



## Annual Report

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2009 • 2010

*Cover Photo:  
Students from Film and Media Production - Bachelor of Applied Arts  
Lakeshore Campus*

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## Vision

**Humber – excellence in polytechnic education**

## Mission

Humber develops broadly educated, highly skilled and adaptable citizens who significantly contribute to the educational, economic and social development of their communities. We accomplish this by:

- Preparing learners for careers through a comprehensive choice of educational credentials in a broad range of programming;
- Developing informed and engaged citizens through an applied and liberal education; enabling organizations to enhance their effectiveness through customized training and lifelong learning opportunities; and
- Supporting our local communities through outreach activities.

## Values

**Excellence...** by maintaining high academic standards and emphasizing quality academic programming and services

**Learner Focus...** by placing students at the centre of all decisions

**Innovation...** by anticipating changes in global society and the workplace, and responding with creative and flexible learning approaches

**Respect...** by acknowledging the dignity and contribution of each individual in our diverse community through fair, ethical and courteous actions and communications

**Sustainability...** by considering the social and environmental costs and benefits in all of our decision-making

## 2008 – 2013 Strategic Plan Priorities

- Manage enrolment growth
- Commitment to teaching and learning excellence
- Commitment to human resource planning and professional development
- Commitment to high quality services to support student success and business practices



## Message from the President

It is my honour to present the 2009-2010 Annual Report, detailing Humber's many accomplishments during the second year of our 2008-2013 Strategic Plan. By offering more than 150 career-focused programs with credentials spanning the spectrum from apprenticeship to postgraduate studies, we continue to progress toward our vision of "excellence in polytechnic education." Humber has committed to expanding our degree offerings, and increasing our focus on providing students with bridging programs and pathways between program offerings.

As the largest college in the largest province in Canada, Humber has a particular responsibility to anticipate and meet the needs of individuals, employers and the labour market. We believe we are meeting this challenge as Humber continues to demonstrate the highest applicant demand of any college in the province, along with double-digit enrolment increases. This continued demand reflects a number of factors: first and foremost, it reflects the quality and economic responsiveness of Humber's programs, services and pathways, the teaching and learning that our students experience, and the successful outcomes enjoyed by our graduates. Second, it reflects the demographic realities of the Greater Toronto Area, and the northwest GTA in particular. Growth in all demographics (including new immigrants and 18-24 year olds) is projected to outstrip that of the rest of the province for many years to come. Finally, the impact of the world-wide recession, from which we are now emerging, has led many individuals to look to colleges for training and retraining to enable them to continue to be productive members of society.

In this context, a key focus for Humber over the past year, and a continued priority for the year to come, will be finding innovative ways to plan for and invest in the infrastructure required to meet the growth pressures. Continued dialogue with, and support from, the Government of Ontario, a committed Board of Governors, employers and educational partners, Humber students and the Humber Students' Federation, and our dedicated faculty and staff, will be essential as we move forward to meet the challenges and embrace future needs.

As this 2009-2010 Annual Report aptly demonstrates, we at Humber have much to be proud of, and much to look forward to in the coming years.

A handwritten signature in black ink that reads "John B. Davies". The signature is written in a cursive, flowing style.

*John Davies, President*





## Introduction

In realizing its vision of “excellence in polytechnic education,” Humber continues to provide career-focused education and training to thousands of students across the spectrum of needs and credentials – from apprenticeship to diplomas to bachelor’s degrees and postgraduate certificates. The 2009-2010 Annual Report clearly outlines how Humber continues to deliver on its commitment to quality, access and accountability.

The 2009-2010 Annual Report details results and accomplishments in the second year of implementation of the key priorities and strategies outlined in Humber’s 2008-2013 Strategic Plan. The strategies, initiatives and performance indicators in Humber’s Strategic Plan are closely aligned with the commitments contained in Humber’s Multi-Year Accountability Agreement (MYAA) relating to access and quality (available at [humber.ca/content/publications](http://humber.ca/content/publications)), as is clearly demonstrated in our annual MYAA Report-Backs. Humber continues to engage its capacity to gather and analyze data that will ensure that the college’s performance in all areas is regularly measured and that decisions about improvement strategies and investments are based on clear and reliable evidence. We look forward to working with the Ministry of Training, Colleges and Universities to develop even more robust measures of performance and outcomes.

The 2009-2010 Annual Report is divided into four sections. The first section, About Humber, provides background information about Humber, as well as a current profile of Humber’s students, programs and services. The second section focuses on the results achieved in 2009-2010 against the five-year Strategic Plan. Third, the Awards, Success Stories and Special Events section highlights the key achievements and accomplishments of Humber’s students, faculty, staff and alumni over the past year. Finally, we focus on Humber’s commitment to outreach and activities within the broader community.



## About Humber

Established in 1967, Humber College Institute of Technology & Advanced Learning is one of Canada's leading educational institutions offering a wide-range of career-focused opportunities for students through apprenticeship training, postsecondary certificate, diploma, bachelor's degree and postgraduate certificate programs.

In 2003, Humber was one of only five Ontario colleges named as an Institute of Technology & Advanced Learning by the Ontario Government. This designation allows Humber to offer up to 15 per cent of its programs at the baccalaureate degree level. In 2009-2010, Humber offered 12 degrees (plus Nursing) with plans to offer an additional eight degree programs over the next several years.

Humber meets its vision of excellence in polytechnic education by offering students clear academic pathways and the opportunity to build on previous academic achievements and experiences. Humber's mandate is to provide a comprehensive and balanced mix of educational programs and services to assist students in their pursuit of educational, career and life goals.

As the college with the highest application rate in Ontario, Humber serves 21,000 full-time students (including more than 2,000 apprentices) and 55,000 part-time registrants. Humber offers more than 150 full-time programs across 40 fields of study and delivers approximately 200 part-time and 325 online programs or courses. Programs are offered through eight academic schools: Applied Technology; Business; Creative & Performing Arts; Health Sciences; Hospitality, Recreation & Tourism; Liberal Arts & Sciences; Media Studies & Information Technology; and Social & Community Services.

Humber ensures its programs are relevant through advisory committees, co-op and work study programs, internships and work placements, clinical practice, community alliances, applied research and development projects. In addition, Humber develops ongoing relationships with industry by offering customized corporate training for private and public sector employers.

Humber students experience a vibrant campus environment with learning support through a multitude of student services; a focus on library resources; an active student government, which supports more than 80 student-led clubs; outstanding varsity teams and unique activities such as: a gourmet restaurant; a student newspaper; in-house radio and TV stations; concerts; theatrical performances; guest lectures and literary readings.

The prestigious League for Innovation, an organization comprising 20 leading colleges in North America, has named Humber as one of twelve Vanguard Learning Colleges identified on the basis of excellence in education and training. Humber is the League's only Canadian board member. Humber is also a founding member of Polytechnics Canada, an association committed to producing career-ready graduates who combine critical thinking with theoretical understanding and practical skills.



## Humber Facts

- In Fall 2009, Humber enrolled more than 9,900 first-year students; an increase of 12.5 per cent from 2008.
- Humber receives more than 55,000 applications annually; more than any other Ontario college.
- More than 135,000 Humber alumni are making substantial contributions to communities in Ontario, Canada and around the world.
- Humber has three campuses: North (Hwy. 427 and Finch); Lakeshore (Kipling and Lake Shore) and Orangeville.
- Humber students can earn a variety of credentials including bachelor's degrees, diplomas, postgraduate certificates, certificates, and apprenticeships. Academic offerings comprise of:
  - 150 full-time programs in more than 40 fields of study including 12 degree programs (plus Nursing) and 35 postgraduate certificates
  - 200 part-time certificates
  - 1,400 continuing education courses offered evenings, weekends and online
- In 2009, Humber enrolled more than 2,400 students in its own four-year degree-level programs – 30 per cent of all students studying in degree-level programs in Ontario colleges are studying at Humber.
- In addition, Humber has the largest Bachelor of Nursing program of any college in Ontario with the entire four years of the University of New Brunswick curriculum delivered by Humber faculty.
- Humber's North Campus is also the home to seven unique and innovative joint programs offered in partnership with the University of Guelph. Students graduate from the University of Guelph-Humber with an honours baccalaureate degree conferred by the University of Guelph and a career-specific diploma conferred by Humber. More than 3,100 students were enrolled in the University of Guelph-Humber in 2009.
- To further support students in pathways for lifelong learning, Humber offers more than 275 articulation agreements for advanced standing with more than 34 Canadian and international universities.
- Humber collaborates with a number of internationally based institutions to deliver programs. One of the strongest relationships is with Ningbo University in China. Humber co-delivers years one and two of a Business Administration diploma program in China. Students then complete their third year in Toronto. In the past five years, more than 400 students have completed this diploma program.
- Campus life features:
  - Student Success and Engagement – with a focus on co-curricular activities to develop student leadership, lifestyle and personal well being; specialized career services to assist students in the transition from Humber to the workplace; and comprehensive services for students with disabilities.
  - The Humber Students' Federation (HSF) – in addition to advocating on behalf of students, the HSF provides support for more than 80 social clubs, as well as athletics, the health centre and a variety of campus projects including an extensive dental and health insurance program for students.
  - Outstanding athletic programs, facilities and teams. In 2009-2010 Humber's varsity teams won more awards and championship wins than any other Ontario college, with over 158 prizes including 11 gold and five silver medals in provincial and national championships, and 10 regional championships.
  - A gourmet, student-run restaurant – The Humber Room.
  - Residences – offering accommodation for 1,450 students at the North and Lakeshore Campus locations, and an award-winning residence life program focused on the development of student leadership talent.
  - A student newspaper, FM radio station and in-house TV station, which won more than 40 awards in the past year.





## Humber's Key Performance Indicators

Humber College is committed to providing students and graduates with top quality teaching and learning experiences. According to the most recent provincial Key Performance Indicators (KPI) results, Humber continues to deliver on this promise. These results also demonstrate improvements each year. Humber continues to introduce new initiatives to support improvement in our overall results on KPIs and to engage in dialogue with the provincial government about ways to improve the sample sizes and methodology for some of the indicators.

