondary education from China, India, the United States and Brazil continues to grow, and students from the developing world will increasingly travel abroad for higher education. Along with the increasing demand for higher education is the necessity of internationalizing postsecondary institutions and curriculum, providing training and resources to faculty, staff and students, as well as opportunities to learn and work abroad during their education.
- **Policy Priorities** – The Government of Ontario and the Ministry of Training, Colleges and Universities (MTCU) continue to support postsecondary education as an important contributor to the health of local and provincial economies. Within a tightening fiscal framework, MTCU is looking at differentiation, innovation and collaboration options to drive efficiency and productivity gains. There is an increased focus on opportunities for students to engage in entrepreneurial and work-integrated learning (WIL). Improving credit transfer options for students, addressing the shortage of professionals in the skilled trades through expanded apprenticeship programming, as well as the ongoing expansion and development of technology-enhanced learning with an emphasis on enhancing online learning options are also priority items on the provincial agenda.



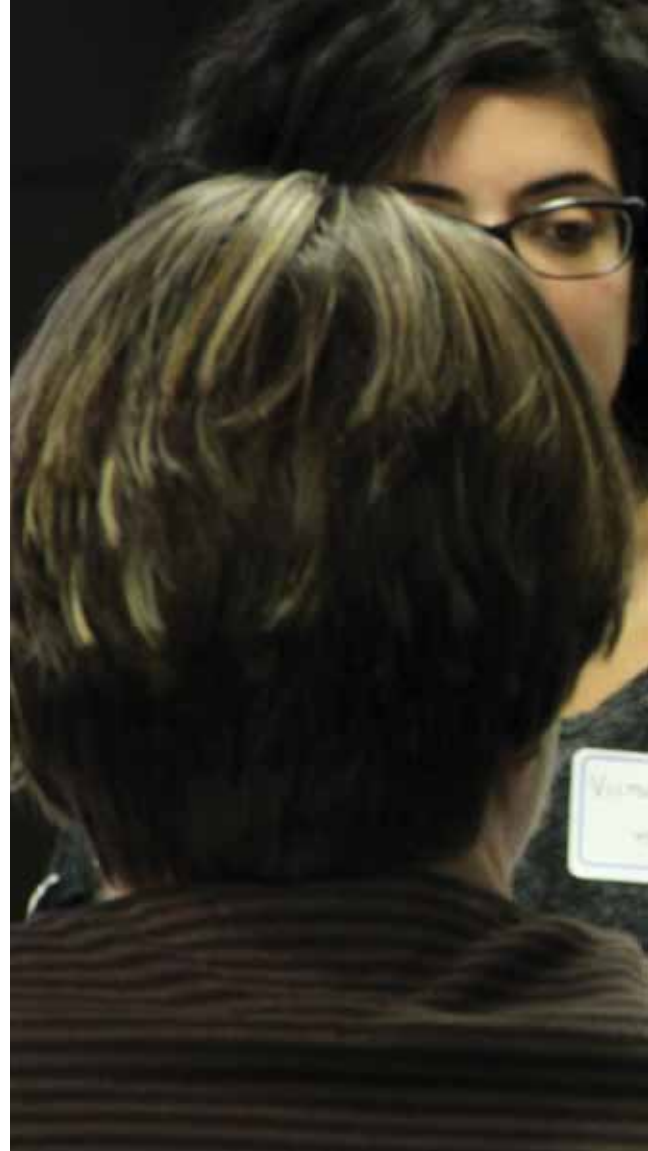


## STRATEGIC PLANNING PROCESS

Beginning in October 2012, Humber embarked on an extensive and collaborative consultation process to develop our next five-year institutional Strategic Plan. A cross-institutional Strategic Planning Steering Committee (SPSC) consisting of 20 faculty, support staff, students and administrators engaged with the broader Humber community to benefit from our collective creativity, dedication and expertise. As an organization and a community, we came together to discuss the future of Humber and the postsecondary education sector in Ontario.

