


# **LEAD TRANSFORM DIFFERENTIATE**

**2018-2023 STRATEGIC PLAN**



*In a rapidly evolving world that often pushes the boundaries of possibility,  
conventional practices in postsecondary education are not enough.  
It will take a bold approach, the courage to transcend tradition  
and a pioneering spirit to reimagine our future.*

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Brien Gray, Chair, Board of Governors

## LEAD. TRANSFORM. DIFFERENTIATE.

Our 2018-2023 Strategic Plan inspires us to lead, transform and differentiate, setting aspirational goals that will set Humber apart. It also responds to the powerful winds of change that are blowing across the world, revolutionizing the way that we learn, work and play.

Through this ambitious plan, Humber will become an agent of change, shaping the future of our students and our society. Yet, every step forward will be rooted in the strength of our past. For more than 50 years, Humber has created an outstanding environment for teaching and learning, preparing highly-skilled and knowledgeable graduates for leadership and success. And that will not change. We will continue to educate innovators and critical thinkers, sought after for the excellence of their academic qualifications and the value of their career-ready skills. But we will do it in new and dynamic ways.

With this strategic plan, we are transforming the educational experience at Humber. Our students will be immersed in experiential learning and programs that deliver the employability skills and cultivate entrepreneurial attitudes that drive progress. We will deepen learning opportunities through strong, sustainable partnerships with industry, community and alumni, and capitalize on our world-class Centres of Innovation to open new avenues for creative collaboration and applied research.

[Continue reading on the next page](#)

Humber has long been committed to improving access to higher education. Drawing on our extensive experience as a polytechnic, we are providing national leadership in developing a coordinated system of programs and learning pathways that maximize choice, flexibility and mobility for students. Recognizing that diversity is our strength, we are also cultivating a rich learning environment that is grounded in the fundamental values of equity, respect and inclusion. We are further supporting these efforts by infusing health and sustainability into the decisions we make, expanding our focus on the success and well-being of our students, employees and community.

The 2018-2023 Strategic Plan is bold and far-reaching and we thank everyone who participated to develop this extraordinary roadmap. We invite all of our faculty, students, staff, community and industry partners to accept the challenge to lead, transform and differentiate. Join us as we take Humber to new heights.

**Brien Gray**  
Chair, Board of Governors



**Chris Whitaker**  
President & CEO



Chris Whitaker, President & CEO



## PLANNING FOR CHANGE

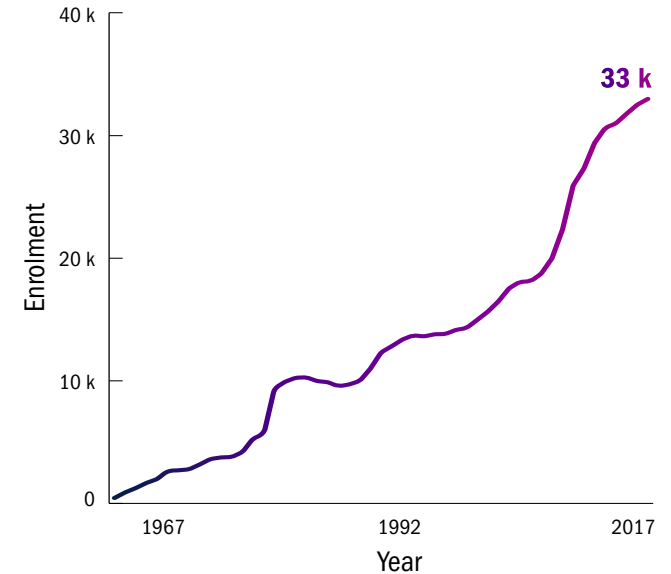
**A**s Ontario's largest college, Humber is distinctive in many ways. Our leadership in polytechnic education, the depth and breadth of our programming and our highly diverse student population differentiate us from our peers. With links to more than 160 countries, we have created a vibrant and multifaceted educational environment, where students thrive and succeed.

