



## Annual Report

2011 • 2012

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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
- 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 Board Chair

As Chair of Humber's Board of Governors, I am pleased to present the many accomplishments outlined in this 2011-2012 Annual Report. Once again, Humber has undertaken activities and initiatives that reflect our mission, vision and values as an institution and demonstrate our commitment to academic excellence. The Board is proud to serve the interests of the Humber community, and we remain committed to the ongoing pursuit of excellence in higher education through initiatives currently under way, as well as developing future opportunities for Humber students, faculty and staff.

Humber has always promoted a culture of success, providing our students with the learning experiences, programs and services necessary to achieve their goals. This focus on students remains the driving force behind Humber's proven ability to meet the demands of increasing enrolment, higher credentials, learning excellence, and superior student support services. With ongoing government support for the education and skills training of Ontarians, Humber will continue to provide students with the opportunities they need to succeed in a dynamic and changing global economy.

2011-2012 marks a significant transition for Humber. After 44 years of service in public education, President John Davies announced his intention to retire at the end of June 2012. As president, John demonstrated exceptional leadership in guiding the college through an extraordinary period of growth – ever striving toward our vision of “excellence in polytechnic education.” The Board of Governors congratulates and thanks him for his dedication and service.

In light of President Davies' impending retirement, one of the major initiatives undertaken over the past year was the search for, and appointment of, a new president. A Presidential Succession Committee was struck and conducted a comprehensive search process to identify and attract top candidates. The Board of Governors was unanimous in its recommendation to appoint Dr. Christopher L.G. Whitaker, current president and CEO at St. Lawrence College, to the position of president, effective July 2012. Dr. Whitaker comes to us with 25 years of experience in Ontario's college sector, and we are very pleased to welcome him to Humber.

On behalf of the Board of Governors, I wish to extend my sincere appreciation and gratitude to Humber's executive team, staff and faculty for their vision and dedication, and commend all on the outstanding achievements presented in this Annual Report.

A handwritten signature in blue ink that reads "Joan Homer". The signature is fluid and cursive, with a large initial 'J'.

*Joan Homer, Chair  
Humber Board of Governors*



## Message from the President

It is my honour and pleasure to present the 2011-2012 Annual Report, which details Humber's many accomplishments during the fourth year of our 2008-2013 Strategic Plan. This is an exciting time of transition for Humber, as we continue to grow and innovate to meet the changing needs of our students. As ever, we remain committed to producing career-ready graduates with the skills necessary to succeed in today's job market. It is this commitment that drives the high-quality programs, excellent student services and innovative teaching and learning that takes place on all three of our campuses. Humber offers a wide range of in-demand credentials and pathways – from apprenticeships to diplomas to degrees and postgraduate certificates – as we continue to progress toward our vision of “excellence in polytechnic education.”

As one of Canada's largest colleges, located in one of the most diverse and multicultural cities in the world, Humber has a responsibility to ensure access and quality to our students and to our community. In our effort to provide a community access point for postsecondary education and training, we continue to engage high school students through the highly successful dual credit program, and to expand occupational training and advising for a growing community of newcomers to Canada. We seek to encourage and support our students in choosing the program that is best for them, and offer a wide range of credentials – apprenticeships, diplomas, certificates, postgraduate certificates, and more bachelor's degrees than any college in Ontario. We are committed to high-quality teaching, industry-relevant curriculum and excellent student services. Initiatives to enhance quality over the past year include support for program development and review to ensure continuous improvement in the quality and economic responsiveness of our programs and the pathways between them, as well as a concerted focus on utilizing data from the Key Performance Indicator (KPI) and Humber Engagement and Learning Profile (HELP) surveys to inform the development of student success initiatives such as learning skills workshops, as well as student volunteer and leadership opportunities. Humber takes great pride in serving our community as a full-service postsecondary institution.

This will be my final Annual Report as president of Humber College. As we move forward in the current political climate of fiscal restraint, I believe it pays to reflect on the period of unprecedented growth and expansion experienced over the past several years and the importance of postsecondary education to the economic growth and competitiveness of the province. It remains essential that all governments continue to support and invest in the kind of flexible, industry-relevant and high-quality postsecondary education provided by colleges such as Humber.

As this 2011-2012 Annual Report demonstrates, Humber is very well placed to meet the priorities and performance indicators outlined in our five-year Strategic Plan. These accomplishments are made possible by the talent, energy and enthusiasm of our dedicated Board of Governors, faculty, staff and administrators, all of whom work hard every day to support the success of our students. As always, we remain proud of our achievements to date, and focused on achieving our goals in the future.

A handwritten signature in blue 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 2011-2012 Annual Report clearly outlines how Humber continues to deliver on its commitment to quality, access and accountability.

The 2011-2012 Annual Report details results and accomplishments in the fourth 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-Back. 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 (MTCU) to develop even more robust measures of performance and outcomes.

The 2011-2012 Annual Report is divided into three 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 2010-2011 against the five-year Strategic Plan. Finally, 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, including a focus on Humber in the 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 2011-2012, Humber offered 16 degrees (plus Nursing) with plans to offer approximately 25 to 30 baccalaureate degrees over the next five to seven years in disciplines that resonate with potential students and respond to labour market demands.

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 in Fall 2011, Humber served over 21,300 full-time postsecondary students (as well as over 2,000 apprentices) and 56,000 part-time registrants. Humber offers more than 150 full-time programs across 40 fields of study and delivers approximately 200 part-time certificates and more than 425 online 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, internship and apprentice 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 160 student-led clubs; outstanding varsity teams and unique student-led 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 2011, Humber enrolled more than 10,900 first-year students; an increase of five per cent from 2010.
- Humber receives approximately 60,000 applications annually; more than any other Ontario college.
- Over 169,000 Humber alumni are making substantial contributions in communities in Ontario, Canada and around the world.
- Humber has three campuses: North (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:
  - 150 full-time programs in more than 40 fields of study including 16 degree programs (17 as of September 2012), plus Nursing, and 31 postgraduate certificates
  - 200 part-time certificates
  - 1,400 continuing education courses offered evenings, weekends and online
- In 2011, Humber enrolled 2,620 students in its own four-year degree-level programs – 31 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 – 816 students in 2011 – with the entire four years of the University of New Brunswick curriculum delivered by Humber faculty.
- Humber's North Campus is also the home for 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. Over 3,500 students were enrolled in the University of Guelph-Humber in 2011.
- 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 seven years, more than 900 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 wellbeing; 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 160 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 2011-2012 Humber's varsity teams set a provincial record, winning 17 OCAA gold medals and 26 medals overall. Nationally, the Humber Hawks also recorded school highs, winning three CCAA national team titles and 12 national medals overall.
  - A gourmet, student-run restaurant – The Humber Room.
  - Residences – offering accommodation for 1,400 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.



## 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 2012 Results

#### Student Satisfaction – 75.1%

- Improved over last year and higher than the GTA average
- First in the GTA for the capstone question:
  - “Overall, your program is giving you knowledge and skills that will be useful in your future career.” – **86.8%**
- Higher than the GTA average for the capstone questions:
  - “The overall quality of the learning experiences in this program.” – **80.2%**
  - “The overall quality of the facilities/resources in the college.” – **67.5%**  
(this capstone improved 1.3% over last year – a statistically significant increase)
  - “The overall quality of the services in the college.” – **66%**

#### Graduate Employment – 83.1%

- Improved by 2.7% over last year (a statistically significant increase)
- First in the GTA
- Higher than the GTA and provincial average

#### Graduation Rate – 63.5%

- Improved by 2.3% over last year (a statistically significant increase)
- Higher than the GTA average

#### Graduate Satisfaction – 78.6%

- Second in the GTA
- Higher than the GTA average

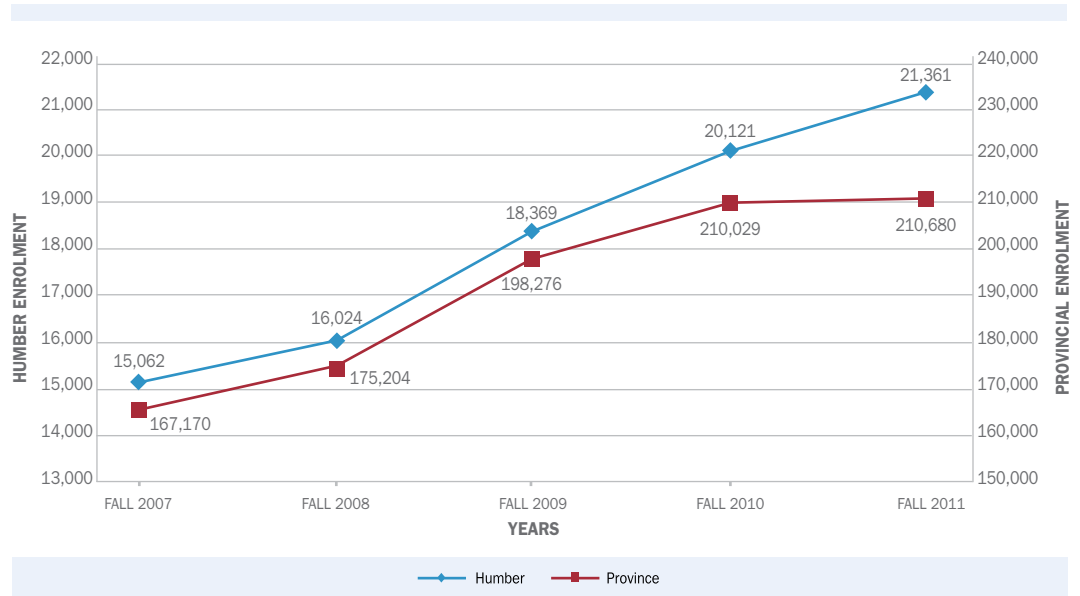
#### Employer Satisfaction – 92.4%



## Humber's Enrolment Growth

From 2007 to 2011, full-time postsecondary enrolment at Humber increased by 41 per cent, compared to the provincial increase of 26 per cent.

