



LEAD TRANSFORM DIFFERENTIATE

2019/2020 BUSINESS PLAN

Approved by the Board of Governors March 26, 2019



Ishpaadina "high hill" or "a high place"
Indigenous Cultural Marker, Lakeshore Campus

FROM THE PRESIDENT

When Humber developed its 2018-2023 Strategic Plan, we committed to being bold and courageous. As the college enters into its second year of the plan, we are not wavering from this commitment.

Our focus continues to be on our role as a leader in global, polytechnic education. We are pioneering new and exciting ways of stimulating discovery and innovation in our students that better prepares them for a competitive work environment. By building partnerships and creating pathways, we are working toward becoming the provincial hub for students seeking advanced credentials, and we have committed to becoming the healthiest campus in Canada through a focus on wellness, sustainability and diversity.

To enable us to deliver on these commitments, Humber is transforming its organizational structure to create six new Faculties that align with the Centres of Innovation, enhance applied research, innovation and entrepreneurship, and create new, inter-professional opportunities that benefit students, industry partners and our employees. In addition, one Faculty will focus on strengthening Humber's delivery of breadth programming, improve pathways, and increase access through more flexible learning options.

I look forward to working with our exceptional Board of Governors, Executive Team, staff, students, and industry and community partners as we forge courageously ahead. It is their commitment and collective passion for educating the next generation of leaders and innovators that makes Humber, our students, and our local and global communities thrive.



Chris Whitaker
President & CEO



VISION

Transforming postsecondary education through global, polytechnic leadership.

MISSION

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

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.

THE 2019/2020 BUSINESS PLAN

Guided by Humber's vision, mission and values, the 2019/2020 Business Plan goals outlined in the following pages align with the strategic priorities and three pillars of Humber's 2018-2023 Strategic Plan:

Pillar 1: Career-Ready Citizens

Pillar 2: Accessible Education

Pillar 3: Healthy & Inclusive Community

Humber's foundational goals – those related to the people, processes and infrastructure – are identified in the final section entitled the 21st Century Institution.

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Pillar 1

CAREER-READY CITIZENS

It 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 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.



STRATEGIC PRIORITIES

#1

Transform education by creating opportunities for all students to participate in meaningful experiential learning.

#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.

CAREER-READY CITIZENS

2019/2020 GOALS

Experiential learning In 2019/2020, Humber will develop a plan for building and sharing institutional resources that will result in stronger local and global industry partnerships, and provide high-quality domestic and international experiential learning opportunities for students.

Employability skills Focused on ensuring that all graduates acquire the core competencies to be successful in the workforce and society, Humber has established an Institutional Learning Outcomes framework which identifies the core skills and attributes that all students will possess upon graduation. After piloting the framework in eight programs and schools in 2018/2019, Humber will scale up implementation in 2019/2020.

Centres of Innovation (COIs) In 2019/2020, the college will launch the Barrett Centre of Technology Innovation and establish the projects and operational practices that will drive innovation and technological developments. Humber's Centres of Innovation create the space and facilities for students, faculty, and industry and community partners to collaborate, innovate and undertake interdisciplinary, multi-school applied research.



The Digital World In 2019/2020, Humber will undertake a Digital Campus Plan to create the next steps to providing students and employees with a transformative academic and work experience that leverages digital technologies.

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Pillar 2

ACCESSIBLE EDUCATION

As 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.

STRATEGIC PRIORITIES

#3

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

#4

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

#5

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

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ACCESSIBLE EDUCATION

2019/2020 GOALS

Enhancing student access and mobility In 2019/2020, the college will develop new pathway collaborations, promote its pathways and simplify the transfer process for students. With the largest number of degree offerings of any college in the system and by leveraging its newly established partnership with Seneca College, Humber is well positioned to become a major hub for pathways across the province and the globe. Collaborative program development and delivery with community/industry partners and other postsecondary institutions will achieve economies of scale and sector innovation.

Adapting to student learning needs The goal of Universal Design for Learning (UDL) is to use a variety of teaching methods to remove barriers to learning and provide students with equal opportunities to learn. In 2019/2020, Humber will build expertise in UDL and create curriculum that gives learners various ways of acquiring and demonstrating knowledge that accommodates individual learning differences.



Embedding Indigenous knowledge and culture Guided by Humber's Indigenous Education Plan and supported by the Protocol for Indigenous Community Engagement, in 2019/2020 Humber will develop a plan aimed at achieving commitments related to the recommendations of the Truth and Reconciliation Commission, as well as strengthen intercollege partnerships that advance Indigenous education and engagement through special events, cultural safety training and curriculum development.

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Pillar 3

HEALTHY & INCLUSIVE COMMUNITY

Transforming 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.

STRATEGIC PRIORITIES

#6

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

#7

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

#8

Provide national leadership in developing sustainable campuses.

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HEALTHY & INCLUSIVE COMMUNITY

2019/2020 GOALS

The healthiest campus in Canada Humber knows that health and well-being impact the success of its students and employees, and in 2019/2020, Humber's employees, students and community partners will collaborate to design the college's unique and comprehensive approach to well-being. By adopting the Okanagan Charter and grounding its well-being approach in the social determinants of health and the principles of equity, diversity and inclusion, the college has committed to becoming the healthiest campus in Canada.