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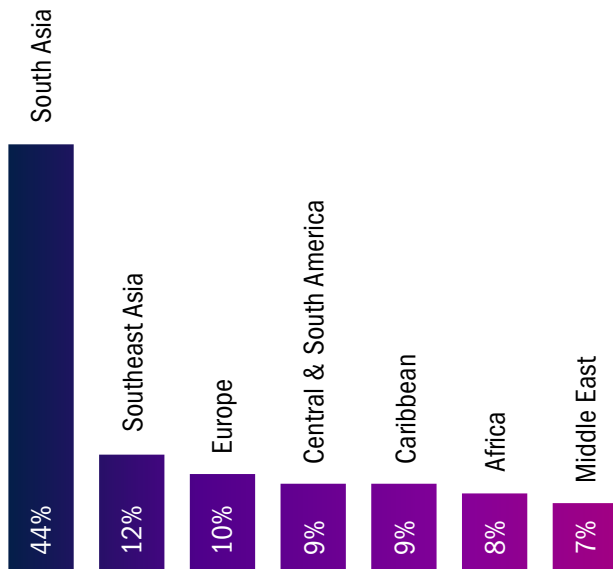
Our new strategic plan is robust and ambitious. It builds on our existing strengths and prepares us for the many forces of change that will impact higher education over the next five years. In developing Humber’s strategic plan, we took into consideration a number of closely interconnected factors.

The characteristics of our student population are changing. Traditionally, students began their college careers directly from high school. Today, a growing number of students enter college with previous postsecondary or work experience and many are balancing schooling with other responsibilities, such as jobs and family. These students come to Humber to enhance their skills, improve their job prospects or move into a new career.

Like many countries around the world, Canada’s youth population is declining. This decline has been countered by growing international migration. The area surrounding Humber’s North Campus is particularly diverse and home to a large number of newcomers. Increasingly, Humber is also the college of choice for international students.



Graph 1. 50 years of full-time enrolment at Humber



Graph 2. Full-time students by country of origin (Outside Canada)

The concept of diversity encompasses acceptance and respect, while embracing individual differences. Humber’s diverse student and employee population reflects the many dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, and other ideologies. The cultural diversity that exists at Humber is an important resource for learning and personal growth, preparing students to work with a diverse workforce and enhancing both creativity and social acceptance.

These factors have profound implications for Humber and the future of higher education. Our strategic priorities and supporting actions reflect the changing environment and respond to the complex, evolving needs of our students.

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Strategic Plan student consultation

## DEVELOPING OUR PLAN

**L**ed by the Strategic Planning Steering Committee, we embarked upon a year-long stakeholder consultation to imagine a bold, new future for Humber. We redefined our mission, vision and values to reflect our commitment to the transformative power of polytechnic education. We also established the strategic priorities that will define our vision and direct our actions through to 2023.

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*It is essential that our strategic plan works for our entire community. Our college goals and the road map that will get us there need to reflect the aspirations of our students, faculty, staff and partners.*

**Chris Whitaker, President & CEO, Humber College, 2012-present**

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## A collaborative journey

More than 1,350 students, faculty, staff, board members, and industry and community partners engaged in our planning process, participating in town hall events and online surveys. They told us what made them proud to be part of Humber and shared their ideas for the future of our college.

## What we heard

### *Five years from now, my Humber will...*

*Be a globally recognized source of critical thinkers, creators and business and community leaders who fearlessly drive innovation (Humber faculty).*

*Ensure that the skills and knowledge we are taught in the classroom are connected to what employers need in their workforce. Our professors will be well-informed about the directions and needs of their sectors and will help us develop the required competencies for our fields and the skills to sell ourselves to these employers (Humber student).*

*Prepare students who have the technical acumen and cultural and social awareness that are essential to successful industries (Industry partner).*



## VISION

Transforming postsecondary education through global, polytechnic leadership.

## MISSION

Humber develops global citizens with the knowledge and skills to lead and innovate.

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# VALUES

## Courage

We are bold in charting a new course in high quality education.

## Innovation

We drive innovation and creative enterprise.

## Equity

We cultivate an environment where all individuals can achieve their full potential.

## Health & Well-being

We nurture the health and well-being of our communities.

## Sustainability

We preserve our collective future.

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## STRATEGIC PILLARS, PRIORITIES & FOUNDATIONS

**T**he 2018-2023 Strategic Plan provides a thoughtful framework for transforming postsecondary education. Three strategic pillars set Humber's broad directions to develop career-ready citizens, provide accessible education, and build a healthy and inclusive community. These pillars are aligned with strategic priorities and supporting actions which define our future and identify the initiatives which will allow us to achieve our ambitious vision.