Over a period of seven months, President Whitaker and the SPSC hosted 15 in-person consultation events for faculty, staff and students, as well as our external industry and community partners. More than 1,600 individuals engaged with the strategic planning process through attendance at an event, online input or participation in the employee survey. The SPSC provided regular updates to key college committees throughout the process, presenting to the Academic Operations Committee (AOC), Academic Council, and Dean's Council, among others. Examples of consultation and engagement events include:

- Board of Governors Retreat to consider emerging themes and directions
- Kick-Off Survey of employees to gauge early perspectives and ideas
- Student Roundtable Dialogue with members of the Executive and Board of Directors of the Humber Students Federation (HSF)
- Seven cross-institutional Student Success Roundtables across three campuses for faculty and staff
- Industry Partner events to listen to the needs of employers and industry
- Community Partners Breakfast with members of partner agencies and community builders
- Virtual Town Hall to engage in dialogue with students through Facebook and Twitter
- Town Hall Meetings for faculty and staff to comment on the draft plan
- Online and virtual technology was instrumental in engaging hundreds of students and employees throughout the process





# **THE MOST COMPREHENSIVE AND COLLABORATIVE STRATEGIC PLANNING CONSULTATION PROCESS UNDERTAKEN AT HUMBER**





# VISION, MISSION AND VALUES

## WHAT IS POLYTECHNIC EDUCATION?

The polytechnic model of multidisciplinary education is well-established and highly regarded across Canada and around the world. Polytechnic education has the following key elements:

- **Industry Partnerships** – career-focused and community-responsive education and training developed in partnership with employers
- **Comprehensive Range of Credentials** – programming across a wide range of credentials spanning many fields, including graduate certificates, bachelor's degrees, diplomas, certificates and apprenticeships through a variety of delivery methods including day, evening and online
- **Pathways** – effective and efficient pathways between credentials that recognize previous learning and allow students to build on their credentials
- **Innovation and Entrepreneurship** – unique blend of theoretical, applied and breadth learning, including relevant work experience and multiple opportunities for experiential learning and entrepreneurship
- **Applied Research** – opportunities for students to engage in applied research activity with faculty and industry partners to solve real-world problems





## Where we're going...

Humber's vision has evolved over the years as we've continued to grow and develop. In partnership with industry, the community and government, we are committed to providing excellent polytechnic education to our students, and to be a leader within the system.

### VISION

Leadership in Polytechnic Education

## What we do...

As one of Ontario's 24 colleges, Humber's broad mission is to provide learners of all kinds with access to opportunities for postsecondary education within Ontario's publicly funded higher education system. With close to 200,000 alumni and over 45 years of experience, Humber continues to offer a wide range of high-quality educational options and experiences to students.

### MISSION

Humber develops broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve – locally, nationally and globally.

## How we do it...

Learning happens everywhere. In classrooms, common areas, labs, cafeterias, libraries, during phone conversations, online, on field trips... the list goes on. Every faculty and staff member at Humber has an important role to play in delivering an outstanding learning experience to our students. At Humber, the way we do things is as important as what we do. We are committed to working together to provide our diverse communities with an inspiring, innovative and positive environment.

### VALUES

**Student-Centred** – We hold the current and future success of our students as our highest priority.

**Excellence** – We are committed to outstanding services, academic programs and teaching.

**Innovation** – We anticipate and respond to emerging trends to meet the evolving needs of our local, national and global communities.

**Respect** – We uphold the highest ethical standards, and affirm and protect the rights, dignity, and integrity of each member of our diverse community.

**Inclusion** – We cultivate a working and learning environment where diversity is recognized as essential to our success.

**Sustainability** – We preserve our collective future by embracing the social, ecological, and economic impact of our decisions.



