

HUMBER
COLLEGE
OF
APPLIED ARTS
AND
TECHNOLOGY

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ANNUAL
REPORT
TO THE
MINISTER

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MISSION STATEMENT

The Mission Statement for Humber College announces that the College is:

A comprehensive college of applied arts and technology, meeting the diverse needs of the people of the Province of Ontario. The College is a socially responsive and adaptive institution that is an integral member of and accountable to its community. The College is characterized by a humanistic, student-oriented philosophy, which prizes the worth of every individual. The College is accessible to a variety of clients, is responsive on its curriculum offerings, and flexible in its delivery modes. Humber College is committed to leadership in instructional excellence.

The Mission Statement philosophy is defined by its most significant features as summarized here:

1.1 Comprehensive

The College offers a wide variety of study and career options for its students.

1.2 Accountable

Humber College is responsible to the students for program quality and to the community for program relevance. Student and program success are determined on the basis of the learning objectives and performance criteria established for each program.

1.3 Humanistic

The College provides an environment which reflects a commitment to the development of the whole person.

1.4 Accessible

The College strives to encourage equitable educational access and to foresee and plan for the overcoming of barriers to such access.

1.5 Flexible/Responsive

The College seeks to accommodate individual differences in learning needs, aptitude, knowledge, and educational goals. College programs are phased out or initiated in keeping with the changing needs of society.

1.6 Excellence

The College's programs, services and environments are learner and learning centred. Students are encouraged to develop fully their capabilities and are assisted in setting realistic goals for themselves. This commitment requires excellence of personnel, management processes, facilities and programs. Excellence is maintained by continual evaluation and review.

Institutional Objectives:

Within its mission the College has established five primary institutional objectives, namely:

1. The enhancement of the quality of education offered at Humber College leading to improved retention, and successful graduate placement.
2. The continued improvement of processes that will allocate efficiently and use effectively ever more scarce college resources.
3. The improvement of the student recruitment process through comprehensive market analysis, enhanced flexibility in responding to new markets and the maintenance of a comprehensive, relevant and current program mix.
4. The continued development of the human resources of the College, with particular attention to areas of the College facing significant change.
5. The attraction of new business and resources to Humber College through such activities as enhanced industry contact and fund raising initiatives.

PRESENT SITUATION

Internal Environment

The multi-campus nature of Humber remains an important part of the College's internal character and its public image. However, the College is now in a position to consolidate its multiple sites into three excellent campuses: two major ones at Lakeshore and the North and a moderate scale campus in the City of York. The College has produced several planning options and is now reviewing the merits of each.

Attrition rates are an inevitable part of College operations. In carrying out its mandate, Humber College must continually work to ensure that its students are given every opportunity to remain committed and achieve success in their programs of study. Accordingly, the College has continued to devote itself to determining and addressing the causes of attrition.

A Freshman Student Questionnaire administered to Humber students each year to determine real and perceived barriers to their educational commitment consistently indicates the following areas of concern:

- lack of clear career goals
- underpreparedness relating to levels of math and language proficiency
- lack of knowledge and consistency in study skills
- financial burdens in coping with educational and living expenses
- housing-related problems.

The data also indicate that students coming to Humber range in age from 19 to 64 years and have a variety of skills and knowledge backgrounds both in life and work-related experiences.

In an effort to meet the student needs that have been identified, the Student Services areas of the College concentrate on the following main areas of programming to assist students toward success in their studies:

1. Orientation Services
2. Counselling and Advising Services
3. Testing for Remediation and Career Exploration
4. Support Services for Students
5. Peer Tutoring
6. Placement, Part-time Employment and Work Study
7. Financial Management
8. Special Needs Services
9. Student Activities
10. Remedial Labs
11. Athletics and Recreation

Humber College is fortunate to have an enthusiastic academic faculty, a strong administrative and support team, and the kind of positive working relationships that energize the entire college community.

The new collective agreement has offered some opportunities to improve both the reputation of, and the faculty commitment to Humber's programs. The enhanced workload conditions offer more time for development, student consultation, departmental interaction, evaluation and professional contact with employers, all of which contribute to academic quality. The collective agreement implementation has represented a tremendous time commitment but has resulted in positive morale and working relationships at the College. It has, however, raised new issues. These include the need to enhance administrative skills appropriate to a collegial environment, the need to control cost to ensure competitiveness with private post-secondary schools, the need to maintain sufficient scheduling flexibility to provide short term intensive industry training and the need to maintain effective and timely decision making processes.