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## PILLAR 1

## Career-Ready Citizens

Transform education by creating opportunities for all students to participate in meaningful experiential learning, with a focus on work-integrated learning and applied research.

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Establish strong, sustainable collaborations with industry, community, international and alumni partners that create unique learning experiences for our students and reciprocal benefits for our partners.

## PILLAR 2

## Accessible Education

Lead the province in developing programs, credentials and pathways that enhance student choice, mobility and access to higher education.

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Empower students by transforming the learning environment to offer more choices in how, what, when and where they learn.

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Expand and enhance Indigenous programming, methodology, research, practice and delivery.

## PILLAR 3

## Healthy and Inclusive Community

Optimize student success by embedding health and well-being into all aspects of campus culture.

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Continue to build a diverse and inclusive community of exceptional students, faculty and staff.

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Provide national leadership in developing sustainable campuses.

## Pillar 1

# CAREER-READY CITIZENS

**I**t is critical that we prepare our students to succeed in a global, knowledge-based economy that is technology-driven and changing at an unparalleled rate. These changes have disrupted the nature of work and are putting upward pressure on the knowledge and skill requirements of the labour market. Humber is addressing these challenges with a dynamic blend of academic and experiential programs that deeply engage students in their learning and empower them to think critically, make bold choices and become leaders of change.

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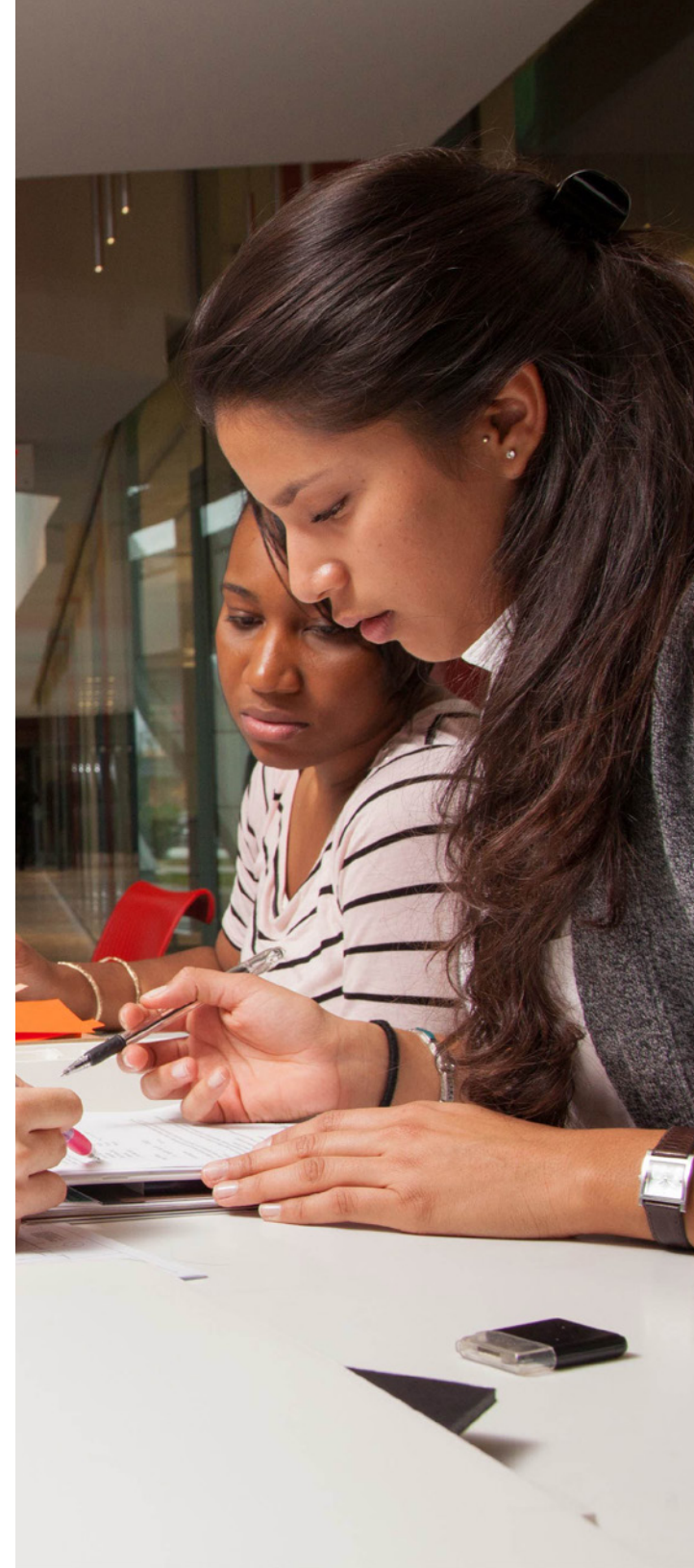