### Highlights of 2009-2010 KPI Results

#### Student Satisfaction – 77%

- Highest in the GTA
- Higher than the GTA average for all four capstone questions; higher than or equal to the system average for all four capstone questions:
  - “Overall, your program is giving you knowledge and skills that will be useful in your future career” – 88.1%
  - “The overall quality of the learning experiences in this program” – 81.6%
  - “The overall quality of the facilities/resources in the college” – 69.9%
  - “The overall quality of the services in the college” – 68.6%

#### Graduate Satisfaction – 81.5%

- Highest in the GTA
- Higher than the system average

#### Graduate Employment – 85.2%

- Second highest in the GTA
- Higher than the GTA average
- Higher than the system average

#### Employer Satisfaction – 94.7% (a 3.1% increase over last year)

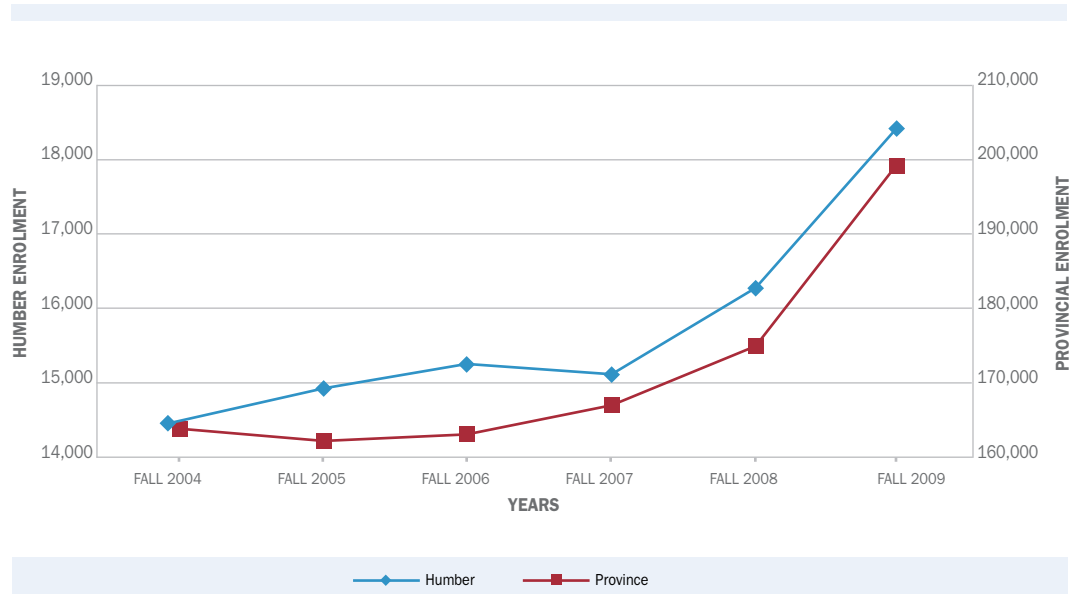
- Highest in the GTA
- Higher than the system average

#### Graduation Rate – 61.1%



## Humber's Enrolment Growth

From 2004 to 2009, full-time postsecondary enrolment at Humber increased by 27.3%, compared to the provincial increase of 21.3%



**Notes:**

Includes full-time students who are taking at least 70 per cent of the course hours or two-thirds of the courses for the program.

Postsecondary-funded programs are those that have been approved for funding by the Ontario Ministry of Training, Colleges and Universities.

Humber totals do not include enrolment for the University of Guelph-Humber (approximately 3,100 in 2009) and apprentices (over 2,000 in 2009).

## Profile of Humber Students

In 2009-2010, our **first-year** students had the following characteristics:

<b>33%</b>	First Generation	<b>Education on Entry:</b>
<b>Gender:</b>		<b>2.23%</b> Less than Grade 12
<b>48.9%</b>	Female	<b>56.94%</b> Grade 12
<b>51.1%</b>	Male	<b>10.89%</b> College Diploma
<b>Age:</b>		<b>6.78%</b> Partial University
<b>19.8%</b>	under 19	<b>8.78%</b> University Degree
<b>31.3%</b>	19-20	<b>Birthplace:</b>
<b>38.8%</b>	21-31	<b>28.09%</b> Not born in Canada
<b>10.2%</b>	31+	<b>7.6%</b> International students
		<b>First Language:</b>
		<b>90.54%</b> English
		<b>0.32%</b> French
		<b>9.14%</b> Other



## Priority 1 – Manage Enrolment Growth

Humber is situated in the rapidly growing northwest quadrant of the GTA, serving western Toronto, Peel and York Regions. The future demand for postsecondary education and the need for additional higher education capacity are evident. The Ontario Ministry of Training, Colleges and Universities estimates that 53,000 to 86,000 more degree spaces will be needed by 2021 to meet student demand. There will be particular pressures in the GTA. In a 2010 report Dr. Rick Miner, the former president of Seneca College, predicts that more than 700,000 people in Ontario will be unemployable by 2021 due to inadequate skills and education. While continuing to ensure high quality programming, Humber is committed to addressing the societal need for postsecondary education through additional growth. In fall 2009, total full-time enrolment at Humber grew by 13.5 per cent over 2008, compared to provincial growth of 13.2 per cent. From 2004 to 2009, Humber's full-time enrolment grew by over 27 per cent, compared to the provincial growth of 21 per cent. Humber continues to experience the highest applicant demand of any college in the province.

Humber is committed to providing learners and employers with integrated, full-service, applied education and learning solutions across a range of programs and credentials while addressing the needs of learners and employers for increasing levels of skills and knowledge. The commitment includes the opportunity to provide educational pathways for higher education with appropriate points of entry depending on the needs and previous experience of the learner.

Humber will continue to provide a comprehensive range of programming, including apprenticeships, certificates, diplomas, degrees and postgraduate certificates. Humber will further expand its offerings to meet changing skill requirements and will eventually provide up to 15 per cent of its programming in bachelor's degrees. It is anticipated that, over time, Humber will offer approximately 25 degree programs. As a key aspect of delivering on our polytechnic vision, Humber also continues to increase focus on applied research to complement student learning in various academic programs.

**Priority 1 – Manage Enrolment Growth Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>1.</b> Develop and implement new programs to ensure a balance of credentials that are responsive to market needs:</p> <ul style="list-style-type: none"> <li>◦ degrees</li> <li>◦ diplomas</li> <li>◦ apprenticeship</li> <li>◦ graduate certificates</li> <li>◦ Guelph-Humber integrated degrees/diploma</li> </ul>	<ul style="list-style-type: none"> <li>• 12 degrees</li> <li>• 10 diplomas</li> <li>• 2 apprenticeships</li> <li>• 5 graduate certificates</li> <li>• 1 new program</li> </ul>	<ul style="list-style-type: none"> <li>• 2 new degrees started in Fall 2009, +195 enrolment; ministerial consent for 3 new degrees; consent renewals for 6 degrees</li> <li>• 4 new diplomas started in Fall 2009, +183 enrolment</li> <li>• 4 new graduate certificates started in Fall 2009, +89 enrolment</li> <li>• New apprenticeship program in HVAC developed</li> <li>• 3 additional degree programs developed</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• 2 new degrees launched in Fall 2009 +177 enrolment (Film and Media Production; Criminal Justice)</li> <li>• 4 new degree proposals submitted to PEQAB (Child and Youth Care; Public Relations; Journalism; International Development)</li> <li>• Ministerial consent for Accounting degree pending; will begin marketing for Fall 2011 launch</li> <li>• 3 degree consent renewals received (Paralegal; e-Business; Industrial Design); submitted degree consent renewal for Nursing</li> <li>• 4 new diplomas launched in Fall 2009 +210 enrolment (Cosmetic Management; Massage Therapy; Media Communications; Home Renovation Technician)</li> <li>• 6 new graduate certificates launched in Fall 2009 +160 enrolment (Information Technology Solutions; Financial Planning; Global Business Management; Transformative Community Justice; Settlement Services; Web Development)</li> <li>• New HVAC apprenticeship program on hold due to space constraints created by increased enrolment in HVAC diploma program in Fall 2009</li> </ul>	<ul style="list-style-type: none"> <li>• 6 new degrees launched (Fashion Management; Tourism Management; Human Resources Management; International Business; Criminal Justice; Film and Media Production); 5 new degree proposals submitted to PEQAB (Accounting; Child and Youth Care; Public Relations; Journalism; International Development); 3 degree consent renewals received (Paralegal; e-Business; Industrial Design)</li> <li>• 7 new diplomas launched (Community and Justice Services; Sustainable Energy and Building Technology Co-op; Broadcast TV/Videography; Cosmetic Management; Massage Therapy; Media Communications; Home Renovation Technician)</li> <li>• 1 new apprenticeship program launched (Developmental Service Worker)</li> <li>• 7 new grad certificates launched (Exercise Science and Lifestyle Management; Information Technology Solutions; Financial Planning; Global Business Management; Transformative Community Justice; Web Development; Settlement Services)</li> <li>• 1 new Guelph-Humber Degree/Diploma (B.A.Sc Kinesiology/Diploma in Fitness and Health Promotion)</li> </ul>

**2008-13 Strategic Plan Strategies**

2. Increase student retention, particularly from 1<sup>st</sup> to 2<sup>nd</sup> year

**Strategic Plan 5-year Performance Indicators**

Year	06-07 Baseline	2013 Target
1 <sup>st</sup> -2 <sup>nd</sup>	77%	85%
2 <sup>nd</sup> -3 <sup>rd</sup>	91%	91%
3 <sup>rd</sup> -4 <sup>th</sup>	94%	95%
Grad Rate	62%	63%

**Year 2 (2009-2010) Performance Indicators**

- 1<sup>st</sup> to 2<sup>nd</sup> 81%

**Year 2 (2009-2010) Results**

**Partially Successful**  
Fall 2008 to Fall 2009 retention:

Year	Fall 2009	2013 Target
1 <sup>st</sup> -2 <sup>nd</sup>	81.1%	85%
2 <sup>nd</sup> -3 <sup>rd</sup>	90%	91%
3 <sup>rd</sup> -4 <sup>th</sup>	98%	95%
Grad Rate	63.1%	63%

KPI graduation rates by program duration (2010):

- 1-year programs 68%
- 2-year programs 57%
- 3-year programs 55.5%
- Grad certificates 84.1%

- Schools have their own retention plans and targets and creative school-specific strategies to achieve goals, examples include:
  - Supporting our Students (SOS) in the School of Social & Community Services
  - Student-run tutorial sessions in the School of Applied Technology
  - Faculty contact students who miss consecutive classes in The Business School
  - Dean's List Breakfast in the School of Liberal Arts & Sciences
  - iSucceed Program brings first semester students together regularly in the School of Hospitality, Recreation & Tourism
- Student Success and Engagement Committee (SSECC) focusing on strategies for student retention, with a sub-committee working on developing improved reporting methods for incoming student data
- SSECC working group developed and distributed program-level retention reports to all Deans

**Strategic Plan Progress to Date**

Retention rates (Fall to Fall):

Year	Fall 2007 Baseline	Fall 2008	Fall 2009
1 <sup>st</sup> -2 <sup>nd</sup>	77%	79.9%	81.1%
2 <sup>nd</sup> -3 <sup>rd</sup>	91%	93.2%	90%
3 <sup>rd</sup> -4 <sup>th</sup>	94%	95.5%	98%

KPI graduation rates by program duration and overall:

