



LEAD TRANSFORM DIFFERENTIATE

2021/2022 BUSINESS PLAN

Approved by the Board of Governors March 23, 2021



FROM THE PRESIDENT

As we enter the fourth year of our 2018-2023 Strategic Plan, we leave behind a year like no other but we continue to lead, transform and differentiate. Rather than deter us from our goals, the pandemic has given us opportunities to think about new and innovative ways of preparing career ready citizens, enhancing access to education and ensuring a healthy and inclusive community.

Our business plan for the upcoming year reflects these new opportunities. As students face dramatic changes in the delivery of their academic programs, Humber will engage them through cutting-edge technologies, challenging and meaningful work integrated learning experiences and ground-breaking research with industry and community partners.

Over the next year, we will continue to cultivate a rich learning environment that is grounded in the fundamental values of equity, respect and inclusion. These efforts will be further supported through our commitment to health and sustainability and our activities that nurture the success and well-being of our students, employees and community.

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 during this unprecedented time. Their creativity and ingenuity will ensure that Humber not only realize its 2021-22 Business Plan goals but that we will continue to thrive.



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.

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 2021/2022 BUSINESS PLAN

Guided by Humber's vision, mission and values, the 2021/2022 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.



2021/2022 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.



Providing unmatched access to talent and learning for the creative and performing arts

Committed to supporting the creative and performing arts and student career and learning opportunities, the college is constructing the Humber Cultural Hub (HCH). Breaking ground this spring on the Lakeshore Campus, this creative focal point will cover 360,000 sq. ft.

Built to the highest standards of sustainability, the HCH will provide world-class, technology-rich teaching and performance spaces, including a 500 seat multi-disciplinary performance hall, 130-seat recital hall and professional-quality music, film, TV, multimedia equipment and training facilities.

Sparking exciting possibilities for students, it will provide cultural and creative industries with unmatched access to talent development, entrepreneurial supports, applied research, and capacity to meet the growing demand for skilled talent in the sector. It will deliver important benefits to culturally underserved local communities by attracting businesses, creating jobs, enriching the economy and cultivating new audiences for the arts.

Differentiating through quality

Meaningful work integrated learning is the hallmark of a polytechnic education and Humber is committed to achieving excellence in preparing career-ready graduates. Over the next year, the college will establish its quality assurance framework for work integrated learning addressing elements such as supervision, authenticity, reflection and preparation processes.



2021/2022 GOALS

Pillar 2

ACCESSIBLE EDUCATION

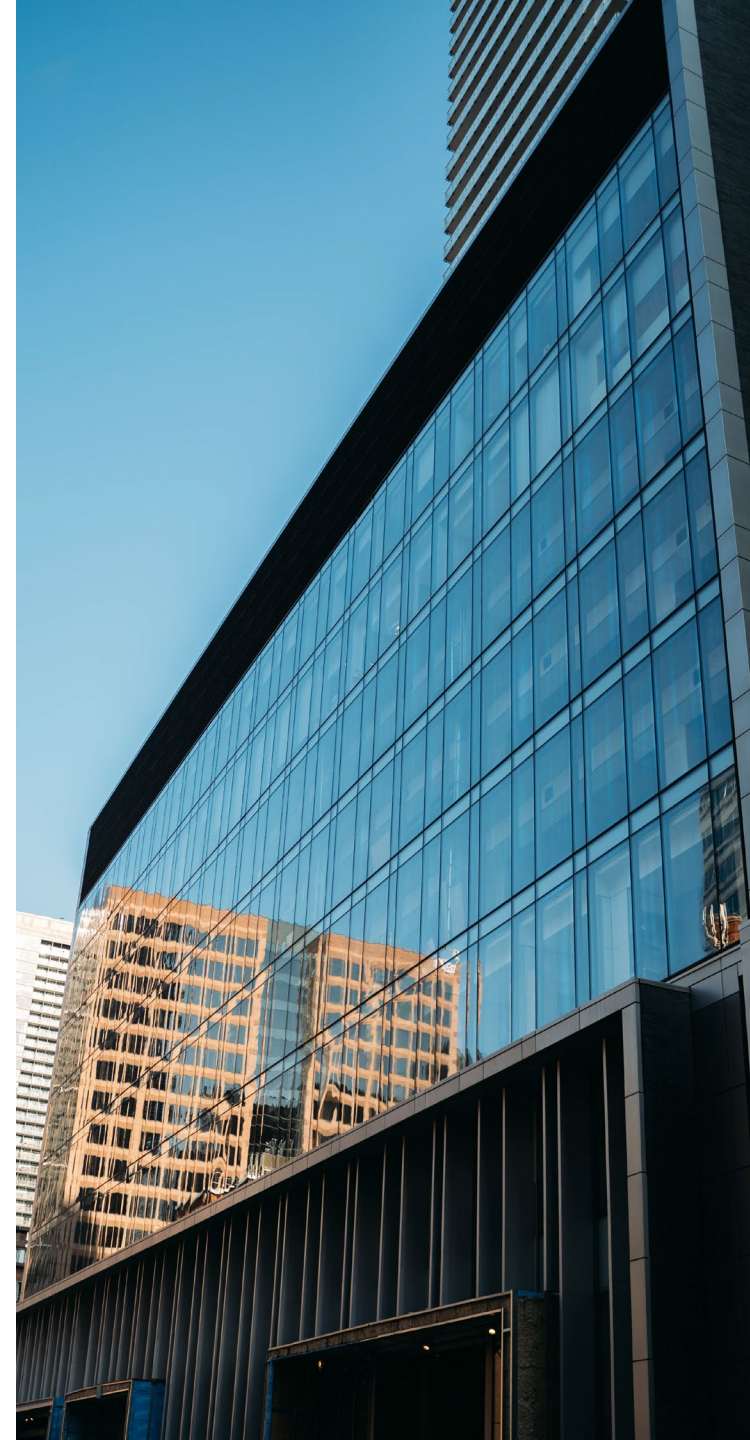
As students increasingly juggle work, family and financial responsibilities, their learning needs and expectations are changing. Conventional models of higher education no longer satisfy these needs and are leaving many students behind. In response to this growing reality, Humber is transforming the 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.