The timely and reliable flow of accurate information in response to both scheduled and random demand is acknowledged to be vital to Humber in providing service to administrators, to faculty and, above all, to students. Humber students expect prompt information handling by the College and place such responsiveness high on the list of criteria for comparing institutions. Furthermore, the College believes that administrative efficiency provides a model and standard against which students can measure their own professional achievement. In addition to these expectations, Humber's Computing Services Department is required to handle greater volumes of information in more complex patterns and with a high degree of dependability. All of these valued features of modern institutional management, marketing and competition have necessitated a significant investment in computing resources.

The faculty's acute sense of the need for currency in curriculum content and curriculum delivery has served the College well in earning the approbation of employer industries and in attracting students from across the country. While Humber's programs have been generally well regarded, the upgrades of instructional equipment in addition to the importation of new technology will be a critical priority in the coming academic year. Academic capital equipment replacements and updating projected to be 6.7 million over the next 3 years, represents a major challenge.

As Humber College has evolved and adapted it has created a legacy of thoughtful planning, skillful analysis, efficient implementation and, most noteworthy of all, compassionate and humane citizenship. Among the College's prized laurels are the industry recognition it has received as exemplified by awards to the Mechanical Technology program, and the international standard of merit to which the College's developing relationships with post-secondary institutions in the United States, Southeast Asia and elsewhere testify.

External Environment

Declining student enrolment, changes in government funding and increased urban development are significant among the external factors to which the College is challenged to respond.

In 1985/86 Humber projected a decline in student enrolment for 1986/87. Although the College experienced the decline in enrolment for all 3 semesters, the overall impact was marginal. By channelling energies toward the causes of student attrition and by expanding enrolment capacities for over-subscribed programs, the College was able to minimize the overall impact of the projected enrolment decline. Enhanced faculty awareness, greatly enriched student services and a credible program review process are expected to continue to off-set demographic decline. In general the shift in government spending is expected to impact significantly on Humber.

The change from direct seat or class purchases to the new indirect method under the Canadian Job Strategy has created a ten fold increase in workload for College departments. This change in method of seat purchase has created the need to develop an automated system which will not only enable the College to process seat purchases in a more cost-effective and efficient manner but will also enable the College to respond to changes in a more timely manner.

New directions in funding and provincial programs require an increase in the College's human resources in order to respond effectively to the directives and needs of these programs.

Employer Services, which is responsible for part of the College's provision of training to the employee/employer community, is seen by Humber as a valuable area of potential growth. The amount and extent of activities will depend largely on the College's ability to accept reasonable entrepreneurial risk and to promote and market College services and capabilities effectively. The challenge is to assist the client community in planning change rather than merely reacting. Following the introduction of the Ontario Training Strategy in September and the establishment of the Ontario Skills Development office in March, the College is now well positioned to provide an enhanced and expanded level of service locally. It is anticipated that the Consultative Service will create a greater and more focused demand for well-planned training in business and industry and that Humber will be a valued partner of government and the private sector in the regional training culture.

Changes in funding arrangements from "per diem" to "line by line" will greatly affect flexibility and limit the ability of the College and its managers to exercise their discretionary decision-making skills in financial matters. The changes in government funded programming have required the College to use its limited resources to effect system changes in order to respond to new government directives in a time when the College is also experiencing a significant decrease in direct federal funding. Humber continues to monitor the social and economic environments closely and adjust its organization and processes accordingly.

SIGNIFICANT DIRECTIONS - MAJOR INITIATIVES

Humber College is focusing on three main initiatives over the next year: campus consolidation, administrative office automation, and academic and student service preeminence.

CAMPUS CONSOLIDATION

First, discussions and activities are being initiated to consolidate Humber's nine mixed site locations to three main campus locations. This consolidation will result in the College vacating expensive and inadequate leased facilities and relocating programs into new facilities which will support program growth and provide more cost effective and efficient services. Specific initiatives include:

- i) future relocation of the Osler Residence facility
- ii) construction of a 400-room full-time student residence on North Campus property - (College owned).
- iii) consolidation of the present Keelesdale and York Eglinton campus sites into a proposed new campus.
- iv) expansion of Lakeshore Campus to accommodate current programs.
- v) construction of a new 100,000 sq. ft. Technology Transfer Centre.
- vi) construction of a new 20,000 sq. ft. Student Service Centre.
- vii) construction at North Campus to replace leased buildings at Queensway A and B.