### Full-time Funded Fall Enrolment



#### 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 3,500 in 2011) and apprentices (over 2,000 in 2011)

## Profile of Humber Students

In 2011-2012, our **first-year** students had the following characteristics:

**32%** First Generation

#### Gender:

**51%** Female

**49%** Male

#### Age:

**19%** under 19

**31%** 19-20

**41%** 21-31

**9%** 31+

#### Education on Entry:

**4%** Less than Grade 12

**58%** Grade 12

**9%** College Diploma

**7%** Partial University

**6%** University Degree

#### Birthplace:

**64%** Born in Canada

**36%** Not born in Canada

**12.7%** International students

#### First Language:

**87%** English

**0.5%** French

**13%** Other

## 2011-2012 RESULTS

### Priority 1 – Manage Enrolment Growth



Humber is situated in the rapidly growing north-west quadrant of the Greater Toronto Area (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 (MTCU) 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, predicted that more than 700,000 people in Ontario would 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 2011, total full-time enrolment at Humber grew by five per cent over 2010, compared to provincial growth of less than one per cent. From 2007 to 2011, Humber's full-time enrolment grew by 41 per cent, compared to the provincial growth of 26 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 graduate 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 the next five to seven years, Humber will offer approximately 25 to 30 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.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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>◦ apprenticeships</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 Guelph-Humber program</li> </ul>	<ul style="list-style-type: none"> <li>• 4 new degrees started in Fall 2011, +240 enrolment</li> <li>• 1 new diploma started in Fall 2011, +30 enrolment</li> <li>• 1 new apprenticeship program started in Fall 2011, +24 enrolment</li> <li>• 3 new degree programs developed and applications submitted to PEQAB</li> <li>• 1 consent renewal application submitted to PEQAB</li> <li>• 1 new diploma started in Fall 2011 at Orangeville Campus, +30 enrolment</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 4 new degrees launched in Fall 2011 (Journalism; Child and Youth Care; Accounting; Public Relations), +271 enrolment</li> <li>• Web Design and Interactive Media diploma not launched (to be launched Fall 2012)</li> <li>• 1 new apprenticeship co-op launched (Certified Master Chef) , +8 enrolment</li> <li>• 3 new degree programs developed and submitted to PEQAB for potential launch (Visual Arts; Photographic Arts; Animation Arts)</li> <li>• 1 degree consent renewal application submitted to PEQAB (Paralegal Studies)</li> <li>• 1 new diploma launched at Orangeville Campus (Social Service Worker), +32 enrolment</li> <li>• Launched external marketing campaign for degrees (during application cycle) focusing on academic pathways/transfer options</li> </ul>	<ul style="list-style-type: none"> <li>• 10 new degrees launched (Fashion Management; Tourism Management; Human Resources Management; International Business; Criminal Justice; Film and Media Production; Journalism; Child and Youth Care; Public Relations; Accounting); 12 new degree proposals submitted to PEQAB (Management Studies; Finance; Marketing; Supply Chain Management; Accounting; Child and Youth Care; Public Relations; Journalism; International Development; Visual Arts; Photographic Arts; Animation); 4 degree consent renewals submitted (Creative Advertising; Interior Design; Music; Paralegal); 2 extensions to degree consent renewals received (e-Business; Tourism Management)</li> <li>• 10 new diplomas launched (3-D Animation; Sport Management; Food and Nutrition Management; Community and Justice Services; Sustainable Energy and Building Technology; Broadcast TV/Videography; Cosmetic Management; Massage Therapy; Media Communications; Home Renovation Technician)</li> <li>• 2 new apprenticeship programs launched (Developmental Service Worker; Certified Master Chef)</li> <li>• 8 new graduate certificates launched (Emergency Management; Exercise Science and Lifestyle Management; Information Technology Solutions; Financial Planning; Global Business Management; Transformative Community Justice; Web Development; Settlement Services)</li> <li>• 2 new Guelph-Humber Degree/Diploma (B.A.Sc Kinesiology/ Diploma in Fitness and Health Promotion; B.A.Sc Psychology/Diploma in General Arts and Science)</li> </ul>

*Chart continued on next page*

Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date																																																						
2. Increase student retention, particularly from 1 <sup>st</sup> to 2 <sup>nd</sup> year	<table border="1"> <thead> <tr> <th>Year</th> <th>06-07 Baseline</th> <th>2013 Target</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup>-2<sup>nd</sup></td> <td>77%</td> <td>85%</td> </tr> <tr> <td>2<sup>nd</sup>-3<sup>rd</sup></td> <td>91%</td> <td>91%</td> </tr> <tr> <td>3<sup>rd</sup>-4<sup>th</sup></td> <td>94%</td> <td>95%</td> </tr> <tr> <td>Grad Rate</td> <td>62%</td> <td>63%</td> </tr> </tbody> </table>	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%	<ul style="list-style-type: none"> <li>1<sup>st</sup> to 2<sup>nd</sup> 85%</li> <li>3<sup>rd</sup> to 4<sup>th</sup> 95%</li> <li>Continue to maintain or improve retention rates for all years as well as graduation rate</li> </ul>	<p><b>Partially Successful</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fall 2011</th> <th>2013 Target</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup>-2<sup>nd</sup></td> <td>87%</td> <td>85%</td> </tr> <tr> <td>2<sup>nd</sup>-3<sup>rd</sup></td> <td>95.3%</td> <td>91%</td> </tr> <tr> <td>3<sup>rd</sup>-4<sup>th</sup></td> <td>90%</td> <td>95%</td> </tr> <tr> <td>Grad Rate</td> <td>63.5%</td> <td>63%</td> </tr> </tbody> </table>	Year	Fall 2011	2013 Target	1 <sup>st</sup> -2 <sup>nd</sup>	87%	85%	2 <sup>nd</sup> -3 <sup>rd</sup>	95.3%	91%	3 <sup>rd</sup> -4 <sup>th</sup>	90%	95%	Grad Rate	63.5%	63%	<p>Retention rates (Fall to Fall):</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Fall 07 Baseline</th> <th>Fall 08</th> <th>Fall 09</th> <th>Fall 10</th> <th>Fall 11</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup>-2<sup>nd</sup></td> <td>77%</td> <td>79.9%</td> <td>84.3%</td> <td>84.5%</td> <td>87%</td> </tr> <tr> <td>2<sup>nd</sup>-3<sup>rd</sup></td> <td>91%</td> <td>93.2%</td> <td>94.7%</td> <td>96.6%</td> <td>95.3%</td> </tr> <tr> <td>3<sup>rd</sup>-4<sup>th</sup></td> <td>94%</td> <td>95.5%</td> <td>95.1%</td> <td>86%*</td> <td>90%*</td> </tr> </tbody> </table>	Year	Fall 07 Baseline	Fall 08	Fall 09	Fall 10	Fall 11	1 <sup>st</sup> -2 <sup>nd</sup>	77%	79.9%	84.3%	84.5%	87%	2 <sup>nd</sup> -3 <sup>rd</sup>	91%	93.2%	94.7%	96.6%	95.3%	3 <sup>rd</sup> -4 <sup>th</sup>	94%	95.5%	95.1%	86%*	90%*
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			<p>KPI graduation rates by program duration (2012):</p> <ul style="list-style-type: none"> <li>1-year programs 71.6%</li> <li>2-year programs 59.3%</li> <li>3-year programs 53.9%</li> <li>4-year programs 73.2%</li> <li>Grad certificates 87.3%</li> </ul> <p>Humber-wide strategies:</p> <ul style="list-style-type: none"> <li>Early identification and intervention of at-risk students using Humber Engagement and Learning Profile (HELP) survey data</li> <li>Curriculum review and adjustments for courses with high failure rates</li> <li>Increased student motivation through exposure to professional organizations; industry and career fairs; promotion of student success; alumni involvement</li> <li>Focus on pre-admission advising</li> <li>Communicate to students the importance of introductory communications course to the success and timing of their academic journey</li> <li>Ensure that relevant courses are available through flexible delivery (online, summer) for 'off-track' students to enable them to graduate</li> </ul> <p>School-specific strategies:</p> <ul style="list-style-type: none"> <li>Successful summer pilot on mandatory advising in Business School; resulted in a 5% improvement in retention in summer semester</li> <li>Common first semester in School of Liberal Arts &amp; Sciences; expansion of remedial upgrading for ESL</li> <li>Faculty mentorship program to develop a culture of support and strengthen students' connection to their program/discipline</li> <li>Learner-focused activities to engage students, such as Lego robotics, extended orientation</li> </ul>	<p>* Progression Policy in Nursing program altered from year 3 to year 4. Retention rate excluding Nursing is 93.7%.</p> <p>KPI graduation rates by program duration and overall:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>1-year programs</td> <td>69.5%</td> <td>68%</td> <td>66.3%</td> <td>71.6%</td> </tr> <tr> <td>2-year programs</td> <td>61.2%</td> <td>57%</td> <td>57%</td> <td>59.3%</td> </tr> <tr> <td>3-year programs</td> <td>54%</td> <td>55.5%</td> <td>55.4%</td> <td>53.9%</td> </tr> <tr> <td>4-year degrees</td> <td>-</td> <td>-</td> <td>78.7%</td> <td>73.2%</td> </tr> <tr> <td>Graduate certificates</td> <td>83.8%</td> <td>84.1%</td> <td>83.4%</td> <td>87.3%</td> </tr> <tr> <td>Overall Grad Rate</td> <td>63.1%</td> <td>61.1%</td> <td>61.2%</td> <td>63.5%</td> </tr> </tbody> </table>	Year	2009	2010	2011	2012	1-year programs	69.5%	68%	66.3%	71.6%	2-year programs	61.2%	57%	57%	59.3%	3-year programs	54%	55.5%	55.4%	53.9%	4-year degrees	-	-	78.7%	73.2%	Graduate certificates	83.8%	84.1%	83.4%	87.3%	Overall Grad Rate	63.1%	61.1%	61.2%	63.5%																			
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2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
2. Continued			<ul style="list-style-type: none"> <li>• Program Co-ordinators focusing on early leavers; developing faculty communication sheets and check-up cards to improve communication</li> <li>• I-Succeed sessions for first semester students</li> <li>• Commitment to ensure relevance in every communication with students</li> <li>• One-on-one support for students on academic probation by graduate students in same discipline</li> <li>• Degree Lecture Series; reaching out to current students, as well as local high school students</li> <li>• Provide first-semester students with a program map and pathways to demonstrate relevance of the curriculum and opportunities for graduates</li> <li>• Provide students with a performance audit upon completion of their second semester</li> </ul>	
3. Develop and implement pathways between credentials	<ul style="list-style-type: none"> <li>• 12 bridging and transfer programs</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer agreements and pathways incorporated into all new degree programs</li> <li>• Reporting in place to track the number of students transferring/ taking bridges in conjunction with new Enterprise Systems implementation</li> <li>• First intake into Nursing degree program in Fall 2011</li> <li>• GAS transfer agreement renegotiated</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Port Hope Accord used to develop pathways and transfer opportunities into all new degree programs</li> <li>• Interim transfer reporting system in place to track the number of students transferring/ taking bridges</li> <li>• First intake into Bachelor of Nursing from Registered Practical Nurse Bridge program Fall 2011 (19 students eligible to enter Year 3 of BN)</li> <li>• Launched redesign of Registrar's website to allow Humber students and those at other institutions to more easily identify their transfer options</li> <li>• GAS transfer agreement negotiation in progress</li> <li>• Successful implementation of first year of Credit Transfer Innovation Fund; includes: IT support to develop credit transfer database; analysis of data from HELP survey; liaise with postsecondary institutions to build awareness of existing transfer options at Humber</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 (10 new degrees offered to date)</li> <li>• Completed initial activities related to provincial Credit Transfer Innovation Fund</li> </ul>