# STUDENT SUCCESS FRAMEWORK

The importance of student success was a theme that resonated strongly throughout Humber's strategic planning process. There was an overwhelming recognition of the value of a high-quality Humber education and the importance of supporting our students in their pursuit of academic and personal success. The notion of our responsibilities to one another as learners, teachers and postsecondary education professionals culminated in the development of three commitments to our students:

- **Humber provides all students with a high-quality educational environment and experience that leads to the achievement of each student's desired outcomes.**
- **Humber graduates have the knowledge and skills they need to be successful in their professional and personal lives.**
- **Humber makes academic and operating decisions based on delivering on our commitment to student success.**

## COMMITMENTS TO OUR STUDENTS

Humber provides all students with a high-quality educational environment and experience that leads to the achievement of each student's desired outcomes

Humber graduates have the knowledge and skills they need to be successful in their professional and personal lives

Humber makes academic and operating decisions based on delivering on our commitment to student success

### STRATEGIC PRIORITY

#### STRENGTHENING OUR POLYTECHNIC IDENTITY

- Optimize and differentiate Humber's programs, credentials and services
- Leverage the range of Humber programs to lead the system in providing pathways
- Demonstrate Humber's distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

### STRATEGIC PRIORITY

#### SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE

- Live the values of a "learning organization"
- Ensure an exceptional student experience for a diverse student body
- Demonstrate leadership in innovative teaching and learning strategies

### STRATEGIC PRIORITY

#### MAXIMIZING THE IMPACT OF PARTNERSHIPS

- Ensure essential linkages with industry and key external stakeholders
- Build and maintain beneficial relationships with alumni
- Enhance creative connections with education and community partners

### FOUNDATIONS FOR SUCCESS

Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience

Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success

Strengthen Humber's business planning and resource allocation model to anticipate and adapt to a changing external fiscal framework and align decision-making and resource allocation with our values and strategic priorities

# STRATEGIC PRIORITIES AND FOUNDATIONS FOR SUCCESS

**SUPPORTED BY ESSENTIAL FOUNDATIONS  
FOR SUCCESS, THE THREE STRATEGIC  
PRIORITIES FOR 2013-2018 ARE:**

**1. STRENGTHENING OUR  
POLYTECHNIC IDENTITY**

**2. SUSTAINED FOCUS ON TEACHING  
AND LEARNING EXCELLENCE**

**3. MAXIMIZING THE IMPACT  
OF PARTNERSHIPS**

Contract

Term of contract

: 14 wks

: 490 hrs.

— duties of employee

: scope of employee



1/ every month  
every day to school

4/ every other month

5/ every other Christmas

6/ every other Professor

7/ every other birthday

- husband is required to pick up  
& drop children at his house

# STRENGTHENING OUR POLYTECHNIC IDENTITY

We are innovative, we are comprehensive, we focus on quality and we are committed to student success – we are Humber. These are important elements of our unique identity, and underscore our vision of “leadership in polytechnic education.” Humber is a full-service postsecondary education institution, with a comprehensive range of credentials and services for students, and meaningful partnerships with employers and community agencies. We offer more options and pathways for students than any other college in Ontario, from graduate certificates and bachelor’s degrees to diplomas, certificates and apprenticeships. We are attuned to the needs of our stakeholders and committed to serving both student success and the evolving needs of the labour market.

## GOAL 1

Optimize and differentiate Humber’s programs, credentials and services

### STRATEGIES

- Identify and focus Humber programs and credentials in areas of demonstrable strength, excellence and distinctiveness that are relevant to student interest, as well as current and future labour market demands
- Develop and implement a strategic enrolment management framework to continuously assess and improve programs and services against key student success and outcomes measures

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber is recognized for at least three dynamic, interdisciplinary Centres of Innovation that embody distinctive program clusters and pathways, applied research potential, and anticipate the needs of a constantly changing labour market
- Humber’s academic schools deliver programs across three campuses that address skills shortages, contribute to pathways, and support the polytechnic identity
- Humber consistently assesses all programs and services against clearly identified criteria, and demonstrates commitment to continuous improvement and evidence-based decisions