Year	2007 Baseline	2008	2009	2010
1-year programs	77.1%	70%	69.5%	68%
2-year programs	58.1%	63.6%	61.2%	57%
3-year programs	55.3%	49.6%	54%	55.5%
Graduate certificates	83.4%	84.8%	83.8%	84.1%
Overall Grad Rate	62%	63.5%	63.1%	61.1%

*Chart continued on next page*



**Priority 1 – Manage Enrolment Growth Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date												
<p><b>3.</b> Develop and implement pathways between credentials</p>	<ul style="list-style-type: none"> <li>• 12 bridging and transfer programs</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer agreements in place for: Police Foundations to new Criminal Justice degree</li> <li>• Registered Practical Nursing bridge approved and in place for Fall 2010 intake</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Transfer agreement in place for Police Foundations to new Criminal Justice degree Fall 2009</li> <li>• Transfer options incorporated in development of new Film and Media Production degree Fall 2009</li> <li>• Registered Practical Nurse to Bachelor of Nursing bridge received ministerial consent and offered in Summer 2010 with first intake into Bachelor of Nursing program in Fall 2010</li> <li>• Discussions initiated on how to better track the number of students taking advantage of bridges and pathways; linked to implementation of new Enterprise System Project (ESP)</li> </ul>	<p>Transfers from Humber Diploma to Guelph-Humber Degree</p> <ul style="list-style-type: none"> <li>• Journalism&gt; Media Studies</li> <li>• Public Relations&gt; Media Studies</li> <li>• Police Foundations&gt; Criminal Justice</li> <li>• Fitness and Health Promotion&gt; Kinesiology</li> <li>• Bridge from Registered Practical Nurse&gt; Bachelor of Nursing</li> <li>• All new Humber degrees are developed with transfer opportunities from diploma programs embedded (4 new degrees offered to date)</li> </ul>												
<p><b>4.</b> Develop and implement a new marketing plan</p>	<ul style="list-style-type: none"> <li>• 5% increase in number of applicants for all programs (over 2007-08 baseline)</li> <li>• 5% improvement in top-of-mind awareness</li> </ul> <p><i>Note: revised overall performance indicator related to top-of-mind awareness</i></p>	<ul style="list-style-type: none"> <li>• 5% increase in applicants for 2010-11</li> <li>• 5% improvement in top-of-mind awareness over initial baseline data (once obtained)</li> <li>• 10% increase in media coverage</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• 10% increase in applications for Fall 2009</li> <li>• Brand study conducted in Spring 2009 established baseline of 83% top-of-mind awareness, highest of GTA colleges</li> <li>• Findings from brand study also helped formulate key corporate messages to be used in all communications and advertising; key brand attributes identified as Quality and Breadth of Programming</li> <li>• Redesigned website launched with new architecture, navigation, searchable program listing, and content management system</li> <li>• Three-year digital marketing plan developed and launched</li> <li>• Introduced Degree Viewbook targeted to secondary school students</li> <li>• More than 10% increase in media coverage due to a banner year led by Operation: First Contact and the high-profile openings of the Centre for Justice Leadership and the Centre for Trades &amp; Technology</li> </ul>	<p>Overall increase in applications Fall over Fall:</p> <table border="1" data-bbox="1230 1138 1539 1226"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 08</th> <th>Fall 09</th> </tr> </thead> <tbody> <tr> <td>45,752</td> <td>2.7%</td> <td>10%</td> </tr> </tbody> </table> <p>Increase in applications for degree programs Fall over Fall:</p> <table border="1" data-bbox="1230 1318 1539 1407"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 08</th> <th>Fall 09</th> </tr> </thead> <tbody> <tr> <td>2,361</td> <td>71.1%</td> <td>31.3%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Brand study conducted in Spring 2009 established baseline of 83% top-of-mind awareness and identified key corporate message set</li> <li>• Media coverage increased by more than 10% over baseline (400 hits) established in 2008-2009</li> </ul>	Fall 07 Baseline	Fall 08	Fall 09	45,752	2.7%	10%	Fall 07 Baseline	Fall 08	Fall 09	2,361	71.1%	31.3%
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2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date				
<p>5. Increase international enrolment and transfer agreements</p>	<ul style="list-style-type: none"> <li>Increase international enrolment to 7.5% of total enrolment</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in international students</li> <li>Target international enrolment to be 6% of total enrolment</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Increase in international student enrolment for both Fall and Winter semesters exceeded targets</li> <li>International enrolment 7.1% of total Fall 2009 enrolment</li> <li>Launched new International Centre website</li> <li>Developed new degree brochure for the international market; created degree presence on the International Centre website</li> <li>Worked with schools to host events and develop programming to support international students</li> <li>Increased visibility on campus through presentations to Program Co-ordinators, Academic Council, Degree Council</li> <li>Associate Deans in relevant schools participated in recruitment of students from key markets such as China, Taiwan and Vietnam</li> <li>Relocated one full-time staff to the Lakeshore Campus</li> </ul>	<p>International students as a % of total postsecondary enrolment:</p> <table border="1" data-bbox="1230 478 1516 541"> <thead> <tr> <th>Fall 2008</th> <th>Fall 2009</th> </tr> </thead> <tbody> <tr> <td>5.8%</td> <td>7.1%</td> </tr> </tbody> </table>	Fall 2008	Fall 2009	5.8%	7.1%
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**Priority 1 – Manage Enrolment Growth Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>6.</b> Increase access to Humber of under-represented groups</p>	<ul style="list-style-type: none"> <li>6 externally-funded projects aimed at Aboriginals, at-risk youth, laid-off workers, and disadvantaged women</li> </ul> <p><i>Note: new performance indicator</i></p>	<ul style="list-style-type: none"> <li>Implement a First Generation project to address retention of at-risk students through raising awareness of postsecondary education career choices through career counselling at high schools and summer camps</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Received funding from Ministry of Training, Colleges and Universities (MTCU) for First Generation initiatives and launched outreach projects:               <ul style="list-style-type: none"> <li>Parents as Partners encouraged 30 Rexdale parents to connect with the education system and consider postsecondary education</li> <li>690 Grade 10 and 11 students attended student awareness sessions on postsecondary education from 6 local high schools and 157 received individual career assistance from Humber counsellor</li> <li>Received provincial government funding for outreach to Aboriginal students in the community and to support Humber students; launched first Aboriginal Camp Choice for 85 Grade 7/8 Aboriginal students from 6 First Nation communities</li> </ul> </li> <li>Other initiatives to increase access of under-represented groups:               <ul style="list-style-type: none"> <li>Partnered with MicroSkills to launch a new transportation training program and horticulture pre-apprenticeship program for disadvantaged women</li> <li>230 high school students attended Humber's dual-credit courses, an 85% increase from 2008-09</li> <li>Inventory of existing activities completed</li> <li>Launched new Community Outreach and Workforce Development (COWD) website in Fall 2009</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>7 externally-funded projects approved to date               <ul style="list-style-type: none"> <li>First Generation outreach project</li> <li>Aboriginal Camp Choice for Grade 7 and 8 students</li> <li>Camp Choice, a three-day college experience camp for students in Grades 6-8; School College Work Initiative funded participation for 319 students</li> <li>Aboriginal Access to Postsecondary Education initiatives</li> <li>Second Career Accounting program for laid-off workers</li> <li>Cook Pre-Apprenticeship Program for youth</li> <li>MicroSkills Transportation Training and Horticulture Pre-Apprenticeship programs for disadvantaged women</li> </ul> </li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>7.</b> Increase programs and services to internationally trained professionals and immigrants</p>	<ul style="list-style-type: none"> <li>• 5 projects to enhance integration of immigrants into employment</li> </ul>	<ul style="list-style-type: none"> <li>• Two pilots started of occupationally specific language training</li> <li>• Bridge training proposal developed and approved</li> <li>• 60 internationally trained engineers start software training</li> <li>• One advisor in place to provide advising services</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• Launched 2 pilots of occupationally specific language training (Accountants; Engineers)</li> <li>• Developed successful bridge training program proposal (.Net Solutions for Internationally Trained Information Technology Professionals)</li> <li>• 61 internationally trained engineers (2 intakes) began software training (Engineering Connections: Software Skills Enhancement Program); renewal proposal developed and submitted for this program</li> <li>• 760 newcomers received advising services from two advisors</li> <li>• 31 mentors, including 10 Humber staff, were recruited to online mentoring of pre-arrival immigrants from India and the Philippines</li> <li>• 20 employers representing small- and medium-sized enterprises attended workshops regarding recruiting and retaining skilled immigrants</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in 7 CIITE (Colleges Integrating Immigrants to Employment) projects</li> <li>• 6 additional projects to enhance integration of immigrants into employment <ul style="list-style-type: none"> <li>◦ Bridging program for internationally trained engineers</li> <li>◦ Occupation-Specific Language Training</li> <li>◦ Canadian Overseas Mentoring Experience (COME) project</li> <li>◦ Workshops for small- and medium-sized businesses (SME) on recruiting and retaining immigrants</li> <li>◦ Canadian Workplace Communication project</li> <li>◦ Bridging program for internationally trained IT professionals approved</li> </ul> </li> </ul>

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**Priority 1 – Manage Enrolment Growth Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>8.</b> Increase physical space to accommodate growth</p>	<ul style="list-style-type: none"> <li>• Add 280,000 sq. ft. of space at Lakeshore, North and Orangeville campuses</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize 10-year Humber Campus Master Plan (Lakeshore, North and Orangeville campuses)</li> <li>• Add up to 150,000 sq. ft. of space at Lakeshore, North and Orangeville campuses</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• 10-year Humber Campus Development Plan (Lakeshore, North and Orangeville campuses) in place and available on Humber website</li> <li>• Facilities Planning Committee established</li> <li>• Added over 200,000 sq. ft. of space at Lakeshore, North and Orangeville campuses</li> <li>• Student cafeteria/study space at North 25,000 sq. ft. renovated and 8,400 sq. ft. added</li> <li>• Wellness Centre with massage lab and spa completed (15,000 sq. ft. added)</li> <li>• Renovated 110 Carrier Drive for Centre for Trades &amp; Technology to enhance apprenticeship and skilled trades programming (95,000 sq. ft. added)</li> <li>• Renovated 3120 Lake Shore as Centre for Justice Leadership (6,700 sq. ft. added)</li> <li>• Renovation of I and K buildings at Lakeshore for academic delivery and Humber Students' Federation completed (27,000 sq. ft. added)</li> <li>• Renovation of old Lakeshore Lions Arena for new Humber Arts &amp; Media Studios completed March 2010 (53,000 sq. ft. added)</li> <li>• Expansion at Orangeville to house Renovation Technician students (7,000 sq. ft. added)</li> <li>• Received \$35M in funding over 2 years from federal Knowledge Infrastructure Program (KIP) and Ontario Budget 2009 to support Lakeshore Revitalization projects, including Humber Arts &amp; Media Studios and Centre for Justice Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• 210,000 sq. ft. added at North, Lakeshore and Orangeville campuses</li> <li>• 257,555 sq. ft. renovated at North, Lakeshore and Orangeville campuses</li> </ul>



## Priority 2 – Commitment to Teaching and Learning Excellence



Fundamental to our vision of “excellence in polytechnic education” is our commitment to teaching and learning excellence. In this rapidly shifting knowledge economy, learning needs are changing. It is not enough to acquire a body of knowledge on a subject or to master a specific skill or technique. Increasingly learners need to be flexible and adaptable in responding to career requirements. They need skills in problem solving, critical thinking and communications. Providing the kinds of learning opportunities that focus both on these skills and a changing and more diverse student body requires significant effort on the part of Humber and its staff.