Chart continued on next page

Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date																																		
<p>4. Develop and implement a new marketing plan</p>	<ul style="list-style-type: none"> <li>5% increase in number of applications for all programs (over 2007-08 baseline)</li> <li>5% improvement in top-of-mind awareness</li> </ul>	<ul style="list-style-type: none"> <li>3% increase in applications for Fall 2011</li> <li>20% increase in degree applications for Fall 2011</li> <li>2010-11 levels of media coverage maintained (average of two media articles published daily)</li> <li>Quality of coverage maintained or improved; minimum Media Relations Rating Points (MRP) average of 75%</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>1.8% increase in applications for Fall 2011</li> <li>32.1% increase in degree applications for Fall 2011; launched 4 new degrees (Journalism; Child and Youth Care; Accounting; Public Relations)</li> <li>Increased levels of media coverage over 2010-11 (600 to 650), an average of just over two media articles per day; 10% of Humber's media coverage is in multicultural media</li> <li>Maintained quality of media coverage as measured by the industry standard measurement tool Media Relations Rating Points (MRRP) at 75%</li> </ul> <p>Media Relations Rating Points (MRRP) year over year:</p> <table border="1" data-bbox="899 1014 1206 1073"> <thead> <tr> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> </tr> </thead> <tbody> <tr> <td>69%</td> <td>75%</td> <td>75%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Conducted follow-up brand study in Spring 2011 which demonstrated that Humber's top-of-mind awareness among prospective students remains steady from 2009 at 83%</li> <li>Focused efforts on marketing Humber degrees: developed branded degree look/collateral; launched degree web micro-site; major advertising campaign in western GTA on buses, shelters, etc.</li> <li>Introduced multicultural advertising</li> <li>Completed three-year digital marketing plan; 46% increase in web visitors over 2010-11; launched Humber's mobile website; standardized college web development on industry-leading Drupal CMS platform</li> <li>Redesigned academic calendar</li> <li>Launched online Humber Communique in March 2011</li> </ul>	2009-10	2010-11	2011-12	69%	75%	75%	<p>Overall increase in applications Fall over Fall:</p> <table border="1" data-bbox="1230 457 1518 541"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 2008</th> <th>Fall 2009</th> <th>Fall 2010</th> <th>Fall 2011</th> </tr> </thead> <tbody> <tr> <td>45,752</td> <td>2.7%</td> <td>9.6%</td> <td>5.3%</td> <td>1.8%</td> </tr> </tbody> </table> <p>Increase in applications for degree programs Fall over Fall:</p> <table border="1" data-bbox="1230 640 1518 724"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 2008</th> <th>Fall 2009</th> <th>Fall 2010</th> <th>Fall 2011</th> </tr> </thead> <tbody> <tr> <td>2,361</td> <td>71.1%</td> <td>30.3%</td> <td>2.2%</td> <td>32.1%</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> </ul> <p>Overall increase in media coverage year over year:</p> <table border="1" data-bbox="1230 1003 1518 1087"> <thead> <tr> <th>2008-09 Baseline</th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> </tr> </thead> <tbody> <tr> <td>400</td> <td>10%</td> <td>36%</td> <td>10%</td> </tr> </tbody> </table>	Fall 07 Baseline	Fall 2008	Fall 2009	Fall 2010	Fall 2011	45,752	2.7%	9.6%	5.3%	1.8%	Fall 07 Baseline	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2,361	71.1%	30.3%	2.2%	32.1%	2008-09 Baseline	2009-10	2010-11	2011-12	400	10%	36%	10%
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2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date								
<p><b>5.</b> 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>Increase international enrolment to 12% of total enrolment</li> <li>Baseline measures for international student satisfaction levels in place</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>International enrolment increased to 12.7% of total enrolment in Fall 2011</li> <li>Baseline measures for international student satisfaction in place (86.9%)</li> <li>Increased number of international students studying in degrees by 30%</li> <li>Increased the number of students coming from countries outside of India by 10%</li> <li>Launched online orientation program for new international students</li> <li>Launched Passport to Success program to encourage international students to participate in workshops and events to assist in their transition to life in Canada</li> </ul>	<p>International students as a % of total postsecondary enrolment:</p> <table border="1" data-bbox="1230 478 1526 548"> <thead> <tr> <th>Fall 08</th> <th>Fall 09</th> <th>Fall 10</th> <th>Fall 11</th> </tr> </thead> <tbody> <tr> <td>5.8%</td> <td>7.1%</td> <td>10.9%</td> <td>12.7%</td> </tr> </tbody> </table>	Fall 08	Fall 09	Fall 10	Fall 11	5.8%	7.1%	10.9%	12.7%
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<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>	<ul style="list-style-type: none"> <li>Reach 125 high school students and 50 parents to promote postsecondary education</li> <li>Five Community Employment Services sites for laid-off workers fully operational</li> <li>10% increase over 2010-11 in dual-credit students</li> <li>20 youth participate in the Developmental Services Worker Pre-Apprenticeship program in partnership with JVS</li> <li>25 women participate in Horticulture Pre-Apprenticeship Training program in partnership with MicroSkills</li> <li>Maintain 2010-11 number of participants in Camp Choice; Aboriginal Camp Choice; Careers and Civics summer camp; Biology summer camp</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Reached 205 high school students and 102 parents to promote postsecondary education</li> <li>Fully implemented Employment Ontario Service for 2,690 laid-off workers at 5 sites across the GTA (79% of participants are employed or engaged in additional training)</li> <li>42% increase in the number of students participating in dual credit initiatives (621 to 882 students)</li> <li>20 youth participated in DSW Pre-Apprenticeship program in partnership with JVS; 16 youth completed all mandatory program elements including a field placement</li> <li>22 enrolled in 2011 Cook Pre-Apprenticeship Program (18 secured paid work-placements in the sector; 6 enrolled full-time in a related postsecondary program, 4 of these at Humber)</li> <li>15 women enrolled in Transportation training for AZ licence</li> <li>25 women enrolled in the Horticulture Pre-Apprenticeship</li> </ul>	<p>9 externally-funded projects approved to date</p> <ul style="list-style-type: none"> <li>First Generation outreach project to 865 Etobicoke North students and parents to promote the benefits of PSE</li> <li>Camp Choice – Aboriginal Camp and Outreach Program for Grade 7 and 8 students</li> <li>Camp Choice, a three-day college experience camp for students in Grades 6 to 8; SCWI funded participation for 577 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>Developmental Services Worker Pre-Apprenticeship program for youth with JVS</li> <li>MicroSkills Transportation Training and Horticulture Pre-Apprenticeship programs for disadvantaged women</li> <li>Council of Educators (CET) initiative</li> </ul>								