Inspiring and generating world-class professional learning

Opened in January 2021 in the heart of Canada's financial services hub and in one of North America's most dynamic tech sectors, the Humber International Graduate School (IGS) will grow its graduate-level program offerings for international students. Humber will offer seven full-time programs at the IGS in 2021-2022: Financial Planning; Business Insights & Analytics; Insurance Management, Property & Casualty; Research Analyst; Human Resource Analyst; Enterprise Software Development; and Information Technology Solutions.

In addition, there will be several continuous and professional learning programs offered at the IGS including 3D Modelling & Visual Effects Production, Graphic Design for Print & Web, and Web Design & Development.

In 2021-22, Humber will welcome 2,705 new learners from across the globe into the International Graduate School.





Meeting industry demand

Humber's new Bachelor of Engineering degrees will help fill the skills gap created by Industry 4.0 - the ongoing automation of traditional manufacturing and industrial practices, using modern smart technology. Launching in September 2021 with a planned enrolment of 90 students, the degrees include: Bachelor of Engineering, Information Systems Engineering; Bachelor of Engineering, The Built Environment; and Bachelor of Engineering, Mechatronics. The Mechatronics degree is a collaboration with Sault College and will offer students in northern Ontario the opportunity to pursue this in-demand career while living close to home.

Many of Humber's facilities, resources and technologies will provide a living lab to inspire and enhance the learning experiences of the engineering students. Among these resources are the Humber Arboretum's outdoor ecosystem, the Barrett Centre for Technology Innovation, Humber's data centre, and the new parking structure with its solar panels.

Enhancing support to the frontlines

COVID-19 has drawn attention to the nursing shortages across the country and Humber is poised to fill the gap. Beginning in Fall 2021, Humber's Bachelor of Science, Nursing will launch as the college's first independent nursing degree program. With more than fifty years of experience preparing students for successful careers in the health sector and beyond, this four year program focuses on nurses' roles in community and public health, primary health care, long term care and acute settings. Humber students gain a competitive edge through small class sizes, a leading-edge simulation centre, bioscience and anatomy labs, and an array of clinical placement opportunities from across the Greater Toronto Area.

In 2021, Humber will also introduce its Ontario Graduate Certificate in Retirement Home Management and an honours Bachelor of Social Sciences, Addictions and Mental Health.



Continuous Professional Learning

In 2021-2022 Humber will develop a strategy for growing its professional learning offerings that will meet the needs of the ever-changing industry and employment markets. Aligning with Humber's program and discipline area strengths and leveraging the Centres of Innovation, the new offerings will focus on the needs of non-traditional learners and the workforce of the future.

Creating opportunities through system partnerships

Following the signing of a pathways agreement between Humber and Seneca colleges, 200 pathways will be created to enable students from both colleges to benefit from their broad range of program offerings. This initiative is part of the broader Humber-Seneca Polytechnic Partnership.



Embedding Indigenous knowledges and cultures into professional practice

One of the goals of Indigenization is to create educational resources that assist faculty and staff in incorporating Indigenous epistemologies into professional practice which resonate with the lives and experiences of both Indigenous and non-Indigenous students. While this is a multi-year initiative, this year, the college will build Truth and Reconciliation training into its academic programs, providing students with immersive learning that connects historical experiences to current realities, including one's own role and responsibility in reconciliation.

With the formation of the Indigenous Research Committee, the college will enable applied research excellence through interdisciplinary Indigenous research. Indigenous protocols and community-specific ethical guidelines will steer the research process in ways that support the strengths, needs, and aspirations of Indigenous learners, families, and communities.



2021/2022 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.

Fostering Equity, Diversity and Inclusion

Building on Humber's strength in diversity, the college will begin implementing its new Equity, Diversity and Inclusion (EDI) Framework and Strategy. In 2021-22, the college will review its employment systems to understand how its structures, policies and practices differentially impact employees with the aim to improve outcomes for members of historically disadvantaged groups. The review will be followed with the development of an Employment Equity Plan in 2022.

Employee Resource Groups (ERGs) bring together individuals who share common interests, backgrounds or demographic factors, such as gender, race or ethnicity. Led by the employees, the groups offer the members an opportunity to be heard, valued and engaged in their workplace. To foster its inclusive culture, in 2021-22, Humber will promote the development of new ERGs.



2021/2022 GOALS

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.



Accelerating the digital campus

Humber's Digital Campus Plan aims to transform the student experience, enhance learner access, and support community innovation. Focused on a future that includes a hybrid of on-campus and remote learning and working, in 2021-2022 Humber will expand its investments in technology and services that enable staff and students to easily work, learn, and collaborate onsite and from anywhere in the world.

Key among the planned digital campus initiatives, the Flexible Registration Project will optimize customer service for learners seeking reskilling and upskilling programs, continuous professional learning and other non-traditional and innovative learning opportunities. This new technology platform will be the first step toward enabling lifecycle engagement with learners from first contact with Humber, through to graduation, and into their careers.

TechZone, Humber's newest innovation showcase and service hub, will open to students and employees in 2021. In collaboration with the Faculties and the Centre for Innovative Learning, this cutting-edge hub will create space to demonstrate innovative technologies, advise on digital solutions to academic and business challenges, and inspire new ideas.

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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