In this regard, Humber continues to develop faculty, employ strategies to fully engage students in the learning process, provide opportunities for students to be engaged in applied research and review our programs on a continuous basis to ensure relevance and quality. In addition, we have expanded international connections to reflect our global economy, developed Centres of Excellence in specialized areas and continue to invest in keeping our facilities and equipment up-to-date.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>1.</b> Enhance teaching skills through professional development</p>	<ul style="list-style-type: none"> <li>A total of 500 faculty involved in 10,000 faculty contact hours of organized professional development</li> </ul> <p><i>Note: revised overall performance indicator</i></p>	<ul style="list-style-type: none"> <li>6,000 faculty contact hours of professional development</li> <li>700 faculty (full-time and part-time) involved in professional development</li> <li>80 part-time faculty complete Teaching Effectiveness Certificate</li> <li>School-specific professional development/teaching effectiveness plans in place</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Exceeded 6,000 faculty contact hours of organized professional development</li> <li>1,231 registrants (full-time and part-time faculty) involved in organized professional development activities</li> <li>153 part-time faculty completed Teaching Effectiveness Certificate</li> <li>35 faculty completed the Clinic for Online Teaching</li> <li>Staff roles and responsibilities redefined to enhance focus on faculty professional development initiatives</li> <li>Launched new professional development website and online registration system for faculty</li> <li>Schools are undertaking targeted, specific professional development and teaching effectiveness initiatives</li> </ul>	<ul style="list-style-type: none"> <li>1,880 registrants (full- and part-time faculty) in organized professional development activities</li> <li>More than 12,500 faculty contact hours of organized professional development</li> </ul>

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**Priority 2 – Commitment to Teaching and Learning Excellence Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>2.</b> Increase student engagement in the learning process</p>	<ul style="list-style-type: none"> <li>• Launch the Student Success and Engagement Committee</li> <li>• 15 best practices implemented across the institution</li> </ul>	<ul style="list-style-type: none"> <li>• Interventions and performance measures recorded; interventions demonstrating positive results are considered for college-wide implementation pending available resources</li> <li>• Engagement surveys undertaken and results analyzed; best practices disseminated</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Student Success and Engagement Committee meeting regularly to identify interventions resulting in the following areas of focus: pre-admission advising; provision of information to applicants; orientation; “in-course” or registration advising (role of the Registrar’s Office); retention reporting; improvements in response to the Community College Survey of Student Engagement (CCSSE) results (specifically advising and financial aid); options to introduce the co-curricular record</li> <li>• Schools developed best practices for increasing student retention and are pursuing innovative, school-specific student engagement initiatives. Examples include: active teaching methods; mentoring programs; faculty engagement</li> <li>• Student engagement and retention agenda and discussion item at Academic Council</li> <li>• CCSSE 2009 results received and analyzed; Humber ranked first in four out of five benchmark categories (Active and Collaborative Learning; Student Effort; Academic Challenge; Student-Faculty Interaction); action plans being developed for areas needing improvement</li> <li>• Winter 2010 Key Performance Indicator (KPI) student satisfaction survey piloted ‘KPI Plus’; 24 additional questions related to student engagement</li> <li>• Student Services area restructured under the leadership of the new Dean of Students to deliver a renewed focus on student success, student engagement and student development</li> <li>• Expanded service learning through the introduction of the peer mentor dual credit initiative; tripled participation in “alternative spring break” initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Student Success and Engagement Committee launched</li> <li>• Ongoing identification and implementation of best practices in student engagement</li> <li>• Humber ranked first in the extra-large college category in US-based 2009 Community College Survey of Student Engagement (CCSSE) in four out of five benchmark categories (Active and Collaborative Learning; Student Effort; Academic Challenge; Student-Faculty Interaction)</li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>3.</b> Develop Centres of Excellence</p>	<ul style="list-style-type: none"> <li>• 5 Centres of Excellence operational with business plans</li> </ul>	<ul style="list-style-type: none"> <li>• Operational guidelines/processes for Centres of Excellence developed and disseminated</li> <li>• Assessment against commitments in Business Plans indicates Centres of Excellence on track to achieve 3-5 year goals</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Two Centres of Excellence launched (Centre for Digital Arts and New Media, Media Studies &amp; Information Technology; Centre for Justice Leadership, Social &amp; Community Services)</li> <li>• Business plans for all Centres of Excellence continue to be developed and refined</li> </ul>	<ul style="list-style-type: none"> <li>• 7 Centres of Excellence in place: <ul style="list-style-type: none"> <li>◦ Centre of Excellence in Advertising &amp; Design (Media Studies &amp; Information Technology)</li> <li>◦ Centre for Digital Arts &amp; New Media (Media Studies &amp; Information Technology)</li> <li>◦ Centre for Media Arts &amp; Production (Media Studies &amp; Information Technology)</li> <li>◦ International Development Institute (Business)</li> <li>◦ Fashion Institute (Business)</li> <li>◦ Canadian Centre of Culinary Arts &amp; Science (Hospitality, Recreation &amp; Tourism)</li> <li>◦ Centre for Justice Leadership (Social &amp; Community Services)</li> </ul> </li> </ul>
<p><b>4.</b> Continually update equipment and facilities</p>	<ul style="list-style-type: none"> <li>• \$14M investment in new or revitalized capital equipment and facilities over 5 years</li> </ul> <p><i>Note: revised overall performance indicator</i></p>	<ul style="list-style-type: none"> <li>• Decrease energy consumption and improve occupant comfort</li> <li>• Refresh and improve the general aesthetics of the facilities</li> <li>• \$2M invested in new or revitalized capital equipment and facilities</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• \$4M invested in new or revitalized capital equipment and facilities</li> <li>• 3.3% reduction in total electricity consumption per sq. ft. due to investments in LED lighting, variable speed drives on fans, 2 chilled water coil replacements and improved controls</li> <li>• Humber awarded \$157,600 in incentive funding from the City of Toronto for sustainability initiatives</li> <li>• Accessibility desks installed in classrooms</li> <li>• Continued installation of new slate flooring in Athletics</li> <li>• Other revitalization projects include: Student Centre, Food Emporium, Health and Wellness Centre at North; Café at Lakeshore Campus</li> </ul>	<ul style="list-style-type: none"> <li>• \$8M invested in new or revitalized academic and other capital equipment</li> <li>• \$3M invested in deferred maintenance</li> </ul>

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**Priority 2 – Commitment to Teaching and Learning Excellence Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>5.</b> Develop and implement an applied research strategy</p>	<ul style="list-style-type: none"> <li>• 5 School-led research theme areas established</li> <li>• 2-4 concurrent “pan-institutional” funded research projects</li> <li>• 40 Staff Initiated Research Fund (SIRF) projects</li> <li>• \$1.2M in external research funding obtained</li> <li>• Research website and information database in place</li> </ul> <p><i>Note: revised overall performance indicators</i></p>	<ul style="list-style-type: none"> <li>• Applied Research office and staff complement in place</li> <li>• Applied Research Strategy in place, including short- and long- term goals, targets and performance measures for research and scholarship activity</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Dean of Research and staff complement in place</li> <li>• Applied Research Strategy developed; goals, targets and performance measures in place</li> <li>• Research Office website launched</li> <li>• Staff Initiated Research Fund (SIRF) launched: 7 internal scholarship projects awarded for 2009-10 (\$42,700); 7 internal scholarship projects awarded for 2010-11 (\$42,700)</li> <li>• Colleges Ontario Network for Industry Innovation (CONII) Part 1 completed (combined \$200,000/year from Ministry of Research and Innovation (MRI) and Humber); CONII 2 initiated November 2009 (approx. \$100-150,000/year)</li> <li>• Funded research projects in various stages of progress e.g. School of Health Sciences currently implementing over \$500,000 in funded research projects; project on Student Engagement (HEQCO - \$40,000); Dual Credit Tracking project (Ministry of Education - \$50,000)</li> <li>• 3 major research projects for external funding under development or review</li> <li>• 4 Research workshops delivered to Humber community</li> <li>• Over 100 faculty/staff and 150 students engaged in research projects</li> </ul>	<ul style="list-style-type: none"> <li>• 4 school-led research theme areas established</li> <li>• 3 “pan-institutional” projects funded</li> <li>• 14 SIRF projects awarded (\$85,400)</li> <li>• \$1,188,000 in external funding received (includes research funds led and/or facilitated by all Humber departments)</li> <li>• Research website launched</li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>6.</b> Increase e-learning opportunities to support student choice in learning modes and flexibility in timetabling</p>	<ul style="list-style-type: none"> <li>• 10 new online programs</li> <li>• 110 online courses developed</li> </ul>	<ul style="list-style-type: none"> <li>• 25 new online courses developed</li> <li>• 3 online programs</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 38 new online courses developed</li> <li>• No new fully online programs developed; however, a number are in progress (e.g. Pharmacy Technician Certificate; Forensic Social Work Certificate; Tax Accounting Certificate)</li> <li>• Open Learning Centre received 2009 Canadian Network for Innovation in Education Award for Student Service for its online student support services</li> <li>• Piloting with Student Service areas to support development of online student services such as orientation, career advising and tutorial support</li> <li>• 17% increase in registrants in online courses</li> <li>• Instructional Support Studio supported an average of 1,500 drop-in inquiries/ requests for training per month</li> <li>• Implemented online chat support for faculty through the Instructional Support Studio</li> <li>• Staff roles and responsibilities redefined to enhance focus on eLearning initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• 5 new online programs developed: <ul style="list-style-type: none"> <li>◦ Library Skills</li> <li>◦ Records and Information Management</li> <li>◦ Gardening Expert</li> <li>◦ Environmental Studies</li> <li>◦ Restaurant Management</li> </ul> </li> <li>• 58 new online courses developed</li> </ul>
<p><b>7.</b> Launch full program review schedule</p>	<ul style="list-style-type: none"> <li>• Complete 120 program reviews</li> </ul>	<ul style="list-style-type: none"> <li>• 24 program reviews completed</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 24 program reviews completed</li> </ul>	<ul style="list-style-type: none"> <li>• 55 program reviews completed</li> </ul>