Chart continued on next page

Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
6. Continued			<p>training program (13 employed as apprentices, 1 self-employed in sector; 3 pursuing further training in Horticulture)</p> <ul style="list-style-type: none"> <li>Implemented second year of provincially funded First Generation project 'Transition Advising Program' (TAP); 74% retention from Fall 2010 to 2011 of students enrolled in TAP vs. 61% for overall cohort</li> <li>Maintained student participation in Camp Choice for students in Grades 6 to 8 at levels supported by funding from the School College Work Initiative (SCWI) (270 students)</li> <li>118 students in Grades 7/8 participated in Camp Choice - Aboriginal Camp</li> <li>25 students participated in Camp Choice two-week summer camp for Grade 10 students earning their Careers and Civics credit; 20 Grade 11 students participated in summer Math Camp</li> <li>Launched Council of Educators Toronto (CET) initiative</li> </ul>	
7. Increase programs and services to internationally trained professionals and immigrants	<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>Five intakes of occupationally specific language training with 50 participants</li> <li>40 participants in .Net Solutions for internationally trained IT Professionals</li> <li>Advising services to 500 newcomers</li> <li>50 participants in Engineering Software Skills Enhancement bridging project</li> <li>25 internationally trained professionals participate in bridge training with partners</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Three intakes of occupationally specific language training are complete with a total of 51 students; two additional cohorts are in progress with 19 students enrolled</li> <li>50 participants in .Net Solutions for internationally trained professionals</li> <li>Advising services provided to 984 newcomers</li> <li>117 participants in Engineering Software Skills Enhancement bridging project</li> <li>Delivered bridge training to 260 internationally trained professionals with community partners: Trades Win Support Program; Sales &amp; Marketing Connections</li> </ul>	<ul style="list-style-type: none"> <li>Participated in 7 CIITE (Colleges Integrating Immigrants to Employment) projects</li> <li>7 additional projects to enhance integration of immigrants into employment <ul style="list-style-type: none"> <li>4 bridging programs for internationally-trained engineers, IT and sustainability professionals</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>MicroSkills Supply Chain Awareness Program for Employment (SCAPE)</li> </ul> </li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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 square feet of space at Lakeshore, North and Orangeville Campuses</li> </ul>	<ul style="list-style-type: none"> <li>• Add in excess of 100,000 sq. ft. of space at Lakeshore and North Campuses</li> <li>• Invest up to \$3M to renovate space identified by the Facilities Planning Committee</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 116,800 sq. ft. of space added at Lakeshore and North Campuses</li> <li>• Invested \$3M to renovate space identified by the Facilities Planning Committee</li> <li>• Lakeshore Commons (Building L) completed September 2011 (114,300 sq. ft. added)</li> <li>• Renovated 5,000 sq. ft. of Lakeshore Building H for new International Centre and Accounting Centre</li> <li>• Added 2,500 sq. ft. to Lakeshore Medical Building for Social &amp; Community Services Play Therapy Lab</li> <li>• Renovated 68,000 sq. ft. to complete North Campus Technology Cluster – 3 Centres (Design; Sustainable Energy and Building Technology; Wireless Telecommunications and Electronics)</li> <li>• Developed schematic design for six storey, 240,000 sq. ft. Learning Commons and Student Services Centre Building at North Campus</li> <li>• Renovated 1,000 sq. ft. of Lakeshore AB Building to expand Registrar’s Office and create more office space</li> <li>• Work of Facilities Planning Committee ongoing to identify and recommend renovation projects for vacant space that align with Campus Development Plan principles and improve utilization</li> <li>• Exploration of real estate acquisition opportunities at both North and Lakeshore Campuses ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• 331,800 sq. ft. added at North, Lakeshore and Orangeville Campuses <ul style="list-style-type: none"> <li>◦ North Campus Student Cafeteria &amp; Study Space (8,900 sq. ft.)</li> <li>◦ North Campus Wellness Centre (14,500 sq. ft.)</li> <li>◦ North Campus Centre for Trades &amp; Technology (95,000 sq. ft.)</li> <li>◦ Lakeshore Campus Centre for Justice Leadership (6,700 sq. ft.)</li> <li>◦ Lakeshore Campus Buildings I &amp; K - Humber Students Federation, academic delivery, and office space (29,500 sq. ft.)</li> <li>◦ Lakeshore Campus Humber Arts &amp; Media Studios (53,000 sq. ft.)</li> <li>◦ Lakeshore Campus Fashion Lab (7,575 sq. ft.)</li> <li>◦ Lakeshore Commons (114,300 sq. ft.)</li> <li>◦ Lakeshore Medical Building Play Therapy Lab (2,500 sq. ft.)</li> </ul> </li> <li>• Over \$6M invested to renovate space identified by the Facilities Planning Committee</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 will require significant effort on the part of Humber and its staff.

In this regard, Humber must continue 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 relevancy and quality. In addition, we must expand international connections to reflect our global economy, develop Centres of Excellence in specialized areas and keep our facilities and equipment up-to-date.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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 annually</li> </ul>	<ul style="list-style-type: none"> <li>500 full-time and part-time faculty involved in organized professional development</li> <li>10,000 faculty contact hours of organized professional development</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>3,299 registrants (full-time and part-time faculty) involved in organized professional development</li> <li>27,476 faculty contact hours of organized professional development</li> <li>Over 300 development opportunities offered to faculty: workshop topics include learning outcomes, lesson planning, culture shock in the classroom; Tech Talk Workshops on Blackboard, Virtual Classroom, Wimba; eLearning Roadshows; eLearning Webinars</li> <li>Enhanced orientation sessions for part-time faculty; evening workshop series designed specifically for part-time faculty; USB key containing resources and templates</li> <li>Launched comprehensive new website in partnership with eLearning to serve as a resource centre to support faculty professional development</li> <li>Held three conferences for more than 500 faculty participants</li> </ul>	<ul style="list-style-type: none"> <li>Over 8,200 registrants (full-and part-time faculty) in organized professional development activities</li> <li>More than 60,000 faculty contact hours of organized professional development</li> </ul>

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
<p>2. 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>• Monitor second year of new student engagement KPI questions; benchmark against GTA and system averages</li> <li>• Established baseline measures from HELP survey</li> <li>• Increased number of students attending Learning Skills workshops (baseline 122 students in Fall 2010)</li> <li>• Increased number of students participating in volunteer activities organized by Student Success and Engagement (SSE) (baseline 205 volunteers; 7,569 volunteer hours in Fall 2010/Winter 2011)</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• Second year of new student engagement KPI questions benchmarked; Humber at or above provincial average in 12 out of 18 aspects of student engagement</li> <li>• Baseline measures from HELP survey established; analysis has identified 9 indicators that are statistically significant predictors of attrition in 2 or more years (examples include: working for pay &gt;15 hours per week; attendance at academic orientation; remedial math placement)</li> <li>• Number of students attending Learning Skills workshops more than doubled over Fall 2010 (122 to 341)</li> <li>• Increased number of students participating in volunteer activities organized by Student Success and Engagement (SSE) by more than 20% over 2010-11 (205 to 253 )</li> <li>• Launched Student Experience working group to focus on development of academic and social integration of students at the Lakeshore Campus; developed Lakeshore First Year Experience (FYE) Mentoring Program for launch in Fall 2012</li> <li>• 178 students took advantage of pre-admission advising by Registrar's Office</li> <li>• Internal reports based on KPI and HELP data improved and expanded; reports used to inform institutional and school-specific initiatives and/or interventions related to student engagement and retention</li> <li>• Refined Humber Engagement and Learning Profile (HELP) survey for Fall 2011; overall response rate of 57%</li> <li>• 20,541 fans on Humber's Facebook; 6,188 followers on Humber's Twitter page</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 finished 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> <li>• Humber finished above the mean in four out of five benchmarks in the 2010 degree-level National Survey of Student Engagement (NSSE) (Level of Academic Challenge; Active and Collaborative Learning; Student-Faculty Interaction; Supportive Campus Environment)</li> </ul>

Chart continued on next page

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

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
<p><b>3. Develop Centres of Excellence</b></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>Business plans in place for all Centres of Excellence</li> <li>Two new institutes operational within the Canadian Centre of Culinary Arts &amp; Science</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>Business plans in place for all Centres of Excellence</li> <li>Two new institutes operational within the Canadian Centre of Culinary Arts &amp; Science (Canadian International Hotel School; Canadian Hospitality &amp; Tourism Institute); will launch externally in 2012</li> </ul>	<p>7 Centres of Excellence in place</p> <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>