## GOAL 2

Leverage the range of Humber’s programs to lead the system in providing pathways

### STRATEGIES

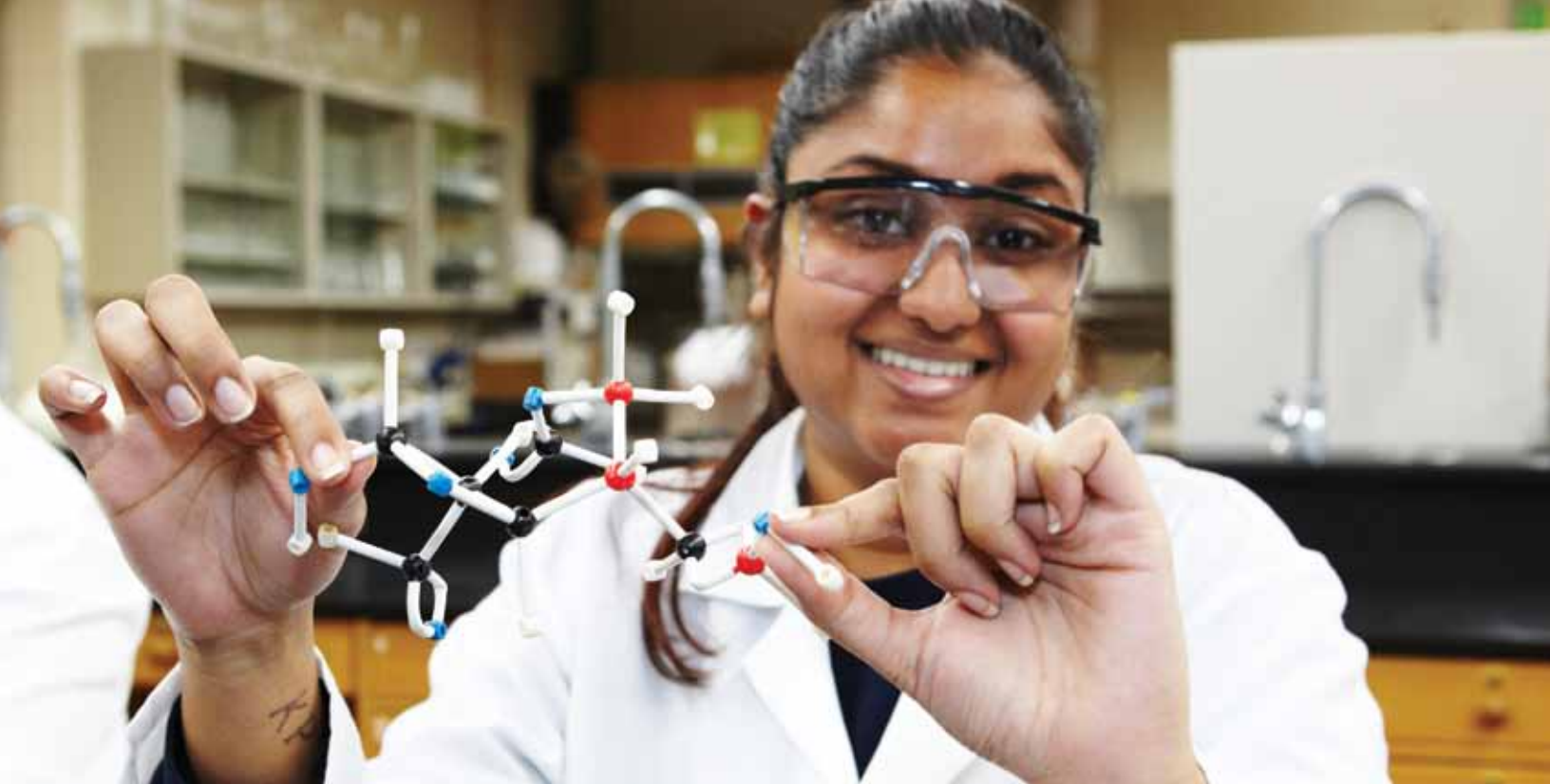
- Be the institution of choice for college diploma graduates pursuing degree completion in affinity program areas
- Be the system leader in providing options and opportunities for degree graduates seeking career-specific graduate credentials

