



# **LEAD TRANSFORM DIFFERENTIATE**

**2022/2023 BUSINESS PLAN**

**Approved by the Board of Governors on March 22, 2022**



## FROM THE PRESIDENT

The postsecondary education sector has gone through immense change since we launched our 2018-2023 Strategic Plan. One constant is Humber's ability to stay on course as we lead, transform and differentiate. Within this shifting landscape, we have seized new opportunities and innovative ways to prepare career ready citizens, enhance access to education and improve the health and inclusiveness of our community.

Our 2022/2023 Business Plan upholds these priorities. As our students and employees face major changes in the delivery of academic programs and in the workplace, Humber will continue to embrace cutting-edge technologies, offer challenging and meaningful work integrated learning and conduct ground-breaking research with our industry and community partners.

To guide our way forward, we will draw on the outcomes of the 2021 Humber Tomorrow planning process where we reviewed our strategic priorities and reflected on our students' and employees' needs arising from the pandemic. Additionally, within the first months of this year, we are undertaking a broad consultation process with our employees, students, and industry and community partners to identify our new academic and digital campus priorities for the next three years. At the same time, we will continue implementing the plans and strategies developed over the last four years that are aimed at promoting the well-being and success of our students and employees as they learn and work at Humber.


I am proud to be part of an institution guided by an exceptional Board of Governors, executive team, staff, students, and industry and community partners, that continues to employ creativity and ingenuity to deliver on Humber's goals.

A handwritten signature in black ink, appearing to read 'Chris Whitaker', with a stylized, flowing script.

Chris Whitaker  
President & CEO

## HONOURING OUR INDIGENOUS ROOTS

Humber College is located within the traditional and treaty lands of the Mississaugas of the Credit. Known as Adoobiigok, the “Place of the Alders” in Michi Saagiig language, the region is uniquely situated along Humber River Watershed, which historically provided an integral connection for Anishinaabe, Haudenosaunee, and Wendat peoples between the Ontario Lakeshore and the Lake Simcoe/ Georgian Bay regions. Now home to people of numerous nations, Adoobiigok continues to provide a vital source of interconnection for all.



Indigenous Cultural  
Markers - The Migration  
of the Anishinaabe  
Humber College's  
Lakeshore campus

## 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.

## OUR STRATEGIC PRIORITIES

● Career-Ready Citizens   ● Accessible Education   ● Healthy & Inclusive Community

- 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.
- 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.
- 3 Lead in the development of 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.
- 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.

# THE 2022/2023 BUSINESS PLAN

Guided by Humber's vision, mission and values, the 2022/2023 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 people, processes and infrastructure – are identified in the final section: The 21st Century Institution.



## 2022/2023 GOALS

### 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.



## Looking to the future of teaching and learning

As Humber's current Academic and Digital Campus Plans wrap up, the college is undertaking a broad consultation process to develop new teaching and learning priorities that will guide us for the next three years. With a focus on preparing career-ready citizens, the college will consult with staff, faculty, students, and community and industry partners on topics related to research and innovation, programs and credentials, partnerships, and the digital resources and technology needed to support our academic priorities. The new plans will be ready to launch in the late spring.





## Breaking new ground for the creative and performing arts

Humber's most ambitious capital development project to date, the Humber Cultural Hub (HCH) continues to move forward. The first phase of this 360,000 sq. ft. Lakeshore campus creative focal point will provide a new home for the Faculty of Media and Creative Arts. Spaces include a new faculty administrative zone, centralized music practice spaces, specialized labs, and a 140-seat dedicated music performance hall. Also included in this phase are new food services, a gymnasium and a 325-bed student residence constructed with environmentally sustainable mass timber.

The HCH will serve as a gateway for our students to enter the music, film, and TV industries and for our creative industry partners to access talent, entrepreneurial supports, and applied research. It will attract businesses and create jobs for Humber's local community and assist the arts with meeting its growing sector demands.

## Sparking innovation and applied research

Humber's Centres of Innovation provide experiential learning opportunities that inspire students and industry partners to put ideas into action. Ranking second place in Canada for research among Colleges and Institutes, Humber will continue to pursue its research agenda in the coming year.

Housed at the Barrett Centre for Technology Innovation will be Humber's new Broadband Convergence B<sup>2</sup>C Lab. In 2022/2023, this lab will be ready for students, faculty and industry to delve into Advanced Television Systems Committee (ATSC) 3.0 technology and 5G convergence research, development, testing and deployment. Exploration in this area will lead to new innovative broadcast television experiences and datacasting applications that are integral to future television interactivity, data delivery and GPS augmentation.