2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
<p>4. 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>	<ul style="list-style-type: none"> <li>Invest \$2M in new or revitalized academic capital equipment</li> <li>Invest a minimum of \$1M in deferred maintenance</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Invested \$3M in new or revitalized academic or other capital equipment</li> <li>Invested \$1M in deferred maintenance projects</li> <li>Finalized plan to resolve long-term parking issues at Lakeshore Campus</li> <li>Transportation study completed; multi-year project scope to revitalize transportation infrastructure finalized</li> <li>Completed revitalization project in concourse and main hallway at North Campus</li> <li>Wayfinding system introduced at North Campus</li> <li>Renovated space for expanded Open Access Computer Lab at North Campus</li> <li>Renovated space at North Campus for Tim Horton's</li> <li>Replaced sprinkler system in Cottages F, H at Lakeshore Campus</li> <li>Expanded emergency lighting network to improve college operations during power outages</li> <li>Renovations and repairs to cottages at Lakeshore Campus; repaired window frames, replacing verandas on C, D, E</li> </ul>	<ul style="list-style-type: none"> <li>\$15M invested in new or revitalized academic and other capital equipment</li> <li>\$5M invested in deferred maintenance</li> </ul>

*Chart continued on next page*

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

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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-based research initiatives established</li> <li>• 2-4 concurrent “Humber-wide” 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>	<ul style="list-style-type: none"> <li>• 8 additional SIRF projects awarded</li> <li>• 8 Research workshops delivered to Humber community</li> <li>• 4-6 Work Study students employed as ambassadors for Humber Research</li> <li>• 3 major externally funded proposals developed and submitted</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 7 additional SIRF projects awarded (\$45,976)</li> <li>• 2 Research workshops delivered to Humber community</li> <li>• 14 Work Study students employed as ambassadors for Humber Research</li> <li>• 39 students hired as Research Assistants</li> <li>• 13 major externally funded proposals developed and submitted</li> <li>• 2,577 students and 70 faculty engaged in applied research activities</li> <li>• \$604,129 in external research-related funding received (CONII; Ontario Centres of Excellence (OCE); Industrial Research Assistance Program (IRAP); Toronto Atmospheric Fund (TAF); Social Sciences and Humanities Research Council SSHRC)</li> </ul>	<ul style="list-style-type: none"> <li>• 4 school-based research initiatives identified</li> <li>• 3 “Humber-wide” projects funded</li> <li>• 27 SIRF projects awarded (\$171,376)</li> <li>• \$2,236,360 in external research-related 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 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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 new online courses</li> </ul>	<ul style="list-style-type: none"> <li>• 3 new fully online programs</li> <li>• 25 new online courses</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• 7 new fully online programs developed (Coronary Care Postgrad; Fundamentals of Quality Assurance; Industrial Distribution Leadership; Occupational Health and Safety; Project Management; Home Inspection; Technology Management)</li> <li>• 32 new online courses</li> <li>• Online course database currently has over 430 courses</li> <li>• Implemented pop-up Student Feedback Questionnaire (SFQ) for all courses delivered online</li> <li>• Launched eLearning Credit Program to work with schools to support maintenance of online courses and develop unique eLearning initiatives</li> <li>• Hosted 21 eLearning Roadshows for faculty and staff at all 3 campuses</li> <li>• Held 56 workshops, 7 school-requested workshops and 6 dual-credit workshops</li> </ul>	<ul style="list-style-type: none"> <li>• 17 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> <li>◦ Intercultural Relations</li> <li>◦ Pharmacy Technician</li> <li>◦ Marketing</li> <li>◦ Operating Room Nursing</li> <li>◦ Business Management – Human Resources Management</li> <li>◦ Coronary Care Postgrad</li> <li>◦ Fundamentals of Quality Assurance</li> <li>◦ Industrial Distribution Leadership</li> <li>◦ Occupational Health and Safety</li> <li>◦ Project Management</li> <li>◦ Home Inspection</li> <li>◦ Technology Management</li> </ul> </li> <li>• 139 new online courses developed and offered</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>• 15 program reviews completed</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• 15 program reviews completed</li> <li>• Preparation for second Program Quality Assurance Process Audit (PQAPA) undertaken by the Ontario College Quality Assurance Service</li> </ul>	<ul style="list-style-type: none"> <li>• 82 program reviews completed</li> </ul>

*Chart continued on next page*

Priority 2 – Commitment to Teaching and Learning Excellence Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date
<p>8. 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 3 international partnership agreements</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>Developed and signed 10 new international partnership agreements                             <ul style="list-style-type: none"> <li>JAMK University of Applied Sciences, Finland</li> <li>Robert Gordon University, Scotland</li> <li>Kunming University of Science and Technology, China</li> <li>Muhammadiyah University of Makassar, Indonesia</li> <li>Hasanuddin University, Indonesia</li> <li>Makassar State University, Indonesia</li> <li>Manado State University, Indonesia</li> <li>Sam Ratulangi University, Indonesia</li> <li>De La Salle University Manado, Indonesia</li> <li>Klabat University, Indonesia</li> </ul> </li> <li>Developed a framework for Study Abroad at Humber</li> <li>Signed articulation agreements with the Shandang Institute of Business and Technology and the Barbados Community College.</li> </ul>	<p>20 new international partnership agreements developed and signed</p> <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>Utica College, New York, USA</li> <li>University of Brighton, United Kingdom</li> <li>JAMK University of Applied Sciences, Finland</li> <li>Robert Gordon University, Scotland</li> <li>Kunming University of Science and Technology, China</li> <li>Muhammadiyah University of Makassar, Indonesia</li> <li>Hasanuddin University, Indonesia</li> <li>Makassar State University, Indonesia</li> <li>Manado State University, Indonesia</li> <li>Sam Ratulangi University, Indonesia</li> <li>De La Salle University Manado, Indonesia</li> <li>Klabat University, Indonesia</li> </ul>
<p>9. 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>	<ul style="list-style-type: none"> <li>Launch 2 additional general education courses with a study abroad opportunity</li> <li>45 students take advantage of scholarship program</li> <li>150 students studying abroad in credit programming</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>Offered 2 MILE (More International Learning Experiences) general education Study Abroad opportunities to the USA and Europe</li> <li>56 students took advantage of the Study Abroad scholarship program</li> <li>147 students studied abroad in credit programming</li> </ul>	<ul style="list-style-type: none"> <li>203 students received study abroad scholarships</li> <li>More than 683 students studied abroad in credit programming</li> </ul>

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



Humber's future success is dependent 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. Human resource planning must align our workforce with Humber's Strategic Plan.

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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 proposed successors reviewed and updated</li> <li>• 30 potential leaders participate in management training</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• Reviewed and updated development plans for proposed successors</li> <li>• 37 potential leaders participated in management training (Leadership Academy; Management Foundations Cohort 6)</li> <li>• Over 200 participants in new Developing Leaders Series (Inquiring Leaders; Change Clinic; Ethical Culture; Coaching; Negotiation; Transformational Leadership); 130 participants in Bold Ideas workshop</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 177 potential leaders have participated in leadership and management training to date (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>• 40 new faculty hired with appropriate credentials, experience and core values</li> </ul>	<p><b>Unmet Target</b></p> <ul style="list-style-type: none"> <li>• 38 new faculty hired with appropriate credentials, experience and core values</li> </ul>	<ul style="list-style-type: none"> <li>• 162 new 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 a minimum of 10 faculty to attain advanced credentials</li> <li>• Support provided to a minimum of 5 support staff to obtain advanced credentials</li> <li>• Support provided to a minimum of 15 administrative staff to obtain advanced credentials</li> </ul>	<p><b>Exceeded Targets</b></p> <ul style="list-style-type: none"> <li>• Support provided to 36 faculty to attain advanced credentials</li> <li>• Support provided to 12 support staff to attain advanced credentials</li> <li>• Support provided to 20 administrative staff to attain advanced credentials</li> <li>• 77 applications through the Tuition Assistance Program (21 faculty; 41 support staff; 15 administrative staff)</li> </ul>	<ul style="list-style-type: none"> <li>• Support provided to 207 faculty, staff and administration to attain advanced credentials</li> <li>• 304 applications through the Tuition Assistance Program (TAP) (101 faculty; 149 support staff; 54 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. Each employee must embrace quality and all programs and services offered by Humber must reflect this value.