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber’s degrees include clear, identifiable pathways for credential holders and attract increasing numbers of students with advanced standing
- Humber has demonstrably focused on mapping and improving pathways into, through and beyond our programs





### GOAL 3

Demonstrate Humber's distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

#### STRATEGIES

- Position Humber's polytechnic focus – range of career-focused credentials and pathways, strong industry connections, applied research and innovation – as a leading model of postsecondary education that delivers results for students, the labour market and the province

#### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's polytechnic identity and mandate is well understood both internally and externally
- Humber Research is a vibrant resource centre that integrates faculty, student, community and industry expertise to address real-world research problems
- Humber has expanded degree-granting options to include research-based honours baccalaureate degrees and master's degrees
- Humber has received formal designation from the Province of Ontario as a differentiated provider of postsecondary education and training

# SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE

Our commitment to excellence in teaching and learning for all of our students is fundamental to our vision of “leadership in polytechnic education.” As the needs of our learners, employers and the community continue to evolve, Humber is committed to ongoing innovations in teaching and learning options and delivery. As we expand opportunities for faculty and students to become involved in applied research and scholarship activity, we expand the definition of applied learning and further define our polytechnic identity. We strive to deliver an excellent educational experience to all of our students, and are committed to providing quality work-integrated learning and personal development opportunities. As an organization, we will live our values, embrace the spirit of continuous improvement and endeavour to provide opportunities for all of our communities to engage in dialogue and learning related to our long-term strategic direction.

## GOAL 1

Live the values of a “learning organization”

### STRATEGIES

- Encourage an adaptable, flexible working and learning environment that allows for the creation, acquisition and transfer of knowledge
- Demonstrate our commitment to collaboration and integration by building cross-institutional forums that foster innovation and support effective and aligned decision-making

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an organizational culture that encourages curiosity, creativity, innovation and collaborative problem solving, and promotes and values lifelong learning
- Humber has built innovative and functional cross-institutional forums for the sharing of perspectives and to inform transparent decision-making
- Humber’s employees and students are provided with regular opportunities for ongoing collaboration and engagement in the development, alignment and delivery of the strategic priorities, and ensuring linkages with our stated values

## GOAL 2

Ensure an exceptional student experience for a diverse student body

### STRATEGIES

- Identify and meet the diverse needs and aspirations of all of our learners by:
  - Providing integrated advising from pre-entry to post-graduation
  - Leveraging early intervention programs to ensure student success
- Ensure that co/extra-curricular activities are well integrated into the student experience and assessed/valued as an essential element in supporting student success

## SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated advising model, based on a case-management approach, that is recognized as best practice and which supports all students to be successful
- Humber has implemented targeted early intervention programs, including a focus on the first-year experience, that are based on Humber-specific data and analysis, as well as best practices at Humber and other institutions
- Humber students benefit from an intentional and coordinated focus on internationalization and a global perspective
- Humber has developed and implemented a leading-edge system to formally record co-curricular activity that reflects student/graduate accomplishments in developing essential skills both in and outside the classroom

## GOAL 3

**Demonstrate leadership in innovative teaching and learning strategies**

### STRATEGIES

- Attract and retain outstanding, diverse faculty who embody our commitments to students and are empowered to reach their full potential as innovative teachers
- Ensure all Humber students have high impact, relevant learning experiences such as:
  - Meaningful workplace or experiential learning opportunities
  - Participation in applied research projects with faculty and/or industry partners in targeted programs
  - Opportunities to develop and practice entrepreneurial skills
- Excel at the application of technology to support student learning and success
- Introduce flexible and innovative program and service delivery options that provide greater choice for students
- Focus on teaching and learning that develops graduates' essential skills, as well as job-specific skills

## SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber faculty demonstrate and deliver innovative and flexible learning activities and outcomes
- Humber faculty are actively engaged in scholarship and applied research activities
- Humber's Centre for Teaching and Learning programs are formally recognized by international organizations such as the UK-based Staff and Educational Development Association (SEDA)
- Humber students, graduates and employers benefit from consistently meaningful work-integrated/experiential learning opportunities
- Humber is a provincial leader in providing entrepreneurship training and opportunities for students and graduates
- Humber has developed and implemented an innovative strategy to re-imagine online learning; Humber Online provides a range of online courses and programs that enhance student flexibility and choice
- Humber has developed and implemented a strategy to enhance the development of multiple delivery options for online and face-to-face learning and service delivery supported by the required technology infrastructure
- Humber is a provincial leader in the development, implementation and assessment of institution-wide "essential skills" that prepare graduates for success in work and life

# MAXIMIZING THE IMPACT OF PARTNERSHIPS

Humber has long maintained excellent relationships with our partners in industry and a series of unique and creative partnerships with community-based organizations. Through our eight academic schools, we are in constant contact with industry to ensure that our programming continues to meet the evolving needs of employers. These partnerships are extremely important to us, and are poised to be increasingly so, providing essential workplace experiences for our learners and connections which help our graduates achieve success beyond our doors. Our increasing numbers of alumni are a considerable advantage to current students and the institution at large as connectors into the work world and community.

## GOAL 1

**Ensure essential linkages with industry and key external stakeholders**

### STRATEGIES

- Enhance and strengthen relationships that serve and support the needs of employers, industry partners and the labour market
- Build a broad range of mutually beneficial partnerships with external stakeholders

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber students benefit from expanded and high-quality work-integrated learning (WIL) opportunities, including work placements and applied research projects, with key industry partners
- Humber's Program Advisory Committees (PACs) are vibrant, innovative bodies that meet regularly and contribute to the quality and relevance of Humber's programs
- Humber has effective communications and partnerships with sector councils and associations to address current and future labour market needs
- Humber is delivering on a coordinated and effective strategy to support business and industry through corporate training opportunities

- Humber's Office of Advancement & Alumni Relations has developed and initiated a robust long-term strategy that engages industry in partnerships and contributes to Humber's vision and mission
- Humber has innovative connections with other external organizations that lead to valuable donor relationships and investment partnerships

## GOAL 2

**Build and maintain beneficial relationships with alumni**

### STRATEGIES

- Celebrate the success of our graduates, and ensure their continued involvement with Humber as mentors, employers and bridges into the workplace and community

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's graduates enjoy successful outcomes and stay engaged with the college as donors and as part of a vibrant alumni community
- Humber alumni are celebrated within the college and looked to as a valuable resource within their workplace and/or community
- Humber has developed an innovative mentorship and professional development program that engages and connects current students and alumni



### GOAL 3

Enhance creative connections with education and community partners

#### STRATEGIES

- Effective outreach to the elementary and secondary education sector to develop innovative pathways into Humber programs and credential options
- Develop and sustain creative partnerships with other postsecondary institutions – provincial, national and international
- Cultivate relationships with existing and emerging community partners and stakeholders

#### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's distinctive programs are well-known and promoted by elementary/secondary guidance counsellors, teachers and administrators
- Humber models innovative transition programs to support both well-qualified and under-prepared high school graduates

- Humber's unique partnership with the University of Guelph-Humber has continued to evolve to meet the needs of students
- Humber has developed partnerships with other postsecondary institutions in Ontario, Canada and across the globe, which serve the needs of students and build Humber's polytechnic reputation
- Humber is known by community agencies as an effective and focused partner in programs, services and pathways to support successful outcomes for identified populations such as Aboriginal Peoples, newcomers to Canada, the un/underemployed and marginalized youth



# FOUNDATIONS FOR SUCCESS

Our ability to successfully deliver on our five-year goals and strategies is dependent upon excellent infrastructure and services, integrated planning and the maintenance of our human and capital resources. In order to provide the best possible educational experience for students, we must ensure that our faculty, staff and administrators have the tools and resources necessary to deliver on their individual roles. As we continue to evolve and grow, we must also align and integrate the planning and financial management functions to ensure that we are able to invest in our strategic priorities and meet the working and learning needs of our employees and students. These Foundations for Success are integral to Humber's ongoing leadership in polytechnic education.