In the upcoming year, Humber will also complete the development of its Centre of Innovation (COI) Network and hire staff for its final COI – the Centre for Social Innovation. Humber will establish a Strategic Partnership Hub to proactively seek, create and sustain mutually beneficial strategic partnerships and, through the development of a Partnership Toolkit, build the capacity of faculty and staff to engage in creative and successful partnership activity.

## Expanding access to work integrated learning

Coordinated by Humber's six academic faculties, work-integrated learning (WIL) provides students with real-life experience in the workplace or an educational setting through internships, apprenticeships, co-op education, professional practicum, field experience, applied research, entrepreneurship and experiential learning opportunities such as community service learning, industry projects and simulations.

In 2022/2023 enhanced financial support for WIL will continue through Magnet, a not-for-profit platform that supports wage subsidies for postsecondary student work positions. The funds received will create 284 bursaries for students to participate in paid WIL opportunities, adding to the 323 bursaries provided over this past year.

Operationally, the WIL quality assurance framework completed in 2021/2022 will roll out in 2022/2023. Phase one will include a review of Humber's staff roles in support of WIL administration.



## 2022/2023 GOALS

### 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.**

## Generating global innovation and world-class professional learning

After opening its doors in January 2021, Humber's International Graduate School (IGS) is making contributions to world-class professional learning and global innovation.

The IGS's new Industry and Community Connector Hub (ICHub) launches this year as a space where industry, community, academia and students converge to drive innovation, solve business challenges, collaborate on impactful projects and deliver excellence in training and professional development. One of its key initiatives for the upcoming year will be fostering collaboration between the IGS's industry and community partners through events and workshops focused on the future of work. Through their participation in these events, students will engage with prominent thought-leaders and work directly with Humber's partners on applied research and innovation projects. Meanwhile, the ICHub Industry Advisory board will focus on advocacy related to hiring practices to support new immigrants and create inclusive workplaces.

To meet industry and community demand, the International Graduate School will expand its suite of professional programming with three certificates of achievement currently available through Humber's Continuous Professional Learning offerings. These include Web Design and Development, Graphic Design for Print and Web, and 3D Modelling and Visual Effects which will be offered at the IGS next winter.

## Responsive programming

Humber's program planning, development and renewal process ensures high quality curriculum within a broad range of credentials while meeting the changing needs of the labour market and the career goals of future graduates. Each year, the college reviews its program and credential mix and plans for the development of new offerings. In September 2022, Humber will launch a diploma in Hearing Instrument Specialist and a bachelor's degree in Creative and Professional Writing. Pending Ministry approval, graduate certificates in Artificial Intelligence with Machine Learning and Systems Leadership for Sustainability will also be launched.



## Expanding Continuous Professional Learning

Through Continuous Professional Learning (CPL), Humber offers professionally developed, high-quality certificates and courses that support the ongoing process of developing, maintaining, and recognizing professional skills. In the upcoming year, Humber will undertake market research to identify the needs of working professionals and expand its program and course offerings.

In Humber's new CPL plan, workplace skills related to equity and inclusion have been identified as one of the priority areas for development. New credentials to be offered to meet this growing need include a certificate of accomplishment in 2SLGBTQ+ studies entitled "Topics in Gender and Sexuality" from the Faculty of Liberal Arts and Sciences, and a certificate of accomplishment in "Transformative Equity, Inclusion & Belonging Leadership" from the Faculty of Business.





Also launching this year are courses for learners aged 55+ who are looking to envision and build their post-retirement life, and new offerings designed to meet a range of industry needs including:

- “Retirement Revised” Online Workshop supports both individuals looking to retire and organizational leaders hoping to retain knowledge and re-envision the idea of retirement.
- Micro-credentials in “Mental Health Leadership” in partnership with Sick Kids Hospital and “Excellence in Mental Health Leadership” in partnership with the TEMA Foundation to assist frontline health care professionals and employers from all sectors to respond to community mental health needs.
- A Certificate of Accomplishment in Operating Room Nursing-RN designed for registered nurses seeking to advance their practice in perioperative nursing.
- A Condominium Management licensing program offered in partnership with the Condominium Management Regulatory Authority of Ontario to train learners in condominium management law, relationship building, and operations management.
- An Aircraft Schedule Maintenance Program in cooperation with Bombardier Canada for trainees and working professionals to hone their skills in aircraft schedule maintenance.

Finally, more than forty OSAP funding-eligible micro-credentials will be offered this year including "Education and Promotion of EDI in an Organizational Setting", "Strategic and Financial Planning for Property Managers", and "Mortgage Documentation and Compliance Management".

## Building the foundations through Mino nawendiwin

As Humber fulfills the commitments of the new Indigenous Education Plan (IEP), it will ground its approach in Mino nawendiwin - Good Relationships - which recognizes the interconnectedness between all beings.