2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) 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>Banner Finance module fully operational</li> <li>Banner Enrolment Management Student system in production</li> <li>Technology and services in place to support Lakeshore L Building</li> <li>Humber's collaboration suite (FirstClass) replaced</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>Banner Finance module fully operational (April 2011)</li> <li>Budget development tools developed and deployed</li> <li>New management reporting features available</li> <li>Sequence of implementation for Enterprise Systems Project modified mid-year; Banner Enrolment Management system will be implemented later in project</li> <li>Technology and services in place to support opening of Lakeshore Commons and Design Centre at North Campus for Fall 2011</li> <li>Replacement of Humber's collaboration suite (FirstClass) under way</li> <li>Completed upgrade of technology and service to remodeled Open Access lab at North Campus</li> <li>Initiated development of telephony strategy</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> <li>Banner Finance module fully operational</li> <li>Banner Curriculum and Calendar module in pre-production</li> </ul>								
<p><b>2.</b> Enhance academic advising</p>	<ul style="list-style-type: none"> <li>4% improvement in student satisfaction with academic advising (as measured through the KPI student satisfaction survey)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain student satisfaction with academic advising (KPI)</li> </ul>	<p><b>Unmet Target</b></p> <ul style="list-style-type: none"> <li>KPI student satisfaction with academic advising 69%*</li> <li>Implemented strategies for improving academic advising based on KPI and HELP data including:                             <ul style="list-style-type: none"> <li>Ongoing pre-enrolment advising pilot in Registrar's office</li> <li>Successful academic advising pilot with Business Management students at Lakeshore Campus</li> </ul> </li> </ul>	<p>KPI student satisfaction results; very satisfied or satisfied with academic advising:</p> <table border="1" data-bbox="1230 1675 1539 1766"> <thead> <tr> <th>2009 Benchmark</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>76%</td> <td>77%</td> <td>71%</td> <td>69%</td> </tr> </tbody> </table>	2009 Benchmark	2010	2011	2012	76%	77%	71%	69%
2009 Benchmark	2010	2011	2012									
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2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date										
2. Continued			<ul style="list-style-type: none"> <li>◦ Student advisory committees</li> <li>◦ Regular information sessions with Program Co-ordinators</li> <li>◦ Ambassador program</li> <li>◦ Mentoring/student buddy arrangements</li> </ul> <p><i>* Results for student satisfaction with program advising reflect the anomalous, one-time use of a 3-point Likert response scale on the 2012 KPI questionnaire. Previous iterations of the question used a 5-point response scale as well as a "Not Applicable" option. To address this inadvertent change, the overall totals are based on a proportional redistribution of responses from the "Neither" column to produce a more accurately reflective total. It is important to note that the number of "Dissatisfied/Very Dissatisfied" responses has not increased year-over-year. The wording of the question was unchanged.</i></p>											
3. Create a consistently positive campus experience for students	<ul style="list-style-type: none"> <li>• 4% improvement in student satisfaction survey (KPI) (from 2008 benchmark of 77.6%)</li> </ul>	<ul style="list-style-type: none"> <li>• 0.5% improvement in overall student satisfaction KPI</li> <li>• Maintain Humber's position as top GTA college for student satisfaction with teaching and learning</li> </ul>	<p><b>Unmet Target</b></p> <ul style="list-style-type: none"> <li>• KPI overall student satisfaction 75.1%, which is higher than the GTA average; highest in GTA for teaching capstone question; statistically significant increase (1.3%) in satisfaction with overall quality of facilities/resources</li> <li>• Schools and service departments continue to evaluate KPI student satisfaction improvement strategies, implement improvement strategies and report on best practices, including: <ul style="list-style-type: none"> <li>◦ Opening of Lakeshore Commons: state of the art collaborative learning space for 2,200 students</li> <li>◦ Expanded food options at North Campus (Tim Horton's)</li> <li>◦ Installation of wayfinding signs at North Campus</li> <li>◦ Expanded Learning Skills Workshops and student leadership and volunteer opportunities for students</li> <li>◦ Redesigned concourse and courtyard at North Campus to add accessibility ramp and increase seating</li> <li>◦ Increased focus on mental health and wellness; combined health and counseling services and hired clinical psychologist</li> </ul> </li> </ul>	<p>KPI overall student satisfaction survey results:</p> <table border="1" data-bbox="1230 1003 1539 1094"> <thead> <tr> <th>2008 Benchmark</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>77.6%</td> <td>78.4%</td> <td>77%</td> <td>74.8%</td> <td>75.1%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Consistently higher than GTA average for student satisfaction with teaching and learning</li> </ul>	2008 Benchmark	2009	2010	2011	2012	77.6%	78.4%	77%	74.8%	75.1%
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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 4 (2011-12) Performance Indicators	Year 4 (2011-12) Results	Strategic Plan Progress to Date																
<p><b>4.</b> 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>• 3% increase in participation rate</li> <li>• Maintain or increase satisfaction levels</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>• 2% increase in participation rate from Fall 2010</li> <li>• 2% increase in satisfaction with orientation from Fall 2010</li> <li>• Increased student engagement and attendance in orientation at the school-level</li> <li>• Analysis of HELP survey data demonstrate clear correlations between orientation participation and retention</li> </ul>	<p>Participation in group orientation activities:</p> <table border="1" data-bbox="1230 453 1546 537"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>Fall 2009</th> <th>Fall 2010</th> <th>Fall 2011</th> </tr> </thead> <tbody> <tr> <td>55%</td> <td>60.5%</td> <td>70%</td> <td>72%</td> </tr> </tbody> </table> <p>Satisfaction with orientation:</p> <table border="1" data-bbox="1230 609 1546 693"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>Fall 2009</th> <th>Fall 2010</th> <th>Fall 2011</th> </tr> </thead> <tbody> <tr> <td>88.5%</td> <td>85.3%</td> <td>91%</td> <td>93%</td> </tr> </tbody> </table>	Fall 2008 Benchmark	Fall 2009	Fall 2010	Fall 2011	55%	60.5%	70%	72%	Fall 2008 Benchmark	Fall 2009	Fall 2010	Fall 2011	88.5%	85.3%	91%	93%
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<p><b>5.</b> Reframe Advancement Office to emphasize both revenue growth and relationship building</p>	<ul style="list-style-type: none"> <li>• Advancement &amp; 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>• Revenue goal of \$2.5M fully achieved (including \$2.0M through targeted Major Gifts Program)</li> <li>• Ontario Trust for Student Support (OTSS) fundraising ceiling 100% maximized</li> </ul>	<p><b>Partially Successful</b></p> <ul style="list-style-type: none"> <li>• \$1.96M revenue achieved</li> <li>• Ontario Trust for Student Support (OTSS) fundraising ceiling exceeded by 76% in last year of the program (\$936,973 against a \$531,102 ceiling)</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>• Strategic Plan in place</li> <li>• \$5.9M total revenue generated</li> </ul>																
<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 Advancement &amp; Alumni Relations Strategic Plan</li> <li>• \$100,000 alumni donations secured</li> </ul>	<ul style="list-style-type: none"> <li>• \$15,000 in alumni donations secured</li> <li>• Alumni Advisory Committee established</li> </ul>	<p><b>Achieved Targets</b></p> <ul style="list-style-type: none"> <li>• \$69,587 in alumni donations secured; 5.9% increase in alumni donations from 2010-11</li> <li>• Alumni Social Media presence established</li> <li>• Student Alumni Network established</li> <li>• Alumni magazine, Humber dialogue, won a silver Accolade Award in the community college magazine category from the Council for Advancement and Support of Education (CASE) District II</li> <li>• 1 new affinity partner confirmed; 17 perks/discounts</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>• Alumni magazine launched</li> <li>• Alumni engagement activities articulated in Advancement Strategic Plan being implemented</li> <li>• Ongoing maintenance and updating of alumni records</li> <li>• More than \$157,000 in alumni donations secured</li> </ul>																

## 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 2011 Convocation, Honorary Degrees were awarded to:

#### **Howard Breen, former Chair and CEO of MacLaren McCann World Group**

With more than 30 years of experience in the marketing communications industry, culminating at MacLaren McCann WorldGroup, and receipt of the prestigious H.K. McCann Global Award for outstanding leadership, Mr. Breen now dedicates his time to numerous business and charitable boards, and to writing. He has written two books; the most recent, *The Toothpick Factory*, offers students practical advice on launching and managing their careers.

#### **Tony DiGiovanni, Executive Director, Landscape Ontario**

A proud graduate of Humber's Landscape Technician program (1978), Mr. DiGiovanni is recognized nationally for his leadership role in advancing the horticulture industry and promoting the joys and benefits of green spaces. He is co-founder of Canada Blooms, Canada's largest flower and garden festival. Mr. DiGiovanni's association with Humber has continued over the years, first as a part-time and then a full-time faculty member in the Landscape program; he became the program co-ordinator and received the Distinguished Faculty Award in 1989. He is a tireless promoter of the value of education and continuing education to members of Landscape Ontario.

#### **Irwin Elman, Provincial Advocate for Children and Youth**

With an extensive background as an educator, counsellor, youth worker, program manager, policy developer and child and youth advocate, Mr. Elman is well placed to serve as the first independent Provincial Advocate for Children and Youth in Ontario. For more than 20 years, Mr. Elman managed the Pape Adolescent Resource Centre in Toronto, a program of the Children's Aid Society of Toronto and the Catholic Children's Aid Society of Toronto. He also served as the Director of Client Service at Central Toronto Youth Services, an innovative children's mental health centre. In his current role, Mr. Elman is building a provincial office that will serve the needs of children and youth in Ontario.

#### **Steve Paikin, Anchor, Senior Editor of *The Agenda* with Steve Paikin, TV Ontario**

An award-winning journalist, documentary producer and author, Mr. Paikin has anchored TVO's flagship current affairs program, *The Agenda*, since 2006. The mission of the program is to cover the provincial, national and international issues viewers need to know to be well-informed Ontario citizens. Prior to that, he was co-host of *Studio 2* and *Diplomatic Immunity*, also on TVO. Mr. Paikin has produced several feature length documentaries and is the author of four books on Canadian politics and culture. On multiple occasions, Mr. Paikin has served as moderator for televised leadership debates during provincial and federal elections.