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**Priority 2 – Commitment to Teaching and Learning Excellence Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>8.</b> Increase international academic partnerships</p>	<ul style="list-style-type: none"> <li>Develop and sign 20 international partnership agreements</li> </ul>	<ul style="list-style-type: none"> <li>Develop and sign 5 international partnership agreements</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>5 new international partnership agreements developed (Cumbria University, UK; Johnson &amp; Wales University, Rhode Island, USA; Shenandoah University, Virginia, USA; Meritus University, New Brunswick; Utica College, New York, USA)</li> </ul>	<ul style="list-style-type: none"> <li>10 new international partnership agreements developed                             <ul style="list-style-type: none"> <li>Central Academy of Fine Arts, Beijing, China</li> <li>Stuttgart University of Applied Science, Germany</li> <li>Waterford Institute of Technology, Ireland</li> <li>Kansai Gaidai University, Osaka, Japan</li> <li>Glamorgan University, Wales</li> <li>Cumbria University, United Kingdom</li> <li>Johnson &amp; Wales University, Rhode Island, USA</li> <li>Shenandoah University, Virginia, USA</li> <li>Meritus University, New Brunswick</li> <li>Utica College, New York, USA</li> </ul> </li> </ul>
<p><b>9.</b> Design and launch a Study Abroad Program</p>	<ul style="list-style-type: none"> <li>200 students take advantage of new scholarship program supporting study abroad</li> <li>500 students study abroad in credit programming</li> </ul> <p><i>Note: revised overall performance indicator</i></p>	<ul style="list-style-type: none"> <li>2 new general education study abroad courses launched</li> <li>35 students take advantage of scholarship program</li> <li>150 students studying abroad in credit programs</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>New general education study abroad course to Europe launched in Spring 2010</li> <li>2 new general education study abroad courses in development for launch in Winter 2011</li> <li>45 study abroad scholarships awarded</li> <li>Over 170 students studying abroad in credit programs</li> </ul>	<ul style="list-style-type: none"> <li>80 students received study abroad scholarships</li> <li>More than 360 students studied abroad in credit programming</li> </ul>

## Priority 3 – Commitment to Human Resource Planning and Professional Development



Humber's current and future success depends on having the right people in the right places at the right time to achieve our goals and objectives. Strategic human resource planning is becoming increasingly important to all organizations due to a number of factors such as the aging workforce and impending retirements, technological change, globalization and competition for skilled employees in an environment of projected labour shortages. In 2009-2010, human resource planning continued to ensure our workforce is aligned with achieving Humber's Strategic Plan.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>1.</b> Update succession plans throughout the organization and provide appropriate development plans for successors</p>	<ul style="list-style-type: none"> <li>Updated succession plan every two years</li> <li>Targeted support to provide development opportunities for proposed successors</li> </ul>	<ul style="list-style-type: none"> <li>Development plans for 40 proposed successors reviewed and updated</li> <li>40 potential leaders participate in management training</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Development plans for all proposed successors incorporated into annual performance management process</li> <li>67 potential leaders currently participating in management training (Ontario Leadership Academy, Management Foundations and coaching programs)</li> </ul>	<ul style="list-style-type: none"> <li>Institution-wide summary succession plan in place</li> <li>Development plans for all proposed successors incorporated into annual performance management process</li> <li>Over 100 potential leaders have participated in leadership and management training (Ontario Leadership Academy, Management Foundations, and coaching programs)</li> </ul>
<p><b>2.</b> Recruit and retain faculty and staff with appropriate credentials, experience and core values</p>	<ul style="list-style-type: none"> <li>150 new faculty hired with appropriate credentials, experience and core values</li> </ul>	<ul style="list-style-type: none"> <li>25 new faculty hired with appropriate credentials, experience and core values</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>34 new full-time faculty hired with appropriate credentials, experience and core values</li> </ul>	<ul style="list-style-type: none"> <li>74 faculty hired with appropriate credentials, experience and core values</li> </ul>
<p><b>3.</b> Enhance faculty and support staff credentials specific to their disciplines</p>	<ul style="list-style-type: none"> <li>Targeted support provided to up to 10 faculty per year to attain advanced credentials</li> <li>Targeted support provided to up to 5 support staff per year to obtain advanced credentials</li> </ul>	<ul style="list-style-type: none"> <li>Support provided to 10 faculty to attain advanced credentials</li> <li>Support provided to 5 support staff to obtain advanced credentials</li> <li>Target 15 administrative staff for support in obtaining advanced credentials</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Support provided to 40 faculty and staff to attain advanced credentials (21 faculty; 14 support staff; 5 administrative staff)</li> <li>78 applications for Tuition Assistance Program approved (26 faculty; 35 support staff; 17 administrative staff)</li> </ul>	<ul style="list-style-type: none"> <li>Support provided to 63 faculty and staff to attain advanced credentials</li> <li>148 applications through the Tuition Assistance Program (55 faculty; 69 support staff; 24 administrative staff)</li> </ul>



## Priority 4 – Commitment to High Quality Services to Support Student Success and Business Practices

Today's increasingly competitive and changing global marketplace makes it imperative for Humber to focus on quality so that learners and employers choose Humber as their long-term learning partner. Their decision will be based on Humber's competence and reputation for best meeting their needs. Within this commitment to high quality services, Humber continues to build the technological, service and relationship infrastructure that is required to reflect this value.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>1.</b> Develop and implement an Information Technology multi-year strategic plan</p>	<ul style="list-style-type: none"> <li>Plan developed by 2008</li> <li>Plan implemented by 2013</li> <li>Implementation assessed by 2014</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Systems software selected and contract(s) negotiated</li> <li>Detailed project implementation plan in place, including evaluation criteria</li> <li>Implementation and transformation (Go) phase has started</li> <li>Project Management Office established – restructure to service and manage projects</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>Enterprise Systems software selected               <ul style="list-style-type: none"> <li>In-depth consultation process, multiple site visits and demonstrations extended this phase</li> <li>Further review of potential systems was necessary to ensure support for key strategic functions</li> </ul> </li> <li>Contract still under negotiation and Implementation Plan in development during Winter/ Spring 2010</li> <li>Project Management Office will be created to initially support the Enterprise Systems Project</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology multi-year Strategic Plan developed</li> <li>Implementation of Strategic Plan underway, including Enterprise Systems Project</li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date				
<p>2. Enhance academic advising</p>	<ul style="list-style-type: none"> <li>4% improvement in student satisfaction with academic advising (as measured through the student satisfaction survey KPI)</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in academic advising identified and communicated across the institution</li> <li>1% improvement in student satisfaction with academic advising over benchmark established in Spring 2009</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>1% improvement in satisfaction with academic advising over benchmark established in Spring 2009</li> <li>Best practices in academic advising identified and communicated across the institution, examples include: <ul style="list-style-type: none"> <li>Team 100 (first semester Business Management Club), The Business School</li> <li>Student Advisory Committee, School of Creative &amp; Performing Arts</li> <li>Program Coordinator sessions, School of Hospitality, Recreation &amp; Tourism</li> <li>Ambassador Program, School of Social &amp; Community Services</li> <li>Grades Meetings, School of Liberal Arts &amp; Sciences</li> <li>Student Buddy System, School of Media Studies &amp; Information Technology</li> <li>Town Hall Meetings, School of Applied Technology</li> </ul> </li> </ul>	<p>KPI student satisfaction results; very satisfied or satisfied with academic advising:</p> <table border="1" data-bbox="1230 499 1536 590"> <thead> <tr> <th>2009 Benchmark</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>73%</td> <td>74%</td> </tr> </tbody> </table>	2009 Benchmark	2010	73%	74%
2009 Benchmark	2010							
73%	74%							

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**Priority 4 – Commitment to High Quality Services to Support Student Success and Business Practices Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date						
<p><b>3.</b> Create a consistently positive campus experience for students</p>	<ul style="list-style-type: none"> <li>4% improvement in student satisfaction survey (KPI) (from 2007 benchmark of 77.6%)</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in KPI student satisfaction improvement strategies identified and communicated across the institution</li> <li>1% improvement in overall student satisfaction KPI</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>System-wide overall student satisfaction KPI dropped by 2.1%; at 77%, Humber's overall student satisfaction rate continues to be highest in the GTA and above the system average</li> <li>Best practices in KPI student satisfaction improvement strategies identified and communicated across the institution; e.g. presentations made to Board of Governors, AOC, Academic Council</li> <li>Completely redesigned student cafeteria/study space at the North Campus for Fall 2009</li> <li>Completely redesigned the student cafeteria at the Lakeshore Campus, Building A</li> <li>Online library portals and electronic collections expanded</li> <li>Information literacy program expanded to allow students easier access</li> <li>IT initiatives include replacement of plasma TVs in concourse, increased Blackboard capacity to support 5,500 simultaneous users</li> <li>Schools supporting a variety of programs for students (mentoring, lectures, etc).</li> </ul>	<p>KPI overall student satisfaction survey results:</p> <table border="1" data-bbox="1230 451 1534 541"> <thead> <tr> <th>2008 Benchmark</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>77.6%</td> <td>78.4%</td> <td>77%</td> </tr> </tbody> </table>	2008 Benchmark	2009	2010	77.6%	78.4%	77%
2008 Benchmark	2009	2010								
77.6%	78.4%	77%								

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date								
<p>4. Expand orientation activities to increase participation and social engagement</p>	<ul style="list-style-type: none"> <li>5% increase from benchmark for number of students who participate in orientation activities</li> <li>2% year-over-year increase in satisfaction levels based on feedback survey and focus groups</li> </ul>	<ul style="list-style-type: none"> <li>2% increase in participation rate</li> <li>Maintain or increase satisfaction levels with orientation</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>5.5% increase in participation rate for orientation activities (60.5% participation rate in Fall 2009 orientation over 2008 benchmark of 55%)</li> <li>85.3% satisfaction rate with orientation; analysis of slightly lower satisfaction rate indicates may have been due to overcrowding in some events</li> <li>Lessons learned will be incorporated into planning and implementation for revised and expanded orientation programming for 2010-11</li> <li>Improved online survey tool based on feedback from the Fall 2008 pilot</li> <li>Piloted online orientation with School of Hospitality, Recreation &amp; Tourism for Fall 2009, expanded to include School of Applied Technology in Winter 2010</li> </ul>	<p>Participation in orientation activities:</p> <table border="1" data-bbox="1230 449 1526 537"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>Fall 2009</th> </tr> </thead> <tbody> <tr> <td>55%</td> <td>60.5%</td> </tr> </tbody> </table> <p>Satisfaction with orientation:</p> <table border="1" data-bbox="1230 600 1526 688"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>Fall 2009</th> </tr> </thead> <tbody> <tr> <td>88.5%</td> <td>85.3%</td> </tr> </tbody> </table>	Fall 2008 Benchmark	Fall 2009	55%	60.5%	Fall 2008 Benchmark	Fall 2009	88.5%	85.3%
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88.5%	85.3%											
<p>5. Reframe Advancement Office to emphasize both revenue growth and relationship building</p>	<ul style="list-style-type: none"> <li>Advancement and Alumni Relations Strategic Plan with mission, vision and values and goals developed</li> <li>Established annual revenue goals are fully achieved</li> </ul>	<ul style="list-style-type: none"> <li>2009-10 revenue goal of \$2M fully achieved</li> <li>Ontario Trust for Student Support (OTSS) fundraising ceiling 100% maximized</li> <li>Mission, Vision, Values and Strategic Plan established with input from Humber stakeholders</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>Achieved \$1.3M in revenue, reflecting a 260% return on investment; impact of recession and planning required to establish long-term fundraising focus were contributing factors to lower than anticipated revenue over the past year</li> <li>Developed Case for Support and Project Priorities</li> <li>Achieved 50% of Ontario Trust for Student Support (OTSS) ceiling of \$570,000 funds are matched by the province</li> <li>Mission, vision, values established with input from Humber stakeholders</li> <li>3-year Strategic Plan in progress and planned for completion Summer 2010</li> <li>Donor Services Working Group terms of reference established</li> </ul>	<ul style="list-style-type: none"> <li>Development Office repositioned as the Office of Advancement &amp; Alumni Relations</li> <li>Mission, vision and values developed</li> <li>\$2.5M total revenue generated</li> </ul>								