In addition the College is currently negotiating two separate joint ventures with the provincial and municipal governments to further develop and expand College facilities and services. Under discussion are the construction and operation of a swimming pool facility in concert with the City of Etobicoke and the development of College lands adjacent to Lakeshore Psychiatric Hospital Lands in cooperation with the Ministry of Housing and Government Services.

The amalgamation of the present nine campus sites into three demands the careful planning of academic program delivery for the next decade. The phase out of Queensway A and B by March 1989 will provide the opportunity to concentrate Technology's labs and training at one campus and realize a great many instructional quality and efficiency improvements. Similarly, the recent developments related to the Lakeshore Psychiatric site and Col. Sam Smith Park, both abutting Humber's Lakeshore Campus, urgently demand decisions related to academic programming, to facilities, and to cooperative initiatives between the College and appropriate government agencies.

THE ADMINISTRATIVE OFFICE AUTOMATION

The second main initiative centres on computerization and increased-automation for administrative and service departments of the College as described below.

- i) The Office of the Registrar is developing and introducing a new on-line, real-time student records and fee system. This system will provide more complete data and tracking to ensure that all future decisions will be based on accurate and timely information. In addition the system will permit differentiated timetabling and facilitate the early identification of trends. These features will enable the College to serve students and applicants more efficiently and flexibly.
- ii) Financial Services is developing an on-line, real time financial accounting system.
- iii) Campus Stores is introducing an on-line textbook request system to service the academic divisions. This will result in significant savings in manpower and a much improved order response time.
- iv) Food Services is developing a computerized control system for each cafeteria to provide each location with the capability of being individually managed as a profit centre and effectively monitoring its own operations.

ACADEMIC AND STUDENT SERVICE PREEMINANCE

The third College initiative supports Humber's goal of academic and student service excellence through the rigorous analysis of program needs and performance and through a proactive approach to student services. The review of existing programs and the initiation of new programs will continue in the forthcoming year.

The 1986/87 year has been one of learning, planning and consolidating in the academic sector of Humber College. Steps have been taken to strengthen the administrative team, to improve retention, to overcome the declining enrolment in specific program areas, to offset Federal purchase reductions, to implement a revised organization, to introduce ten new programs, to increase Conference and Seminar offerings and to expand into secondary school, basic graduate and university graduate markets. Twenty programs were reviewed formally during the academic year resulting in a number of curriculum, scheduling and resource improvements. Programming planned for introduction in the next year includes:

- General Business - Micro Computer Management
- Radio Broadcasting Certificate
- Public Relations Certificate

Other program offerings are being researched in cooperation with local industry.

Additionally, instructional quality will be enhanced by the implementation of the General Education Task Force recommendations, a more comprehensive labour market data base, annual curriculum upgrading, and Instructional Development Fund awards.

A major step in the development of cost recovery industry services has been the growth of "Health Line" which now offers wellness services in fitness, smoking cessation and diet planning to IBM Canada as well as to a number of local industries.

Since the successful delivery of current programs is dependent on a well motivated, well prepared and well supported student body, three significant directions have been highlighted by the Services area of the College for priority attention:

a) Decentralized Student Counselling

During the last year, a decentralized approach to student counselling has been initiated by the placement of trained counsellors within several academic divisional offices. This provides direct access for the students within their program faculty and the assisting counsellor.

b) Remediation Strategies

Humber is attempting to coordinate the diverse and complex matrix of testing programs on campus by, among other things, participating in pilot testing programs through ACT, remedial programs such as Project ABLE, College Board etc. Humber is planning to consolidate its assessment and remedial programs to provide the students with a clear pathway through the varying levels of programming.

c) Staff Development Activities

Recruitment of all staff is a prime target in the concept of student success. A vast array of Staff Development activities are implemented ranging from divisional-specific workshops, one-on-one professional development counselling, awards and recognition events, campus-based undergraduate and graduate programs, content-currency workshops, faculty orientation sessions and conference participation.

CONCLUSION

Humber College continues to strive to provide the best teaching and learning environment possible for the 1980's. The College is aware that the challenge of our age is change and adaptability grounded in humanity and responsibility. While Humber College is committed to its own community it makes every effort to work cooperatively with other colleges in Ontario and throughout the country to strengthen the applied arts and technology sector of post-secondary education.

June 30, 1987