#### **Mia Pearson, founder, North Strategic Communications**

A serial entrepreneur, Ms. Pearson has served as regional president for Fleishman-Hillard Canada and was co-founder and CEO of High Road Communications. She is a well-known innovator and creative strategist and pioneer in fusing digital integration with traditional public relations. She sits on the advisory board for *Marketing* magazine, the board of Trans Canada Trail, and the Canadian Advanced Technology Association. Ms. Pearson has been named one of Canada's Top 100 Most Powerful Women in the corporate executive category. She has a postgraduate certificate in public relations from Humber College.

#### **Gordon Schofield, Murphy Business Canada**

Currently helping launch the Canadian operations of Murphy Business Canada, Mr. Schofield is a proud graduate of the Business Administration program at Humber College (1976), and was the first college



TOP: Mia Pearson, 2011 Honorary Degree Recipient

BOTTOM: Gordon Schofield, 2011 Honorary Degree Recipient



TOP: Humber presents  
Sheila West-Merker with a  
Distinguished Faculty Award

BOTTOM: Humber presents  
Patrick Lee with a Support Staff  
Distinguished Service Award

graduate hired into sales in the data processing division of IBM Canada Limited. He also has experience with SHL Systemhouse, international hardware vendor STC Canada and major international IT distributor Softsel Corporation before becoming president of Ingram Micro Canada. After graduating from Humber and beginning his career at IBM Canada, Mr. Schofield pursued an evening degree program at Woodsworth College at the University of Toronto, graduating with an Hon. BA in Economics in 1986.

#### **Judson W. Simpson, Executive Chef at the House of Commons**

A Certified Chef de Cuisine, Mr. Simpson worked in several Toronto restaurants – including the King Edward Hotel, the Sheraton Toronto East Hotel and the Chimo Hotel – prior to becoming executive chef at the House of Commons in Ottawa. He has also competed extensively in various culinary salons, serving as captain and, later, general manager of culinary teams competing in the World Culinary Olympics in 1992, 2000, and 2004. Mr. Simpson was elected national president of the Canadian Culinary Federation in June 1996. A firm believer in lifelong learning, Mr. Simpson is enrolled in the Canadian Culinary Federation’s Certified Master Chef program delivered through Humber College.

#### **Miriam Toews, Award-Winning Author, Actress**

An award-winning novelist and journalist, Ms. Toews has a BA in Film Studies and a bachelor’s degree in Journalism. She has written a memoir and four novels, including *A Complicated Kindness*, which was a Canadian bestseller, a Giller Prize Finalist and won the Governor General’s Literary Award for Fiction. Ms. Toews has also written for the CBC, National Public Radio in the U.S., *Saturday Night*, *Geist*, *Canadian Geographic*, *Open Letters* and the *New York Times Magazine*. She has won the National Magazine Award Gold Medal for Humour and has taught in Humber’s School for Writers.

## **President’s Awards Winners**

Each year, the President recognizes notable contributions for excellence in the classroom, customer service and innovation. The 2011 recipients were:

#### **Distinguished Faculty Award**

Dino Doria	Social & Community Services
Michael Glassbourg	Media Studies & IT
Vass Klymenko	Media Studies & IT
Kirk MacDonald	Creative & Performing Arts
Neal Mohammed	Applied Technology
Rick Simone	Hospitality, Recreation & Tourism
Ellen Sparling	Business
Philip Sworden	Business
Julie Valerio	Health Sciences
David Wallace	Liberal Arts & Sciences
Sheila West-Merker	Health Sciences

#### **Support Staff Distinguished Service Award**

Cheryl Evans	Social & Community Services
Shameeza Hack	International Centre
Patrick Lee	Media Studies & IT
John Malcolm	Liberal Arts & Sciences
Laura Mastropietro	Media Studies & IT
Anthony Nyman	Applied Technology
Dianne Pashie	Planning & Development
Karen Reece	Library

#### **Administrative Distinguished Service Award**

Joe Aversa	Liberal Arts & Sciences
Joanne McLeod	Planning & Development
Larry Rinaldo	Facilities Management

#### **Community Service Award**

Jimmy Vincent	Applied Technology
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#### **Exemplary Service Award**

Gary Begg	Liberal Arts & Sciences
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#### **Research Excellence Award**

Andrea Tavchar	Media Studies & IT
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#### **Extra Mile Award**

International Centre Team	International Centre
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#### **Robert A. Gordon Leadership Award**

Deb McCarthy	HR Services
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## Other Awards



TOP: Humber receives the 2011 Award for Top Employer for Young People

BOTTOM: Rahul Singh at the 2011 Premier's Award with Minister Glen Murray and Humber President John Davies

- Named one of Greater Toronto's Top Employers 2011-2012 by Mediacorp Canada, Humber was recognized as a leader in attracting and retaining employees in the Greater Toronto Area. Humber was also recognized as one of Canada's Top Employers for Young People for 2011, based on an evaluation of the organization's programs to attract and retain younger workers, and was awarded a Best Employer for New Canadians 2012 designation for its commitment to supporting newcomers in practical and welcoming ways.
- *Humber dialogue*, Humber's magazine for alumni and friends, was recognized with a 2012 silver Accolade Award by the Council for Advancement and Support of Education (CASE) District II. The magazine won in the community college magazine category for its quality, creativity, innovation and adherence to professional standards. The district included entries from postsecondary institutions from Delaware, District of Columbia, Maryland, New Jersey, New York, Ontario, Pennsylvania, Puerto Rico, U.S. Virgin Islands, and West Virginia. There were 500 award submissions across all categories. Launched in 2010, *Humber dialogue* connects with alumni by sharing stories such as graduate success stories, faculty and student accomplishments and Humber news and programs.
- Humber graduate Rahul Singh won the 2011 Premier's Award in the Health Sciences category at the 2011 Colleges Ontario Premier's Awards for Outstanding College Graduates. Presented annually, the Premier's Awards celebrate the outstanding contributions that Ontario college graduates make to the province and throughout the world. Singh graduated from Humber's Paramedic program in 1993 and is founder and director of emergency programs with GlobalMedic, an organization that provides international disaster relief. He has led more than 50 missions in more than 30 countries and, since its inception, the organization has donated more than \$10 million worth of relief items around the world. Five other Humber alumni were nominated for Premier's Awards: Suzanne Dimma, Interior Design, 1993; Jade Jager Clark, Fashion Arts, 2007; Daniel McDonald, Law and Security Administration, 1978; and Steve Wargalla, Data Processing, 1973.
- Five alumni from Humber's Comedy Writing and Performance program won top prizes in their respective categories at the 12th Annual Canadian Comedy Awards held in Toronto in October 2011. Winners were: Best Stand-Up Female, Debra DiGiovanni; Best Stand-Up Newcomer, Eric Andrews; Best Female Improviser, Sarah Hillier; Best Taped Live Performance, Nikki Payne; Best Web Clip, Josh Saltzman. The Canadian Comedy Awards were founded by the Canadian Comedy Foundation, a not-for-profit organization whose goal is to celebrate and foster Canadian comedic talent. Winners in each category are chosen by juries whose members are registered industry voters with an expertise in comedy. Humber's two-year Comedy Writing and Performance program is the only one of its kind in North America.
- Humber Electromechanical Engineering Technology Robotics and Automation Profile students Zachary Piskun and David Da Costa won gold at the Skills Ontario Competition, followed by another win at the national competition in Quebec City. The students had to assemble an automated sorting system, fix any technical problems, and create a programmable logic controllers (PLC) program while ensuring the final system was functional. The annual competition, which attracts the best mechatronics students in the country, is sponsored by robotics company Festo.

## Special Events



TOP: Etobicoke-Lakeshore MP Bernard Trottier and Hon. Laurel Broten, Minister of Education unveil the plaque commemorating the opening of Humber's Lakeshore Commons

BOTTOM: The Hon. Dalton McGuinty, Premier of Ontario, visits Humber's Centre for Trades & Technology

- On July 6, 2011, Humber received \$64 million in funding from the government of Ontario for a development project that will serve as the new gateway to the North Campus. The new Learning Resource Commons and Student Services Centre will serve as the welcoming point to the college and will feature group and independent study spaces along with enhanced library and customer services. It will also be the on-campus transportation hub and connection to the University of Guelph-Humber. The Hon. John Milloy, Minister of Training, Colleges and Universities and Dr. Shafiq Qaadri, MPP for Etobicoke-North, were on hand to announce the investment, which is part of the province's Putting Students First program.
- On September 30, 2011, during the provincial election campaign, the Hon. Dalton McGuinty, Premier of Ontario, visited Humber's Centre for Trades & Technology to meet with Humber Second Career students and speak about the program and the government's track record on job creation. Premier McGuinty met with Humber President John Davies and a number of Second Career students and graduates from various Humber programs including Practical Nursing, Culinary and Cabinet Making.
- Humber officially opened the Lakeshore Commons at its Lakeshore Campus in November 2011, with Etobicoke-Lakeshore MP Bernard Trottier and the Hon. Laurel Broten, MPP for Etobicoke-Lakeshore in attendance. The opening of the new \$36 million, four-storey, 110,000 sq. ft. hub of the Lakeshore Campus has room for 2,200 students and serves as the new front door to the east side of the campus. Funding for the new building included \$5 million from the federal Knowledge Infrastructure Program (KIP). This building resulted in the creation of 600 new jobs during its two-year construction and provides infrastructure that will benefit Humber students for years to come. The new facility will serve the growing population at the Lakeshore Campus, which is expected to serve 10,000 students by 2020. The Lakeshore Commons was built to LEED Silver standards and features the Centre for Digital & Media Communications, interactive and open concept creative learning space, labs, classrooms, a student gallery and more than 400 cafeteria spaces.
- Provincial Energy Minister Chris Bentley visited Humber's Sustainable Energy and Building Technology program in December 2011 to speak with students and hear from graduates of the program. The visit provided Minister Bentley with the opportunity to meet the next generation of highly-skilled workers in the clean energy industry. The Sustainable Energy and Building Technology program is a multi-disciplinary program that positions students to provide integrated solutions for the energy efficiency, green building and renewable energy sectors.
- The Hon. Laurel Broten, Minister of Education and Women's Issues, and MPP for Etobicoke-Lakeshore, visited the new Lakeshore Commons at Humber's Lakeshore Campus in January 2012 to announce the new 30% Off Tuition Grant launched by the provincial government. The tuition grant, which provides \$1,680 for degree students and \$770 for those in diploma and certificate programs, is designed for students entering a public college or university program within four years of graduating from high school from families with a gross income of \$160,000 or less.
- On March 29, 2012, the School of Applied Technology hosted the grand opening of its new Design Centre. The centre accommodates students in Humber's design programs, including Architectural Technology, Design Foundation, Industrial Design, Interior Decorating and Interior Design. It features a large, open-concept space along with the latest in digital imaging and design technologies. With seven open studios, a computer lab and a state-of-the-art resource room, complete with high-end digital cameras to photograph sample boards, the Design Centre is similar to most modern design and architectural firms.