Chart continued on next page



**Priority 4 – Commitment to High Quality Services to Support Student Success and Business Practices Continued**

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 2 (2009-2010) Performance Indicators	Year 2 (2009-2010) Results	Strategic Plan Progress to Date
<p><b>6.</b> Develop and implement an Alumni Engagement Strategy</p>	<ul style="list-style-type: none"> <li>Alumni Engagement Strategy developed as part of the Humber Development Strategic Plan</li> <li>\$100,000 alumni donations secured</li> </ul>	<ul style="list-style-type: none"> <li>\$30,000 in alumni donations secured</li> <li>Alumni affinity programs expanded</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>\$15,750 in alumni donations received (includes grad employees)</li> <li>Ongoing clean-up and updating of alumni records database; initial state of alumni records and absence of pre-existing alumni communications and opportunities for giving were contributing factors to lower than anticipated alumni donations over the past year</li> <li>Alumni logo finalized</li> <li>Discounted sporting tickets for alumni; ongoing development of affinity programs</li> <li>Humber Alumni magazine to launch-Spring 2010</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility for alumni transferred to Office of Advancement &amp; Alumni Relations effective April 1, 2009</li> <li>Over \$55,000 in alumni donations secured</li> </ul>





Andy Barrie,  
2009 Honorary Degree Recipient

## Awards, Success Stories and Special Events

The following section provides some of the highlights of the achievements and accomplishments of Humber's students, faculty, staff, alumni and partners.

### Honorary Degree Recipients

At 2009 Convocation, Honorary Degrees were awarded to:

#### **Andy Barrie, Host of Metro Morning, CBC Radio One**

Radio host Andy Barrie informed and entertained audiences for more than 30 years. Born in the United States, he moved to Canada in 1969 and later became a Canadian citizen. His first on-air job was with CJAD radio station in Montreal. In 1977, Mr. Barrie moved to Toronto and joined CFRB, where he won an ACTRA award for his commentaries. The Andy Barrie Show was the top-rated program in its time slot in Toronto for many years. In 1995, Mr. Barrie joined CBC Radio One as host of Metro Morning. Since then, Metro Morning's audience grew to become the top-rated radio show in Toronto.

#### **Allan Cole, President and Owner of MacKinnon & Bowes Limited**

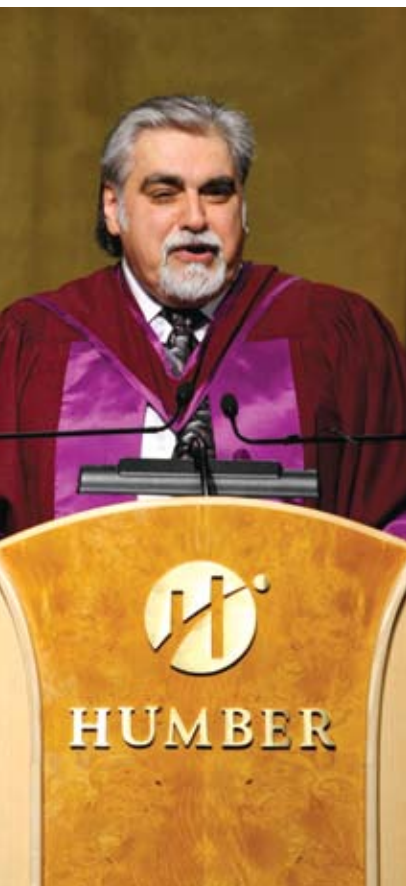
A graduate of the Funeral Service Education program at Humber, Allan Cole has served in various capacities at MacKinnon & Bowes Limited for 34 years. His company provides support and allied services to Canadian funeral suppliers, coroners' offices and other institutions that prepare, care for and handle the deceased. He has been active in a number of trade and service organizations, including the Canadian Funeral Trade Association, the Toronto District Funeral Directors Association and in 2004, received the Ontario Funeral Service Association's Cornerstone Award, and the Award of Merit in 2008. Mr. Cole is the first civilian mortuary affairs director for the Department of National Defence and the Royal Canadian Mounted Police.

#### **Martin Friedland, Professor Emeritus, University of Toronto**

Professor of Law Emeritus at the University of Toronto, Dr. Friedland was dean of the faculty of law. He has authored 17 books and numerous periodical articles in a diverse range of fields. He has been awarded numerous honours and medals and was appointed an Officer of the Order of Canada in 1990 and became a Companion in 2003. In 2002, Dr. Friedland chaired the provincial assessment panel that recommended the approval of the paralegal baccalaureate program at Humber, arguing that such a program makes an important contribution to the access to justice issue within Ontario.

#### **Denise LeBlanc, Manager of Patient Care, Scarborough Hospital**

In a nursing career spanning almost 40 years, Denise LeBlanc has distinguished herself as an expert in Renal and Critical Care Nursing practice. A graduate of the Regional Nursing School in Yarmouth, NS, she has demonstrated her commitment to lifelong learning with a degree in Nursing Science from McMaster University and a Master of Arts in Education from Central Michigan University. Currently Patient Care Manager: Home Dialysis and Nephrology Clinics at Scarborough Hospital, Ms. LeBlanc also taught as a Professor in Humber's Continuing Education program from 1990-1998. With a number of publications to her name, Ms. LeBlanc is an active member and has held leadership roles in professional associations. Her work has earned her a number of awards, including a Distinguished Faculty Award at Humber.



Rick Tobias,  
2009 Honorary Degree Recipient

### **Louise LeBlanc, Director for Emergency and Urgent Care, Scarborough Hospital**

In a nursing career that has spanned almost 40 years, Louise LeBlanc has established herself as an expert in Emergency Nursing practice and administration. A graduate of the Regional Nursing School in Yarmouth, NS, she has also received a baccalaureate degree in Nursing Science from McMaster University. Her focus for practice has been at the Scarborough Hospital where she is Director for Emergency and Urgent Care in one of the busiest emergency departments in Canada. She has been active and has held leadership positions in numerous professional associations and provincial committees and has contributed to the development of interdisciplinary and nursing professional standards for trauma care nationally and internationally. Ms. LeBlanc has received awards and recognition from the Ontario Hospital Association and the Child Health Network for her many contributions to nursing and to health care.

### **Geoffrey E. Taylor, Director of Authors, Harbourfront Centre**

Mr. Taylor has been with Harbourfront Centre for more than 20 years, for the past six as Director of Authors. He has travelled to New Zealand, Australia, the United States, Sweden, France, the Netherlands, Denmark, the United Kingdom, Ireland, Japan and China. He was the inaugural recipient of the Order of the Forest, an award presented by a consortium of environmental activist groups, for his extraordinary contribution towards building an ancient forest-friendly book-publishing community. He has been a jury member for the Toronto Arts Council, Toronto Arts Awards and Amazon First Novel Award. In 2006 he received the Jack Award, presented by the Book Promoters' Association of Canada in recognition of an individual's significant contribution to the promotion of Canadian books and authors. He was named Toronto's most valuable player in the book world in 2006. Mr. Taylor is an advisor for the Humber School of Creative Writing.

### **Rick Tobias, President and CEO, Yonge Street Mission**

A life-long advocate for low-income and marginalized people, Dr. Tobias has been the President and CEO of the Yonge Street Mission for more than 25 years. The Yonge Street Mission meets the needs of over 15,000 individuals each year, providing services to families, seniors, socially isolated adults, homeless street youth and children growing up in poverty. An educator and social advocate, Dr. Tobias raises awareness and gives a voice to his clients with a view to initiating community-wide change in collaboration with business and professional leaders. He has degrees from Acadia University and Acadia Divinity College in Wolfville, NS, is a graduate of the Consortium for Urban Pastoral Education in Chicago and has an honorary doctorate in Divinity from McMaster University.

### **Jimmy Yung, President, National Kaohsiung Hospitality College, Taiwan**

Dr. Yung's 25-year career in higher education includes teaching and administrative roles at Min-Chuan University, Chinese Culture University, Shih-Hsin University, and the National Chia-Yi University. Publishing extensively on tourism management and related topics, Dr. Yung is recognized worldwide for his work in developing international education opportunities and global partnerships. In 2008 the Taiwanese Ministry of Education ranked National Kaohsiung Hospitality College as the number one college in Taiwan for teaching and research excellence. The same year, the influential Cheers Magazine Review named it among the top four colleges and universities in Taiwan whose graduates are industry's favourite employees to hire.

### **Frederick Zemans, Director, Parkdale Community Legal Services**

Professor Zemans is the founding Director of Parkdale Community Legal Services, Ontario's first community-based legal-aid clinic and of Osgoode Hall Law School's Intensive Program in Poverty Law. He was the Director of Clinical Education at Osgoode for many years and was one of the original faculty teaching Alternative Dispute Resolution (ADR) in the School's undergraduate and graduate programs. He has written extensively on alternative dispute resolution techniques and processes, and is an experienced mediator. Professor Zemans was a member of the Quality Assessment Panel, which assessed Humber's Bachelor of Applied Arts degree program in Paralegal Studies. He and the panel concluded that such a broad-based degree offering would be a valuable tool for supporting the access to justice agenda.





Keeth Kumarasamy was awarded a Support Staff Distinguished Service Award at the President's Breakfast.