The goals and objectives of the Indigenous Education Plan will be integrated into the college's academic and operational activities with a focus on promoting the recruitment, retention and success of students and employees of Indigenous ancestry and supporting Indigenous students in maintaining their cultural identity as they pursue their educational goals.

Humber will also build new partnerships with local, urban Indigenous organizations including the Native Women's Association of Canada, Anishnawbe Health, Canadian Roots Exchange, and Miziwe Biik Aboriginal centre to establish an Indigenous Leadership degree program and foster reciprocity for future partnerships. In addition, the college will continue to meet its Indigenization goals by promoting an inclusive learning environment through ongoing education of employees and students in Indigenous worldviews, and ways of being, knowing and doing.



Indigenous Cultural Marker,  
Humber College,  
Lakeshore campus



## 2022/2023 GOALS

### 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.



## Meeting student health needs

As Humber's Healthy Campus Framework and Strategy gets underway, several key initiatives are planned in 2022/2023 to facilitate student wellness at an individual, organizational and community level. Planned initiatives address the framework's four interrelated and overlapping dimensions: physical, mental, financial, and social health and well-being.

Humber will implement a Holistic Food Strategy focused on increasing healthy, affordable food choices on campus. Peer health and wellness programming will be enhanced to support students' social engagement, networks and mental well-being which have been challenged during the pandemic and move to online learning. Finally, Humber will review its student services policies and processes to assess their impacts on mental well-being and implement revisions to improve health outcomes for its learners.

## Prioritizing Equity, Diversity, Inclusion and Belonging

Humber's Equity, Diversity and Inclusion (EDI) framework and strategy continues to guide the college's EDI efforts. Key initiatives this year include the launch of a pilot Ambassador Program to strengthen Humber's interactions with its wider community. To enhance the college's collective capacity to create equity, diversity, inclusion and belonging (EDIB) across its academic and operational functions, Humber will establish a faculty EDIB community of practice while continuing its college-wide EDIB education programming.

Also planned for 2022-2023, the college will develop an Employment Equity Plan aimed at specifying positive measures for hiring, training, promoting and retaining members of diverse groups. Finally, a review of the Black Academic Success and Engagement (The BASE) program and the LGBTQ+ Resource Centre will be undertaken to assess how these supports are meeting the needs of students with the identities they serve.



## 2022/2023 GOALS

### Foundations

# THE 21<sup>st</sup> 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.**

## Enhancing user experience

Focused on enhancing the learning and working experiences of students and employees, two new digital initiatives will be rolled out this year. The first, a collaboration between 18 colleges, will introduce a new library services platform. Sponsored by College Libraries Ontario with support from Ontario Colleges Library Services, the platform provides digital learning services and enhanced access to the digital resources and tools that are essential for students and faculty who are engaged in remote or hybrid teaching or learning in the post-pandemic environment.

Humber's Learning Management System will be refreshed and streamlined as the college transitions to Blackboard Ultra. Key features include a modern and mobile-first design that adapts to many devices, whether computer, tablet, or smartphone, making it more user-friendly and accessible.



## Expanding infrastructure and sustainable operations

Humber will undertake several initiatives this year focused on decreasing its ecological footprint and enhancing access to its campuses and facilities.

With scheduled completion in 2024-2025, 110 Carrier Drive will benefit from a two-story addition to accommodate increased capacity for skilled trades pre-apprenticeships, apprenticeships and postsecondary training opportunities. The 16,000-square-foot expansion will enable Humber to offer trades in the construction, industrial and service sectors while creating opportunities for alternative course delivery and the use of virtual/augmented reality to expand students' learning choices. New multi-purpose labs and classrooms will facilitate enhanced hands-on and theoretical learning.

Humber will also increase campus access points for those using public transit or a car. To be completed in 2024-2025, the Finch West LRT at Humber's North Campus will be accessible through entranceways off Humber College Boulevard and Highway 27. As well, the college will launch a shuttle bus linking the new 344 vehicle Birmingham Parking Lot to the Lakeshore campus. Starting September 2022, Humber will electrify the North campus shuttle bus service, replacing the current diesel buses to reduce the carbon footprint.

Finally, as part of the college's commitment to increasing the sustainability of its operations, plans are underway to replace the North Campus steam pipe heating system with a hot water one, thereby reducing greenhouse gas emissions by twenty percent or more.



## THE EXECUTIVE TEAM

Chris Whitaker, President and CEO

Gina Antonacci, Senior Vice-President, Academic

Jason Hunter, Vice-President, Students and Institutional Planning

Kelly Jackson, Vice-President, External Affairs and Professional Learning

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

Sanjay Puri, Vice-President, Administration and CFO

Scott Briggs, Vice-President, Digital Innovation and CIO

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