## GOAL 1

**Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience**

### STRATEGIES

- Ensure all employees understand, and are well supported to deliver on, their roles in promoting student success
- Demonstrate appreciation for the skills, knowledge and values of all employees

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber recruits and retains outstanding and diverse faculty, support staff and administration with the mix of credentials and industry experience that benefit our students
- Humber faculty, support staff and administrators are provided relevant professional development opportunities that enhance their ability to promote student success and academic and administrative excellence
- Humber provides ongoing opportunities for employee participation in continuous improvement initiatives, generating creative ideas, and making decisions that contribute to Humber's ability to realize its vision, mission and values

- Humber employees feel valued for their contribution, and deliver on their role in promoting student success
- Humber has developed and implemented an enhanced framework to align employee recruitment, professional development and performance management

## GOAL 2

**Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success**

### STRATEGIES

- Consolidate, align and enhance investments to support high-quality academic and student service facilities, equipment and technology, as well as key priority initiatives
- Develop and implement an integrated, transparent and flexible framework for prioritizing the allocation of resources towards both short- and long-term projects that will deliver on our commitments to students

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated, timely process for prioritizing and allocating resources to short- and long-term investments in infrastructure and priority initiatives that promote student learning and success





- Humber programs and services have the infrastructure supports necessary to serve the needs of all learners and contribute to the realization of Humber's mission, vision and values
- Humber's Centres of Innovation have the infrastructure necessary to maximize their impact at the local, provincial and national level
- Humber's investments in priority infrastructure, and innovative approaches to teaching and learning delivery, have resulted in an improved ratio of square feet of space per student, moving closer to the provincial college average
- Humber's Enterprise Systems Project (ESP) has been successfully implemented and is supporting good business practices through the organization

### GOAL 3

**Strengthen Humber's business planning and resource allocation model to anticipate and adapt to a changing external fiscal framework and align decision-making and resource allocation with our values and strategic priorities**

#### STRATEGIES

- Enhance and fully implement an integrated business planning, resource allocation and reporting model
- Ensure Humber's commitment to sustainability is reflected in planning and decision-making

#### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has fully implemented an integrated business planning, resource allocation and reporting model
- Humber has embraced a comprehensive sustainability strategy that is embedded in our integrated planning and resource allocation model
- Humber has developed and implemented a balanced scorecard that provides aggregated performance indicators to support achievement of strategic priorities
- Humber has a risk assessment and management framework that reflects best practice
- Humber consistently achieves a balanced or surplus financial position that ensures we deliver on current and future strategic priorities

# OVERARCHING SUCCESS MEASURES



Humber's commitment to evidence-based decision-making has been important to our success to date and will continue to be critical in the years to come. The overarching measures listed here are important elements of Humber's accountability to our Board of Governors, the Ministry of Training, Colleges and Universities (MTCU) and other key stakeholders, but they are not the only indicators against which we will measure our performance. To supplement these overarching measures, and to monitor annual progress on our strategic priorities, we have identified – or in some cases, committed to develop – additional measures and indicators that speak directly to the successful implementation of specific goals, strategies and initiatives. In all cases, we aim to demonstrate improvement over the identified baseline, and to achieve results higher than the GTA average and/or comparator colleges on provincial indicators.