## President's Awards Winners

Each year, the President recognizes notable contributions for excellence in the classroom, customer service and innovation. The 2009 recipients were:

### Distinguished Faculty Award

Guillermo Acosta	The Business School
Trevor Arkell	Liberal Arts & Sciences
Michael Auchincloss	Applied Technology
Henri Berube	Social & Community Services
Mark Bryant	Library Services
Lisa DiBarbora	Library Services
Rudi Fischbacher	Hospitality, Recreation & Tourism
Brad Klump	Creative & Performing Arts
Sharon Lee	Health Sciences
Kalene Morgan	Media Studies & Information Technology

### Support Staff Distinguished Service Award

Judy Anga	The Business School
Marvin Choi	Media Studies & Information Technology
Louise Graham	Media Studies & Information Technology
Dijana Kladnjakovic	Library Services
Keeth Kumarasamy	Student Services
Nelia Louro	Applied Technology
Rudy Maharajh	Community Outreach & Workforce Development
Tineke Mastenbroek	Registrar's Office
Lora Nasim	Client Services
Zeena Sayed	Student Services

### Administrative Distinguished Service Award

Vera Beletzan	Liberal Arts & Sciences
Ann Dean	Planning & Development

### Community Service Award

Police Services Team:	
Rick DeFacendis	Social & Community Services
Chuck Lawrence	Social & Community Services
Pamela Mitchell	Centres for Learner Support
Jane Russ	Continuing Education, Lakeshore Campus
Frank Trovato	University of Guelph-Humber
Lucy Valentino	Liberal Arts & Sciences

### Exemplary Service Award

Judy Harvey	Student Services
Ian Smith	Academic Principal, Lakeshore Campus

### Robert A. Gordon Leadership Award

Alister Mathieson	Hospitality, Recreation & Tourism
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### Extra Mile Award

Gina Antonacci	Social & Community Services
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The Centre for Urban Ecology won bronze at the 2009 Design Exchange Awards.

## Other Awards

- Humber's Journalism students won a record 49 prizes at the 2010 College Media Advisers Convention and the Columbia Scholastic Press Association Convention in New York City, smashing their previous record of 31 awards won in 2009. This year's honours include two coveted David L. Adams awards and a highly regarded Silver Crown. Humber's local radio show @Humber, won its fourth Apple Award for top broadcast, while the Humber EtCetera, the student newspaper, won its first Apple Award for top two-year tabloid newspaper. More than 1,200 student journalists and advisors from universities and other institutions participated; Humber had the distinction of being the only Canadian school to participate.
- Humber's Creative Advertising and Creative Photography students won eight prestigious Applied Arts Magazine awards in a competition against students from other Canadian colleges.
- Humber College received an incentive cheque for \$157,600 from the City of Toronto's Better Buildings Partnership through the Ontario Power Authority for its dedication to energy reduction and savings. Humber was the first in Canada to fully install the Hartman Loop, a system that provides cold water for the central air conditioning system. The replacement of the 35-year-old chiller system at the North Campus with the Hartman Loop saves 60 per cent more energy – and \$100,000 per year – than the old system.
- Humber's Centre for Urban Ecology won bronze at the 2009 Design Exchange (DX) Awards, in the Architecture-Commercial category. Winning projects were recognized for a balance in function, aesthetics and economic success. The Centre for Urban Ecology is the first LEED certified building on campus. The building encompasses a number of design elements including passive solar heat sources, natural cooling and ventilation, natural day lighting and occupancy sensors, a vegetated green roof for storm water management and passive cooling along with other features.
- Humber's Industrial Design bachelor's degree program was top-ranked among Canadian college industrial design programs in the 2009 Corporate Knights' "Knight Schools Report." The report compares seven Canadian undergraduate industrial design programs and recognized Humber for its commitment to sustainability, solutions-oriented curriculum and students' participation in environmental internships and research. The recognition followed student success in the form of first-place awards at two industry events, the Rocket Show and the DX/Safety first Stroller Design Competition.
- Humber College ranked first among 58 extra large North American colleges (student enrolment of 15,000 or more) participating in the highly regarded US-based Community College Survey of Student Engagement (CCSSE). The survey, which asked students to respond to questions about their college experience, ranked Humber highest in four out of five benchmark categories (Active and Collaborative Learning, Student Effort, Academic Challenge, and Student-Faculty Interaction).
- Humber's Applied Technology students won six medals at the Skills Canada's 2009 Ontario Technological Skills competition (OTSC): four gold (Chris Barson and David Barratt for Mechatronics; Robert Burgess for Plumbing; Michael De Luca for Industrial Wiring; and Robert Lengvel for Electronics), and three silver (Vishnauth Persaud for CNC Machining; Ben Bell for Architectural Technology and Design; and James Goe for Cabinetmaking).
- Humber College named Sergio Costa, from St. Edmund Campion Catholic Secondary School in Brampton, and Tim Rudan, from Weston Collegiate Institute in Toronto, as this year's Greatest High School Teachers. Costa was nominated by former student Chris Dela Cruz, a student in Humber's Civil Engineering Technology Co-op program. Rudan was nominated by former student Cassandra Maharah, a student in Humber's Law Clerk diploma program.



Mike Holmes and the Hon. Diane Finley, Minister of Human Resources and Skills Development Canada, at the opening of the Centre for Trades & Technology.

## Special Events

- Humber unveiled the exceptional new Centre for Trades & Technology in conjunction with the media launch of Skilled Trades and Technology Week in Canada in October 2009. Located near the Humber North Campus, the Centre is a 95,000 sq. ft. facility that offers more than 2,000 students in skilled trade diploma, certificate and apprenticeship programs the opportunity to train in a state-of-the-art, industry-simulated setting. The new centre includes two full-sized townhomes and dedicated labs for programs including construction, home renovation, plumbing, welding, electrical, woodworking and cabinetmaking, building systems and more. Guests included: the Hon. Diane Finley, Minister of Human Resources and Skills Development Canada; representatives from Skills Canada; Dr. Shafiq Qaadri, MPP for Etobicoke-North; Suzan Hall, City Councillor for Etobicoke North; and guest speaker Mike Holmes.
- Humber opened the Centre for Justice Leadership at the Lakeshore Campus in November 2009. Partially funded by the federal government through the Knowledge Infrastructure Program (KIP) and the Government of Ontario through Budget 2009, the facility is an 18,000 sq. ft. “CSI” centre featuring a crime scene investigation studio, an evidence processing studio, interview rooms and state-of-the-art forensic equipment. Students in Humber’s new four-year Criminal Justice degree, Police Foundations, and Community and Justice Services programs will have access to the new centre. The opening was attended by representatives from the Toronto Police Service and the justice community. Guests included representatives from the federal and provincial levels of government, including the Hon. Laurel Broten, Minister of Children and Youth Services/Minister Responsible for Womens’ Issues and MPP for Etobicoke-Lakeshore.
- Humber’s Lakeshore Campus hosted the Beebonigeesis Spring Social, a celebration of song, dance and traditional tales organized by Humber’s Aboriginal Student Services. The Aboriginal celebration at the Lakeshore Campus included the Tall Pine Drummers, Iron Horse Hand Drums, along with singers and dancers in traditional regalia and displays by Aboriginal artists. The Hon. Laurel Broten, Minister of Children and Youth Services/Minister Responsible for Womens’ Issues and MPP for Etobicoke-Lakeshore attended to bring greetings on behalf of the provincial government. Humber received funding in 2009-2010 for Aboriginal postsecondary education and training through the Government of Ontario.
- Humber hospitality and performing arts students demonstrated their musical and culinary talents at an MPP Reception hosted by Colleges Ontario as part of the organization’s annual lobby day at Queen’s Park. Humber Government Relations staff participated in the day’s lobby meetings and the student showcase of food and music at the evening reception was well received by college leaders and Queen’s Park staff. The Hon. John Milloy, Minister of Training, Colleges and Universities, addressed the reception attendees.

## Success Stories

- Humber Research launched the first round of the Staff Initiated Research Fund (SIRF) in 2009-2010, awarding seven SIRF projects for a total of \$42,700. SIRF is intended to foster original, externally focused research by full-time Humber staff or faculty. The funds provide SIRF recipients with the ability to explore strategic research initiatives in areas of interest to their discipline.
- In conjunction with their course work, students in Humber’s Child and Youth Worker program worked with community agencies to raise awareness and funds for child abuse prevention and education. The participating community agencies reported that the students were excellent advocates for children, expressing genuine concern and passion for the issue of child abuse prevention; the students reported that the extension of classroom study into community education inspired their interest in further advocacy efforts in the future.





A student distributes information on flu prevention.

- Humber's ongoing commitment to environmental initiatives and reducing energy consumption led to a 3.3 per cent decrease in total electricity use per square foot for 2009-2010. This translates to a savings of about \$100,000 per year, and prevented the release of approximately 170 tonnes of greenhouse gas emissions. Humber's yearly energy consumption has decreased by 16.5 per cent since 2005.
- Researchers in Humber's School of Health Sciences have partnered with Sunnybrook Health Sciences Centre, Ornge, and McMaster University to develop a groundbreaking virtual learning tool. Based on a similar project piloted by Dr. Mike Walsh in the UK, the virtual community of "Stillwell" provides students with the opportunity to study the health, social and personal problems of a community and work through cases over time, responding to health related issues and engaging in dialogue around the roles and responsibilities of health care providers. The project is an excellent example of the type of innovative applied research that Humber faculty and researchers are engaged in, and was supported by a grant from HealthForceOntario.
- In preparation for the 2009-2010 H1N1 influenza season, Humber successfully activated its Critical Incident Preparedness Plan. With a focus on prevention and information sharing, the cross-institutional planning committee modified health and safety routines and developed communication tools to help keep the college community healthy. Humber led the postsecondary education community with its comprehensive plans and widespread communications to staff and students.
- Since 2008 Humber has been a supporter of Uniterria: Leave for Change, a program that offers professional and personal development opportunities to employees while supporting organizations in 12 developing countries around the world. Once selected, faculty and staff donate three weeks of vacation time to a particular project; in 2009, six full-time faculty and staff members from Humber worked with groups in Guatemala, Botswana, Malawi and Nepal. The assignments and project descriptions are as varied as the skill sets of Humber's employees. Volunteers undergo pre-departure training and commit to raising awareness about the program and their particular project through speaking engagements, blogs and reports upon their return.
- The annual Premier's Awards for Ontario College Graduates honour outstanding graduates in the categories of: Business; Community Services; Creative Arts & Design; Health Sciences; Technology; and Recent Graduate. Nominees must have attained professional success after graduation and made a significant contribution to the community. For 2010, Humber has nominated four outstanding alumni: Gabrielle Coe (Nursing, 1975); Jacqueline Edwards (Law and Security Administration, 1994); Enrico Lisi (Architectural Technology, 1982); and Anthony Vanderburgh (Music, 1983). These individuals were also honoured as Humber Alumni of Distinction at the 2010 convocation ceremonies.
- Humber's International Centre partnered with corporate sponsors, Research in Motion (RIM) and lululemon athletica, to hold the inaugural Humber China Marketing Plan Competition in Qingdao, China in January 2010. Forty-nine teams of Business students from five colleges in China's Shandong province competed in the marketing competition. Competitors were assessed based on the overall quality of their marketing plan and video, a demonstrated understanding of marketing concepts, the quality of the oral presentation, the depth and quality of analysis, creativity, as well as English language ability. David Mulroney, Canada's Ambassador to China, hosted a reception for the winning students, who were awarded a one-year scholarship to Humber.



