



# **LEAD TRANSFORM DIFFERENTIATE**

**2020/2021 BUSINESS PLAN**

**Approved by the Board of Governors June 23, 2020**



## FROM THE PRESIDENT

As Humber enters into its third year of our 2018-2023 Strategic Plan, we continue to fulfil our commitment to providing high quality education that prepares our students for exciting careers in a highly competitive, global market.

Central to our polytechnic model of education, Humber will make new investments in work integrated learning and applied research. By strengthening our relationships with community and industry partners, we are providing meaningful work experiences for our students and enriching our innovative spirit.

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 students, employees and partners. This year Humber will complete our Equity, Diversity and Inclusion Framework; a critical component of our efforts to cultivate a healthy and inclusive campus where all individuals can achieve their full potential.

2020-2021 will be an exciting year as we launch the Humber International Graduate School (IGS) in downtown Toronto. With a specialized business focus, the Humber IGS will offer international students a unique global classroom experience and connect them with employment opportunities in Canada's financial services hub and one of North America's most dynamic tech sectors.

We are also moving forward with our plans for the new Humber Cultural Hub. This 360,000 square foot facility at our Lakeshore Campus is designed to transform education for the entertainment and creative industries and create new opportunities for community engagement.

Each year, Humber's employees, community and industry partners, Board of Governors and students make it possible for us to achieve our goals and accept the challenge to lead, transform and differentiate. I look forward to working with this exceptional team as we fulfil our 2020-2021 Business Plan commitments.



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 Black 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.

## 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 2020/2021 BUSINESS PLAN

Guided by Humber's vision, mission and values, the 2020/2021 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.



## 2020/2021 GOALS

### Pillar 1

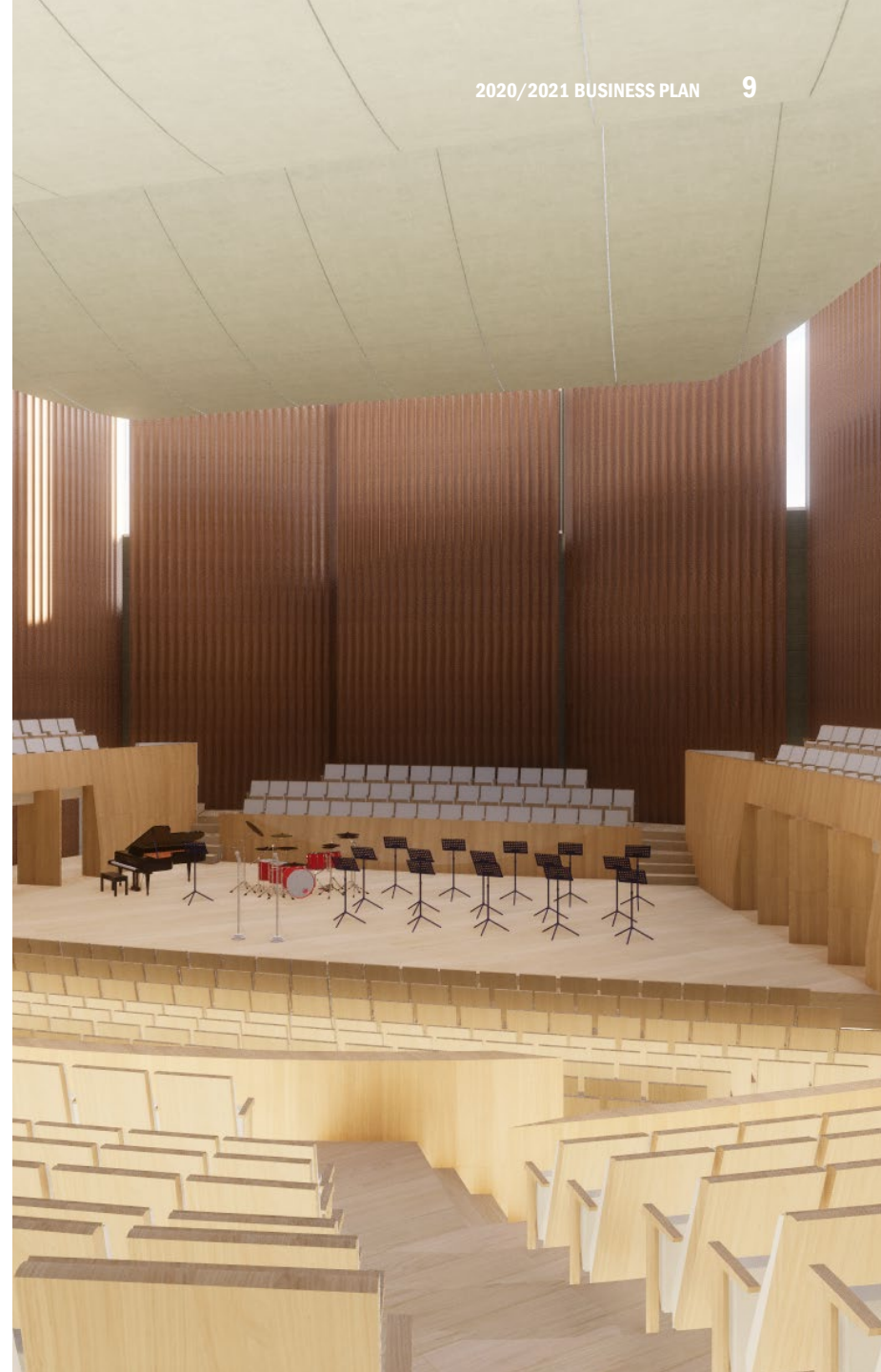
# CAREER-READY CITIZENS

**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.**



## Building a cultural learning nexus

Humber is strengthening its long-standing commitment to the cultural sector by creating a state-of-the-art cultural hub at its Lakeshore Campus. Celebrating creativity in both design and function, the landmark building will transform education for the entertainment and creative industries by enabling unique opportunities for student, faculty, community and industry engagement within an array of leading-edge technology-rich teaching, gathering, production and performance spaces. It will centralize Humber's core programming for music, film and media production, and broaden locations for arts programming and development.