## OUR STUDENTS

### Learning Outcomes

- Evidence of progressive achievement in the skills identified as being essential for successful work and life (take current pilot projects to scale by 2018)
- KPI Student Satisfaction/Engagement with key teaching and learning capstones

### Retention Rates

- Retention Rates (by year and by credential)
- KPI Graduation Rates (by credential)

### Graduate Outcomes

- KPI Graduate Employment (and employment in related field), KPI Graduate Satisfaction, KPI Employer Satisfaction
- Measures from Humber-specific graduate and employer surveys

## OUR FOUNDATIONS

### Employee Engagement

- Internal Employee Engagement survey (improvement over 2013-14 baseline)
- Continued recognition as an "Employer of Choice" by external organizations

### Infrastructure

- KPI Student Satisfaction with key facilities, resources and services capstones
- Square feet per student

### Financial Sustainability

- Balanced budgets or surpluses that are demonstrably targeted/invested in institutional improvements related to student success and strategic priorities

## 2012-2013 Board of Governors

Mario Alessandro  
Bhalinder Bedi  
Wanda Buote  
Ruth Clark  
Gerry Connelly  
Thora Espinet  
Franca Giacomelli  
Brien Gray  
Joan Homer, *Chair*  
Lily Khosla  
Hurb Kumaasi  
Audrey McKinney, *Vice-Chair*  
Susan Ross  
Gordon Schofield  
Dana Sheikh  
Chris Whitaker, *President*

## Executive Team

Chris Whitaker  
*President and CEO*  
Rani K. Dhaliwal  
*Vice-President, Finance & Administrative Services*  
Michael Hatton  
*Vice-President, Academic*  
John Mason  
*Vice-President, Student & Corporate Services*  
Deb McCarthy  
*Vice-President, Human Resources*

## Associate Vice-Presidents

Eileen DeCourcy  
*Associate VP, Teaching & Learning*  
Rick Embree  
*Associate VP, Planning & Development*  
Elaine Popp  
*Associate VP, Academic Operations*

## Academic Deans

Guillermo Acosta  
*Dean, School of Media Studies & Information Technology*  
Gina Antonacci  
*Dean, School of Social & Community Services*  
Alvina Cassiani  
*Dean, The Business School*  
Denise Devlin-Li  
*Dean, School of Applied Technology*  
Paula Gouveia  
*Dean, School of Liberal Arts & Sciences*  
Joe Kertes  
*Dean, School of Creative & Performing Arts*  
Alister Mathieson  
*Dean, School of Hospitality, Recreation & Tourism*  
Jason Powell  
*Dean, School of Health Sciences*  
Ann Dean  
*Dean, Program Development*  
Patricia Morgan  
*Dean, Research*  
Diane Simpson  
*Dean, International*

## Administrative Deans and Directors

Carol Anderson  
*Senior Director, Strategic Asset Management*  
Joe Andrews,  
*Director, Orangeville Campus*  
Geraldine Babcock  
*Director, Community Outreach & Workforce Development*  
Lynne Bentley  
*Director, Library Services*  
Scott Briggs  
*Chief Information Officer, Information Technology Services*  
Wanda Buote  
*Principal, Lakeshore Campus*  
Jason Hunter  
*Dean of Students, Student Success & Engagement*  
Paul Iskander  
*Director, Campus Services*  
Olga Lalka  
*Acting Director, Marketing & Communications*  
Teeter Leinveer  
*Director, HR Services*  
Michael Kopinak  
*Acting Director, Public Safety*  
Ruth MacKay  
*Director, Planning & Government Relations*  
Sanjay Puri  
*Director, Financial Services & Planning*  
Barb Riach  
*Acting Registrar, Office of the Registrar*  
Kate Sikerbol  
*Director, Organizational Effectiveness*  
Nancy Simms  
*Director, Centre for Human Rights, Equity & Diversity*  
Karen Tavener  
*Director, Education & Training Solutions*  
Kim Warner  
*Acting Chief Advancement Officer, Office of Advancement & Alumni Relations*

## Bargaining Unit Presidents

Orville Getz  
*President, OPSEU Local 562*  
Deborah Cooper  
*President, OPSEU Local 563*

## 2013-14 Humber Students' Federation Executive

Tim Brillhante  
*President*  
Kay Tracey  
*VP Student Affairs – North*  
Daniel Pasin  
*VP Student Life – North*  
Candace Pellew  
*VP Student Affairs – Lakeshore*  
Colin R. Edwards-Crewe  
*VP Student Life – Lakeshore*





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Humber Strategic Planning & Institutional Analysis

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