Beebonigeesis Spring Social

## Humber in the Community

Community Outreach and Workforce Development, in collaboration with Humber's schools and departments, continues to create initiatives and partnerships that facilitate pathways for individuals from under-represented groups to postsecondary education and/or gainful employment. This includes marginalized youth, immigrants/newcomers, First Generation, underemployed/unemployed and Aboriginal Peoples. Some examples of these activities include:

### Aboriginal People

New initiatives were launched to introduce and encourage Aboriginal students to consider postsecondary education.

- **Humber's 1st Camp Choice – Aboriginal Camp** – 85 students from six different First Nation communities came together and participated in the very first three-day residential college and Aboriginal culture experience in May 2009 at the North Campus. The program was a huge success. With the help of the students, a video was produced to record the experience to share with others. It can be viewed at [www.campchoice.ca](http://www.campchoice.ca). This program was made possible through MTCU First Generation Funding.
- **Aboriginal Services** - Humber was successful in securing funding from the Ontario government to expand our outreach and student services to Aboriginal people. Humber is developing a multifaceted outreach strategy to increase its outreach to a variety of surrounding communities to engage and encourage participation of local First Nations and organizations in postsecondary education. In addition, programs are being put in place to engage Aboriginal students while on campus and respond to the specific needs of Aboriginal students. The focus is on student retention and student success.

### Youth

Humber participated in a number of programs to introduce youth to Humber and support them in achieving academic goals. Examples from 2009-2010 include:

- **Humber's Camp Choice** – This three-day residential college experience for Grades 6 to 8 students continues to attract schools from all over Ontario. In 2009-2010 over 1,000 students participated in the program (up 16 per cent over 2008). We also received funding through the MTCU School, College, Work Initiative for over 300 Grade 7 and 8 students from disadvantaged neighborhood schools in the GTA to participate in this special program.



Dual credit students enjoying a class outside.

- **First Generation Project** – The Ministry of Training, Colleges and Universities approved a Humber proposal to assist First Generation students (FGS), which had several components:
  - Humber worked collaboratively with six high schools in north Etobicoke to provide information to 690 Grade 10 and 11 students on the value of postsecondary education and how to access it. In addition, 157 students participated in onsite career assistance from Humber counsellors.
  - Humber provided information sessions on postsecondary education to 190 parents in North Etobicoke, many of whom are newcomers. Also, a new Parents as Partners in Education program was initiated in partnership with the Toronto District School Board, Rexdale Women’s Centre and Community MicroSkills Development Centre, which provided workshops to 30 parents to help them better understand our educational system and how to engage in their children’s education.
  - Humber supported its own First Generation students and provided counselling to 914 of them; 76 FGS students attended a special event in December to learn about Humber services and supports.
  - Humber’s first Aboriginal Camp Choice was launched for 85 students.
- **Dual Credit programs** – These programs offer high school students the opportunity to earn both a college course credit and a credit towards their secondary school diploma. 230 high school students attended Humber’s dual credit courses in 2009-2010, an 85 per cent increase from 2008-2009. A student mentorship program was launched to support these students while attending Humber.
- **School Within a College** – Humber-TCDSB Fast Track to College - This new program began in February 2010 and provides the opportunity for 14 senior-level students registered at Monsignor Fraser - Norfinch Adult High School with an opportunity to complete up to two dual credit college courses while earning secondary school credits. Students attend classes at the college five days a week. A high school teacher is onsite delivering high school curriculum each morning; in the afternoons, two to three days in the week, students attend dual credit college courses, which they select through the courses offered through the Secondary Schools of West Toronto dual credit program.
- **Pre-Apprenticeship for Youth** – Humber started its fourth intake of the Cook Pre-apprenticeship program for 24 youth in partnership with MicroSkills.
- **Math and Science Homework Club** – Grades 9, 10 and 11 students from Kipling, North Albion and West Humber Collegiate took part in this initiative, delivered in partnership with the Toronto District School Board and MicroSkills.
- **Leave Out Violence** – A six-week photo journalism program offered in partnership with Leave Out Violence brought 18 local area youth between the ages of 14 and 18 into the college where they were taught photo journalism and training in anti-violence community activism. An after-school radio broadcast program was also delivered in partnership with Leave Out Violence. Fifteen local area youths also between the ages of 14 to 18 were taught the basics of radio broadcasting including interviewing skills and sound recording and editing.
- **The “Jump Theatre Project”** – This Humber sponsored three-week theatre camp is run jointly by the School of Creative & Performing Arts and the School of Social & Community Services. The program is for 12 to 15 year old youth who don’t normally have access to this kind of programming in their communities. It is designed to teach life skills through the performing arts and runs out of the Lakeshore Campus. This year saw the addition of a mentorship program for youth ages 15 to 17. Started in 2006 with only eight youth participating, the program is now in its fifth year and has grown to 35 participants through direct marketing to youth, word of mouth and referrals from approximately 12 community-based agencies located in both north and south Etobicoke.





- **The Centre for Urban Ecology's Summer Nature Camp** – In 2009-2010 these camps grew by 100 per cent from 2008 with approximately 600 campers experiencing the interactive nature programming offered through various sessions. In addition, close to 1,300 children from a variety of community camps visited and participated in day programs at the centre. Humber hosted 45 MicroSkills campers and nine Leader In Training participants from Jamestown at the camps. The centre also partnered with MicroSkills to offer a new after-school Environmental Club for 13 young people.
- **Crown Ward Initiative** – Humber, along with other Toronto colleges, universities and school boards, held a multi-stakeholder Strategy Day for 65 participants to identify strategies to better service crown wards and increase their awareness of, participation in and success at all levels of the educational pathway, including postsecondary education, training and employment.
- **Council of Educators** – Led by Humber President, John Davies, Toronto colleges, universities and school boards have formed a Council of Educators to develop a collaborative and co-ordinated approach among educational institutions to enhance access to postsecondary education for marginalized youth in Toronto.

## Immigrants

Newcomers are a vital resource in our communities and often need some additional assistance to find appropriate work commensurate with their background. Humber is actively involved in assisting these individuals.

- **Bridge Training Projects** – Fifty internationally trained engineers completed Humber's Engineering Connections: Software Skills Enhancement program, delivered in partnership with ACCES, an employment and training agency, and funded by the Government of Ontario. Humber also partners with ACCES on their sales and marketing bridging program for internationally trained marketing professionals and on their employment preparation program for engineers. Skills for Change partners with Humber to provide exam preparation for the Certificate of Qualification for internationally trained industrial electricians and millwrights. This year, Humber proposed and received approval from the provincial government for a new .NET Solutions bridging project for internationally trained IT professionals to start in 2010-2011.
- **Advising Services** – Humber is participating in newcomer advising activity as part of the province wide CON\*NECT (Colleges Integrating Immigrants into Employment) project. Two Humber advisors provided pre-entry advising to 760 immigrants.
- **Language Training** – Occupationally Specific Language Training programs in business and in technology were launched this year to upgrade the language skills of immigrants.
- **Mentorship** – A major initiative took place to recruit Humber staff as mentors for internationally trained professionals through the Toronto Region Immigrant Employment Council (TRIEC) Mentoring Partnership Program. As a result, 31 faculty, staff and administrators expressed an interest in participating. Humber also participated in a project with Algonquin College to match immigrants abroad who are approved to come to Canada with mentors here. Thirty-one mentors, including 10 Humber staff, were recruited for pre-arrival online mentoring to approved immigrants from India and the Philippines.
- **Employer Training** – As part of a provincial initiative of CON\*NECT, Humber piloted a workshop for 20 small- and medium-sized employers to help them recruit and retain internationally trained professionals.
- **Local Immigration Partnership (LIP)** – Humber participated in four LIPs across the GTA. The intent of LIP is to plan immigrant services in local communities with key stakeholders.



## Adults

During this downturn in the economy, Humber continued to increase its services and worked with other community partners to help unemployed individuals in the community:

- **Assisting Laid-off Workers** – Humber was actively involved in assisting laid-off workers from Chrysler, Bombardier and Progressive Molded Products with employment services and training.
- **Skills Training** – 693 unemployed individuals attended a variety of Humber programs through Ontario's Second Career and Skills Development Programs. In addition, Humber launched a special section of its Accounting program for Second Career participants in June 2009. Humber also provided a Horticulture Pre-Apprenticeship program and a new transportation training program for women in partnership with MicroSkills.
- **Community Capacity Building** – Humber co-ordinated, developed and delivered a very successful capacity building program with the Toronto Community Housing Corporation. Seventeen women participated in a 10-day program to help them address community issues, develop responses and apply for project funding.

## Community Events

Humber Day at Albion Mall – Humber's schools and departments provided youth and adults in North Etobicoke with information on our programs and services at our second annual Humber Day event. Information booths and interactive sessions were used to engage the community in what Humber has to offer.



## Financial Report

<b>REVENUE:</b>	<b>2010</b>
Government grants and reimbursements	122,593,354
Tuition fees	91,706,547
Ancillary operations	33,475,421
Amortization of deferred capital contributions	5,551,361
Interest income	2,612,547
Other	35,287,565
	<b>\$291,226,795</b>

<b>EXPENSES:</b>	
Academic	132,806,939
Special projects	3,874,911
Student services	24,730,884
Administrative	28,816,265
Property and plant	22,639,211
Ancillary operations	33,317,205
Awards, scholarships, bursaries and other	797,016
Amortization of capital assets - operating	12,983,193
	<b>\$259,965,624</b>

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2009-2010 are available at [humber.ca/content/publications](http://humber.ca/content/publications)

## Executive Team

### **John Davies**

*President and CEO*

### **Michael Hatton**

*Vice President, Academic*

### **Rani K. Dhaliwal**

*Vice President,  
Finance & Administrative Service*

### **John Mason**

*Vice President,  
Student & Corporate Services*

## Board of Governors

Rainer Beltzner

Ruth Clark

Gerry Connelly

John Davies

Thora Espinet

Joan Homer

Lily Khosla

Najamuddin Mohammed

Robert Molgat

Beverley Morden

Paul Pieper

Sarwanjit Randhawa

Dale Richmond, Chair

Stuart Smith

John Sousa

Bradley Watson



Year-end March 31, 2010  
Humber Planning & Development Office  
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