## Gaining work experience

Practical experience is key to preparing students for a competitive work environment. In 2020-2021, Humber will focus on enhancing meaningful work integrated learning opportunities by undertaking a comprehensive planning process. Humber will build new relationships with community and industry partners that provide student work placements and ensure a high quality and consistent student learning experience.



## Driving innovation and applied research

In the last 25 years, innovation has created massive new industries and transformed nearly every field from art to technology and health care. Humber's Centres of Innovation (COIs) bring together interdisciplinary teams of faculty, students, and community and industry partners to solve complex, real-world problems in new and creative ways. In 2020-2021, Humber will invest in world-leading technology that will enable the college to expand its own innovation processes, track them against major world innovators, and engage our partners in industry-shaking disruptions.

One of Humber's novel applied research initiatives for 2020-2021, will involve faculty, students and our partners across multiple disciplines in a pilot project aimed at applying the principles of biophilic design. Biophilic design is based on people's innate attraction to nature and through the design of spaces, aims to connect people to the natural environment to achieve benefits in health and well-being.





## 2020/2021 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.**

## Unique, career-focused graduate education

In 2021, the Humber International Graduate School (IGS) will be launched in downtown Toronto. This new school will offer a unique global classroom experience and provide international students with career-focused, graduate-level education. The Humber IGS will initially offer four Ontario Graduate Certificates with more programs to be added in subsequent semesters. With a specialized business focus, students will be connected to employment opportunities in Canada's financial services hub and one of North America's most dynamic tech sectors.





## Enhancing access through partnerships

Through the Humber-Seneca Polytechnic Partnership (HSPP), students of both colleges will enjoy access to a greater number and variety of course offerings. In this first phase of joint programming, Humber and Seneca will generate new learning opportunities for students within our existing credential mixes.

## Cutting-edge manufacturing skills

Mechatronics or computer-controlled electro-mechanical systems drive all kinds of technology from ATMs to advanced manufacturing and control systems for everything from food packaging to amusement parks. Mechatronics is playing an increasingly important role in Canada's economy and Humber is partnering with Sault College and planning to deliver a Bachelor of Engineering–Mechatronics. The collaborative delivery model will expand student access to a engineering degree within their home communities.



## Honouring Indigenous knowledge and culture

Humber will develop land and culture-based education to honour and teach Indigenous ways of living and being in the world. The college recognizes that land is a site from which Indigenous culture is enacted and from which it continues to flourish. Traditional Knowledge Healers and other Indigenous cultural teachers will share their knowledge of traditional practices such as maple tree tapping, basket making, canoeing, and medicinal plant identification, harvesting and use.



## 2020/2021 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.



## A place where we all belong

Humber supports and promotes diversity, equity and inclusion throughout our entire organization with our employees, students and partners. With the planned completion of Humber's Equity, Diversity and Inclusion Framework in 2020, the college will shift its focus to the implementation of the framework and the development of metrics to monitor our successes.







## Enhancing access

In 2020-2021, Humber will begin implementation of recommendations from an accessibility audit of its facilities and exterior spaces. This expert evaluation of the college's buildings identified opportunities for Humber to exceed building code requirements and improve the usability of its campuses for all people.

## 2020/2021 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.**





## The Digital Campus

In 2020-2021, Humber will undertake two major initiatives that will meet our Digital Campus Plan goal to transform the student experience.

Humber's OneCard will significantly enhance the way in which students access goods and services both on and off campus. This digital identification provides a secure and easy way to purchase meals, use the library, access the athletics centre and more. It will benefit Humber students, as well as those of our partner institutions – the University of Guelph Humber and Seneca College.

Humber will also introduce a new easy-to-use system to help students search for and apply to Humber's wide range of scholarships, bursaries and awards.





## MEASURING HUMBER'S SUCCESS

Humber collects, analyzes and reports information on its progress toward its goals, ensuring accountability to the Ministry of Colleges and Universities, its Board of Governors, students and many other stakeholders.

Humber assesses student success through learning outcomes, retention rates and graduate outcomes. Specific measures include:

- ❖ Student retention by year, credential and priority population
- ❖ Graduate Employment Earnings
- ❖ KPI Graduation Rates
- ❖ KPI Graduate Employment, Graduate Employment in a Related Field, Graduate Satisfaction, Employer Satisfaction

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

- ❖ Employee Engagement
- ❖ Square feet of facility per student
- ❖ Financial Sustainability
- ❖ Economic Impact

## THE EXECUTIVE TEAM

Chris Whitaker, President and CEO

Laurie Rancourt, Senior Vice-President, Academic

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

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

Jason Hunter, Vice-President, Students and Institutional Planning

Sanjay Puri, Vice-President, Administration and CFO

Scott Briggs, Chief Information Officer

Kelly Jackson, Associate Vice-President, Government Relations, Marketing, and Communications

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