## CAREER-READY CITIZENS

**Experiential Learning:** We are investing in high-impact experiential learning that will equip students with authentic work experience, 21st century employability skills and a network of potential employers. Students will be guaranteed relevant, practice-based learning opportunities that respond to the current and emerging needs of the labour market.

Experience has shown that student learning is enhanced when it includes opportunities for applied research, discovery and curiosity. By integrating applied research into program curricula and experiential learning, we will cultivate the creativity and innovation literacy that make our graduates uniquely employable.

**Partnerships:** We are strengthening our network of strong, sustainable partnerships with industry and community organizations to ensure our programs are current and relevant, further expand our capacity for experiential learning and applied research, and provide our students with a seamless transition from education to employment.



# CAREER-READY CITIZENS

## STRATEGIC PRIORITY #1

**Transform education by creating opportunities for all students to participate in meaningful experiential learning, with a focus on work-integrated learning and applied research.**

### SUPPORTING ACTIONS

- Integrate core, 21st century global citizenship and employability skills into all program curricula.
- Expand the value and availability of experiential learning by establishing a tiered organizational framework to promote, develop, implement and manage experiential learning opportunities.
- Engage students in innovation by leveraging our world-class Centres of Innovation network to promote and support interdisciplinary, multi-school applied research.
- Create a closer integration of applied research, program curriculum and experiential learning outcomes.
- Prepare students for changing work environments by teaching and engaging them in new digital technologies.

# CAREER-READY CITIZENS

## STRATEGIC PRIORITY #2

**Establish strong, sustainable collaborations with industry, community, international and alumni partners that create unique learning experiences for our students and reciprocal benefits for our partners.**

### SUPPORTING ACTIONS

- Engage and support industry and community providers of experiential learning through clearly defined roles and responsibilities, a seamless Humber experience, and mutually beneficial communication and interaction.
- Promote excellence in teaching and learning by fostering balanced and diverse faculty teams with expertise in industry, teaching, applied research and partnership.

## Pillar 2

# ACCESSIBLE EDUCATION

**A**s students increasingly juggle work, family and financial responsibilities, their learning needs and expectations are changing. Conventional models of higher education no longer satisfy these needs and are leaving many students behind. In response to this growing reality, Humber is transforming the educational landscape by pioneering exciting, new approaches that will give students more choice and flexibility in their learning. We are leading the way to a future where higher education is accessible to all.

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## ACCESSIBLE EDUCATION

**Pathways to Learning:** Humber offers an unrivalled continuum of learning pathways to help students progress through degree and graduate certificate completion. Drawing on this strength, Humber will provide leadership across the college system to develop new pathways and institutional collaborations that will improve access to postsecondary education and enhance student mobility.

**Innovative Learning Options:** We are creating innovative courses and programs that are modular, adaptive and personalized to help students customize their education to their evolving needs. These new approaches will be enabled by leading-edge technologies, learner-centred processes and progressive system partnerships to enhance Humber's differentiated learning program.

**Indigenous Achievement:** Humber aspires to create an accessible, culturally meaningful environment where Indigenous students can thrive. That path begins with recognizing the historical and current context for Indigenous peoples. Humber is committed to enriching our campus communities by integrating Indigenous knowledge into the classroom and curriculum and offering support and services that deliver the best learning experience for Indigenous students.