Early intervention maximizes student success Building on Humber's broad range of student support services and extensive knowledge of risks to student success, the college will develop and implement a comprehensive student retention strategy in 2019/2020.

Sustainable and accessible environment Building on its success as one of Canada's greenest employers and its commitments to inclusion, Humber will take its work in sustainability and accessibility to the next level in 2019/2020 by launching its next sustainability plan and undertaking an accessibility audit to guide the college in employing leading practices in universal design.



Our strength is our people Humber recognizes that employee engagement and talent management are key to developing high performing teams and creating a culture of excellence. In 2019/2020, Humber will look to institutions with leading employee engagement practices to develop its own path to engagement.

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Foundations

THE 21st CENTURY INSTITUTION

As we move boldly forward with our strategic plan over the next five years, a strong foundation of financial and institutional stability will be integral to our success.

COMMITMENTS

#1

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

#2

Plan for a financially sustainable future.

#3

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

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THE 21ST CENTURY INSTITUTION

2019/2020 GOALS

Responding to changing markets Internationalization, immigration and shifts in demographics are changing the face of post-secondary education. To respond to this dynamic environment and domestic and international demand for postsecondary education, in 2019/2020 Humber will develop and implement new marketing, recruitment and conversion plans.

Investing in learning and working spaces Humber continues to create innovative, state-of-the-art learning and working spaces that meet the needs of students and the broader Humber community. In 2019/2020, the college will redevelop classrooms, public circulation spaces, and administrative spaces, design and initiate the construction of its Lakeshore campus Cultural Hub, launch a digital way-finding app at the North campus, and extend wireless services to all student residences. In partnership with IGNITE, the open access learning space in North Campus H-building will also be renovated.

THE 21ST CENTURY INSTITUTION

2019/2020 GOALS

Modernizing human resources In 2019/2020 Humber will launch its new Human Resource Management System which provides a full suite human resources solution that will enhance Humber's ability to deliver on its talent management goals, as well as enhance the level of human resources services and data provided to the college.

Strengthening our communications In 2019/2020, Humber will create a web and mobile strategy to ensure that future *humber.ca* developments support strategic and operational goals. In tandem with the strategy's creation, Humber will design and implement new web standards to provide the effective, consistent and secure availability of online information and services.

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Diversify revenues through new initiatives in fundraising, corporate education and entrepreneurial activity In 2019/20, Humber will publicly launch its first major fundraising campaign, deliver the first Real Estate Licensing Program training sessions as part of its partnership with the Real Estate Council of Ontario, and offer English Language and Teaching Training in select international markets.



HONOURING OUR INDIGENOUS ROOTS

Humber's central campuses are located in Aadoobiigok (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 Action¹, Humber respects the primary importance of Indigenous cultural foundations and the principles of mutual respect, inclusion and community engagement.

¹ 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.



HUMBER'S PLANNING PROCESS

The 2019/2020 Business Plan is framed by the 2018-2023 Strategic Plan and our commitments as a leader in global polytechnic education outlined in the Strategic Mandate Agreement. Through an cross-institutional planning process which engages the Executive Advisory Committee to ensure effective integration of our activities, the Business Plan identifies those initiatives that will move Humber toward achieving its vision and strategic priorities.

MEASURING HUMBER'S PLANNING SUCCESS

Humber is committed to collecting, analyzing and reporting information that allows us to assess our progress toward achieving our goals. Below are some of the measurements we use to monitor our performance and demonstrate our accountability the Ministry of Training, Colleges and Universities, our Board of Governors, our students and our many other stakeholders.

Humber assesses student success through learning outcomes, retention rates and graduate outcomes. Some of the specific measures include:

- ❖ Key Performance Indicator (KPI) Student Satisfaction with teaching and learning outcomes
- ❖ Student retention by year, credential and priority population
- ❖ KPI Graduation Rates
- ❖ KPI Graduate Employment, Graduate Employment in a Related Field, Graduate Satisfaction, Employer Satisfaction

Humber assesses the quality of its foundations including the people, processes and infrastructure that are essential to supporting student outcomes. Some of the specific measures include:

- ❖ Employee Engagement
- ❖ KPI student satisfaction with facilities, resources and services
- ❖ Square feet of facility per student
- ❖ Financial Sustainability

THE EXECUTIVE TEAM

Chris Whitaker, President and CEO

Rani K. Dhaliwal, Senior Vice-President, Transformation and Strategic Partnerships

Laurie Rancourt, Senior Vice-President, Academic

Lori A. Diduch, Vice-President, Human Resources and Organizational Effectiveness

Jason Hunter, Vice-President, Students and Institutional Planning

Alister Mathieson, Vice-President, Advancement and External Relations

Sanjay Puri, Vice-President, Administration and CFO

Scott Briggs, Chief Information Officer

2018/2019 BOARD OF GOVERNORS

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Tina Chiu

Ana Fernandes

Antonio Folino

Bob Goulais

Lianne Hannaway

Michelle Hastick-Cowell

Robert Hull (Board Vice-Chair)

Monica Khosla

Dan Lang

Andrew Leopold

Anthony Longo (Board Chair)

Tony Mahabir

Akela Peoples

Jeff Short

Chris Whitaker (President)