# ACCESSIBLE EDUCATION

## STRATEGIC PRIORITY #3

**Lead in the development of programs, credentials and pathways that enhance student choice, mobility and access to higher education.**

### SUPPORTING ACTIONS

- Expand mobility by developing new pathway partnerships and system collaborations with other postsecondary institutions.
- Develop a unique mix of credential and non-credential programs that meet the needs of our students, communities and the labour market.

# ACCESSIBLE EDUCATION

## STRATEGIC PRIORITY #4

**Empower students by transforming the learning environment to offer more choices in how, what, when and where they learn.**

### SUPPORTING ACTIONS

- Develop personalized and adaptive learning experiences that facilitate student success and engagement.
- Improve accessibility for all students by adopting universal design principles in teaching and learning.

# ACCESSIBLE EDUCATION

## STRATEGIC PRIORITY #5

**Expand and enhance Indigenous programming, methodology, research, practice and delivery.**

### SUPPORTING ACTIONS

- Implement the Indigenous Education Plan, which outlines programs and services in support of Indigenous learners and communities.
- Honour authentic Indigenous voices by enacting the Protocol for Indigenous Community Engagement, which advances cross-cultural engagement, mutual respect and understanding.





## Pillar 3

# HEALTHY AND INCLUSIVE COMMUNITY

**T**ransforming education is a powerful vision that must be anchored in the strength of our people. As we strive to reach our strategic goals, we understand that true innovation will be shaped by the unique perspectives and contributions of our diverse campus communities and that well-being has a profound effect on achievement and engagement, particularly in times of great change.

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## HEALTHY AND INCLUSIVE COMMUNITY

**Health and Wellness:** Humber is deeply committed to health and wellness as the cornerstone of success for our students, faculty and staff. Our holistic approach recognizes the multidimensional nature of well-being and will be integrated across campus life. From our focus on excellence and our progressive program options, to our sustainability commitments and extensive social and support services, positive well-being is a core priority and shared responsibility for everyone at Humber.

**Equity, Diversity, Inclusion:** We will enhance Humber's distinctive learning environment with a heightened emphasis on equity, diversity and inclusion. Through the pursuit of inclusive excellence, we will establish a supportive campus culture, rich in diversity of thought and identity, that empowers intellectual engagement, creativity and critical thinking. Increasing the diversity of our faculty and staff will further this goal by ensuring that students are supported by strong role models and mentors that reflect their diverse backgrounds and experiences.

**Sustainability:** We are passionate about preserving our collective future by taking responsibility for the social, economic and environmental impact of the decisions we make today and in the future. Widely respected as a trailblazer in sustainability, Humber will focus on three key areas – environmental stewardship, social equity, and economic performance – to provide national leadership in shaping the future of sustainability.



# HEALTHY AND INCLUSIVE COMMUNITY

## STRATEGIC PRIORITY #6

**Optimize student success by embedding health and well-being into all aspects of campus culture.**

### SUPPORTING ACTIONS

- Adopt the Okanagan Charter, an international charter to advance health promotion in colleges and universities.
- Through research and outreach, identify students at risk of attrition and provide early intervention.
- Enhance our vibrant campus communities by supporting students' needs for social and cultural opportunities.

# HEALTHY AND INCLUSIVE COMMUNITY

## STRATEGIC PRIORITY #7

**Continue to build a diverse and inclusive community of exceptional students, faculty and staff.**

### SUPPORTING ACTIONS

- Establish and implement an institutional framework and strategy for equity, diversity and inclusion that addresses the needs of both students and employees.
- Inspire excellence by developing an employee engagement plan that promotes well-being, enhances motivation and facilitates a commitment to organizational goals and values.
- Encourage new and existing employees to achieve their highest potential by implementing Humber's Talent Management Strategy.

# HEALTHY AND INCLUSIVE COMMUNITY

## STRATEGIC PRIORITY #8

**Provide national leadership in developing sustainable campuses.**

### SUPPORTING ACTIONS

- Develop and implement a new 5-year sustainability plan.
- Apply universal design principles to ensure Humber's products and environments enable accessibility, functionality and social inclusion.



## Foundations

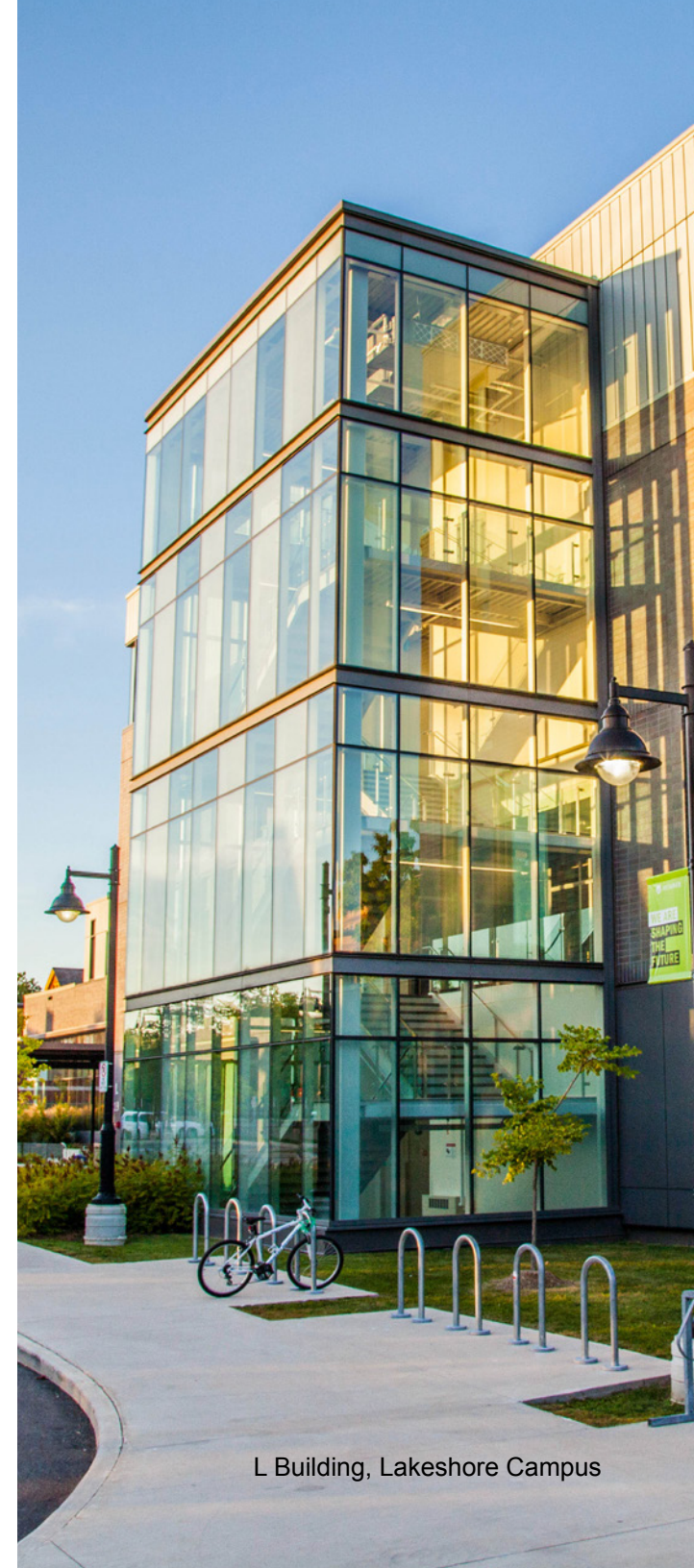
# THE 21<sup>ST</sup> CENTURY INSTITUTION

**A**s we move boldly forward with our strategic plan over the next five years, a strong foundation of financial and institutional stability is integral to our success.

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## THE 21ST CENTURY INSTITUTION

To provide the best educational experience for our students, we must have stable funding to capitalize on emerging opportunities and invest in strategic priorities. Through the development of exceptional infrastructure, systems and technologies, we are contributing to a learning environment that supports innovation, collaboration and inclusion. Our focus on integrated planning, best practices, operational excellence and continuous improvement strengthens our ability to deliver on our commitments to our students. By investing in these fundamentals, we are empowering our mission to transform education and creating a durable framework for Humber's bright future.



L Building, Lakeshore Campus

# THE 21<sup>ST</sup> CENTURY INSTITUTION

## COMMITMENT #1

**Create an innovative and differentiated educational experience by continuously improving academic and administrative processes, programs and services.**

### SUPPORTING ACTIONS

- Establish institutional outcome measures and dashboards to provide precise and transparent feedback on Humber's progress and performance.
- Design and execute strategies to review and optimize structures and processes across divisions and departments.
- Coordinate and improve planning at all levels by developing and executing a comprehensive integrated planning framework.



# THE 21<sup>ST</sup> CENTURY INSTITUTION

## COMMITMENT #2

**Plan for a financially sustainable future.**

### SUPPORTING ACTIONS

- Respond to changing domestic and international demand for postsecondary education by developing and implementing viable enrolment plans.
- Diversify revenues through new initiatives in fundraising, corporate education and entrepreneurial activity.

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# THE 21<sup>ST</sup> CENTURY INSTITUTION

## COMMITMENT #3

**Strategically invest in infrastructure that supports an innovative, collaborative and welcoming campus.**

### SUPPORTING ACTIONS

- Create a Digital Campus Plan to deliver the many advantages of digital solutions to the Humber community.
- Expand and continuously improve Humber's learning and working spaces.

## HONOURING OUR INDIGENOUS ROOTS

Humber's central campuses are located in Adoobiigok (Place of the Black Alders in the Ojibwe Language). It is uniquely situated along the Humber River watershed, which historically provided an integral connection for Indigenous Peoples between the Ontario lakeshore and the Lake Simcoe-Georgian Bay region.

In keeping with this Indigenous perspective of connection to the land and its original inhabitants and inspired by the Truth and Reconciliation Commission of Canada's Calls to Action<sup>1</sup>, Humber respects the primary importance of Indigenous cultural foundations and the principles of mutual respect, inclusion and community engagement.

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<sup>1</sup> *Honouring the Truth, Reconciling for the Future: Final Report of the Truth and Reconciliation Commission of Canada: Volume One: Summary.* Toronto: James Lorimer & Company, Publishers, 2015.



Gabekanaang-ziibi "leave the canoes and go back"

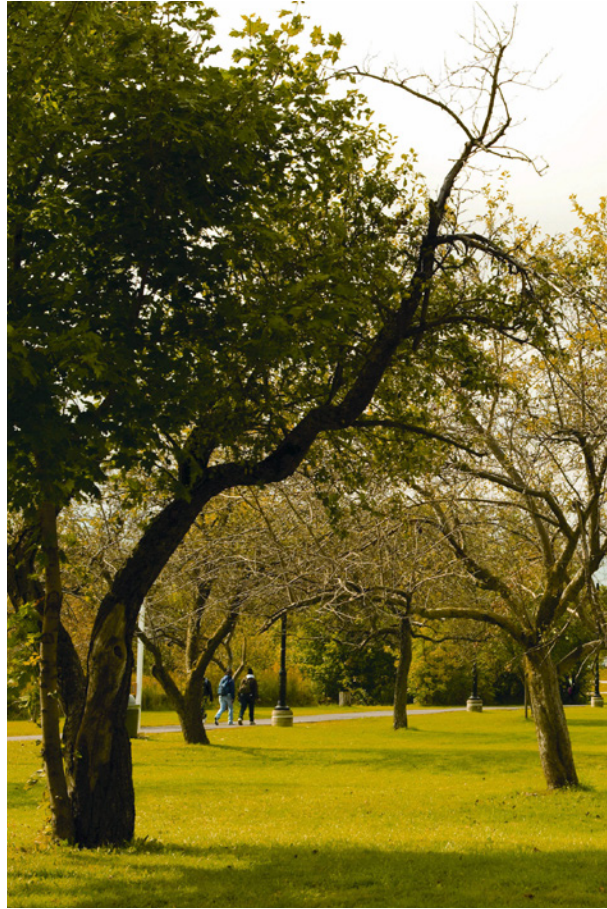


Welcome Centre, Lakeshore Campus

## BUILDING ON OUR STRENGTHS

**H**umber's vision for the future builds upon the many accomplishments of our past. Humber has long been recognized as a driving force in polytechnic education. We are widely respected for providing an exceptional teaching and learning experience that delivers academic excellence, distinctive programming, unrivalled educational pathways, high-impact experiential learning and pioneering initiatives.

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Photos left to right: North Campus Arboretum, Lakeshore Campus landscape, Orangeville Campus

**Premier Location:** Located in the heart of the Greater Toronto Area, Humber's three campuses boast the best of urban living, supported by modern infrastructure and technology and surrounded by botanical gardens, natural environments and beautiful historic architecture.

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**Leading-Edge Programs:** Humber receives more student applications than any other college in the province. We offer over 170 programs taught by faculty with deep expertise and extensive real-world experience in their fields. Our programs are delivered through eight academic schools, each featuring a wide array of high-quality facilities, labs and technologies.

## HUMBER FIRSTS

Humber offers Canada's first and most in-demand jazz program and the largest combination of Media Arts programs in the country. We were also the first Canadian institution to have a culinary program approved by the World Chefs Society, the first Ontario college to teach health sciences students using a cadaveric lab, and the first to offer groundbreaking editing programs for preserving and supporting Indigenous literature.

**Innovation, Entrepreneurship and Applied Research:** Humber has fostered a dynamic innovation culture through investments in state-of-the-art infrastructure, partnerships and unique learning opportunities:

**Centres of Innovation:** Humber's Centres of Innovation are supported by state-of-the-art resources and focused in three areas of proven strength and industry sector growth: Technology Innovation, Creative Business Innovation and Health and Wellness. The Centres of Innovation drive progress for Canadian businesses and community organizations, bridging the gap between ideas and results and preparing our students to become the innovation leaders and entrepreneurs of tomorrow.

## HUMBER FIRSTS

The Barrett Centre of Technology Innovation will house the first Cyber Physical Factory in English Canada. The factory creates a realistic environment for applied research, providing cutting-edge technology for developing creative solutions in production, logistics and quality assurance.



The Barrett Centre of Technology Innovation, North Campus



Centre for Entrepreneurship, Lakeshore Campus

**Centre for Entrepreneurship:** Developed to enhance engagement in entrepreneurship, the Centre for Entrepreneurship provides space and resources, such as workshops, networking events and start-up competitions, to help participating students, alumni and community members test, build and grow business ideas.

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**Leadership in Sustainability:** Committed to creating a culture of sustainability, Humber has been recognized as one of Canada's Greenest Employers for the last two years and was named Smart Commute's 2017 Employer of the Year.

# HUMBER FIRSTS

Humber's Lakeshore Campus is proud to be the first college in Ontario to receive a Fair Trade Campus designation from the Canadian Fair Trade Network for promoting social and environmental sustainability and innovation.



Lakeshore Campus



North Campus

**Comprehensive Student Services:** Humber's wrap-around student services enhance the academic experience and support students in every aspect of their lives. Humber lives its commitment to the whole student, offering a wide range of services, from student-focused buildings, such as the Learning Resource Commons and Student Welcome and Resource Centre, to unique services, such as the Aboriginal Resource Centre, the LGBTQ + Resource Centre and The Black Academic Success and Engagement program. A full suite of wellness services, a top-ranked varsity program, and transition programs for academic success ensure that our diverse community of students has the support to be successful at Humber.

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**A Track Record of Success:** Humber's employees, students and alumni are leaders, innovators and award-winners:

Humber's varsity mechatronics team is one of the best in the world. Since 2004, they have consistently led the field, winning 22 gold, 9 silver and 2 bronze medals in provincial, national and international skills competitions.

## HUMBER FIRSTS

Two Humber electromechanical engineering graduates won a bronze medal in mechatronics at the prestigious WorldSkills 2017. This was the first time that Canadian competitors won a mechatronics medal at WorldSkills, the largest skills competition in the world.

Humber's alumni have had outstanding career successes. Our graduates have received many Premier's Awards for their outstanding accomplishments in fields as diverse as creative arts, business, technology, entrepreneurship, health services and culinary management.

Humber's alumni, staff and faculty have also been consistent winners in the creative and performing arts and have been celebrated at the Junos, TIFF, the Canadian Screen Awards, and the Emmys.

Humber enhances the education and growth of students through sport and competition. Making history and securing their reputation among the all-time greats, the Humber Hawks women's basketball team triumphed in the OCAA gold medal match to become only the second team in Ontario Colleges Athletic Association history to win four straight provincial titles.

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