## Success Stories



TOP: Humber's Centre for Urban Ecology receives their award from the Ontario EcoCentres program

BOTTOM: Humber hosts the TABASCO Brand Street Heat Junior Chef Meet Finals

- Humber's Centre for Urban Ecology was the first facility in Ontario to be awarded a Platinum Certification level from the new provincial EcoCentres program. The Ontario EcoCentres program encourages achievement on a range of environmental markers including energy, waste reduction, environmental quality, social acuity and carbon footprint. EcoCentres are chosen to act as models for other centres to follow. The Arboretum, a partnership between Humber College, the City of Toronto and the conservation authority, is a waste-free facility that continues to push the boundaries of sustainable development.
- Students from Humber's Interior Decorating program donated their visual merchandising talents to Salvation Army Thrift Stores across the GTA, selecting gently-used products to revamp into stylish and trendy must-have items and setting up store-front displays to showcase their striking window displays. The Humber College and Salvation Army Thrift Store visual merchandising project is an unique partnership that provides the students with real-life experience and enriches the stores' visual merchandising.
- Humber's School of Liberal Arts & Sciences, in conjunction with Aboriginal Student Services, launched a new Indigenous Knowledge Certificate in 2011-2012, an unique program that provides learners with an opportunity to develop a foundational knowledge-base for awareness and understanding of Aboriginal People and culture as it is known and understood from an indigenous perspective.
- Humber's Centre for Justice Leadership and Penn State Justice and Safety Institute collaborated to present a three-day workshop called High-Impact Supervision for new and aspiring supervisors in the areas of policing, private security and other public safety sectors. The workshop, held at Humber's new Lakeshore Commons, was a professional development opportunity to prepare first-line supervisors to meet the challenge of the critical shift into a supervisory position and was delivered by current practitioners or recently retired executives.
- Humber's student chefs participated in a number of competitions in 2011-2012, bringing home prizes for excellence. In December 2011, Humber played host to the 2011 TABASCO Brand Street Heat Junior Chef Meet Finals, with Humber's own second-year Culinary Management student Aphisith Phongsavanh competing with students from the Saskatchewan Institute of Applied Science and Technology and Niagara College. The event was hosted by celebrity chef Davie Adje. Culinary student Sophie Doria won a silver medal in the Skills Canada Competition, Gold at the Canadian Culinary Federation (CCFCC) Junior Chef Competition in April 2011 and was among a group of five Humber students who were selected to assist with the preparation of the reception and dinner for Royals William and Katherine at Parliament Hill in Ottawa.
- Humber Music students performed at the Canadian Literary Festival in Tepoztlan, Mexico in February 2012. Each of the 14 students in the Humber Latin Jazz Ensemble auditioned for placement in the ensemble and performed other well-attended gigs at the Canadian Opera Company and as part of Humber's annual Jazz Concert Series. The group was led by Hilario Duran, an internationally established performer on the Latin jazz circuit and a faculty member at Humber for 12 years.
- Humber Varsity Athletics experienced a record-breaking season in 2011-2012, including three Canadian Collegiate Athletic Association (CCAA) National championship teams, and a total of twelve national medals, including seven All Canadian's, and two Players of the Year awards. Provincially, the Humber Hawks had 17 gold medals, including 12 team golds and five individual medals. Totals included 26 medals, five Ontario Colleges Athletic Association (OCAA) players of the year and 41 All-Star selections. Perhaps even more impressive is the commitment to academics by varsity athletes; Humber had seven CCAA National Academic All Canadians and 38 OCAA Academic All Stars in 2011-2012.



## Humber in the Community

Community Outreach and Workforce Development, and Humber's schools and departments continue to create initiatives and partnerships that facilitate pathways for individuals from under-represented groups to postsecondary education and/or gainful employment. This includes Aboriginal Peoples, marginalized youth, immigrants/newcomers, first generation and the underemployed/unemployed.

## Community Employment Services

Humber provides direct employment services in the community through five Community Employment Centres located in the west end of Toronto and Brampton. Funding is received through Employment Ontario, a division of the Ministry of Training, Colleges and Universities (MTCU). These centres provide a full range of employment and training services for job seekers. They also work with employers to meet their human resource needs by connecting them to qualified candidates for their job vacancies. Over the past year 5,820 new individuals made use of these resources, in addition to clients that were already accessing Humber's Community Employment Services. Additionally, 1,689 individuals received individual support to establish action plans to achieve their employment and training goals. To date, 727 individuals have secured employment in their chosen fields and 188 have enrolled in further education or training, of which 122 entered college programs through the Second Career program. In addition, 3,373 individuals participated in informative workshops to assist them in their career planning and job search process.

Many foreign-trained professionals face difficulty securing employment in their field even after obtaining the required assessments, certificates and documentation to validate their credentials. Humber delivers a mentorship program in association with the Toronto Region Immigration and Employment Council (TRIEC) that assists these individuals by matching them with mentors in their field. This program has been extremely successful. This year, 81 individuals were matched with mentors and 100 per cent of participants found employment in their fields. These services are part of Humber's commitment to support our communities and are delivered by Community Outreach and Workforce Development.

## Services to Aboriginal Peoples

Humber acknowledges Aboriginal Peoples' unique historical, legal and social circumstances and is committed to building and strengthening its relationship with First Nations peoples. Significant new outreach was undertaken as a result of additional provincial funding:

- **Camp Choice – Aboriginal Camp 2011** – With new two-year funding received from the Ministry of Training, Colleges and Universities (MTCU), and a contribution from the JP Bickel Foundation for 2011, Humber was able to host its third annual three-day education (college experience) camp for Aboriginal students in Grades seven and eight from First Nations communities outside the GTA. This year, the program ran with an additional outreach component designed to maintain



TOP: Traditional Aboriginal dance during Aboriginal Education Month at Humber's North Campus

BOTTOM: Aboriginal students make traditional drums at Humber's Camp Choice

involvement with campers once they returned to their communities, providing support and mentoring as they enter and proceed through high school. 118 students attended Aboriginal Camp and Humber's Aboriginal Student Services department continues to deliver outreach activities to these communities as we prepare to repeat these activities in 2012. This program is unique to Humber College.

- **Student Engagement and Success Aboriginal Services** – With new funding from the Ministry of Training, Colleges and Universities (MTCU) Postsecondary Education Fund for Aboriginal Learners (PEFAL), education, training and outreach activities with Aboriginal Peoples have been expanded exponentially to school boards and 11 native organizations in the GTA. Other Aboriginal outreach and promotion activities included visiting eight First Nation communities, and making 42 high school presentations to a total of 1,971 students. Humber's Aboriginal Services were also present to conduct outreach at seven community education events, with attendance of 4,253.

Aboriginal Services outreach also included rural Ontario through advertising in the Union of Ontario Indians online *Pow Wow and Educational Resource Guide* along with the ImagineNative International Film Festival and *SAY Magazine*, for a total circulation of 17,000.

## Services to Youth

Activities and programs that help cultivate a culture of educational aspirations within youth by introducing them to Humber have increased by way of additional choice, opportunity and supports to help them achieve their academic goals. Examples include:

- **Council of Educators for Toronto (CET)** – The Council of Educators for Toronto secured funding from the Ministry of Training, Colleges and Universities and the Ministry of Education, as well as TD Bank to establish a secretariat to support its activities. CET initiatives are related to developing a collaborative and co-ordinated approach among Toronto colleges, universities and school boards to enhance access to postsecondary education for marginalized youth. Humber is the lead organization for the agreement with the Ontario government. The CET held its first Resource Fair at George Brown College, at which all CET members were present to share information on their respective access and transition programs. Moreover, CET has compiled an inventory of access and transition programs offered by its members to facilitate inter-member co-operation and referrals to connect potential students to the most suitable program – enabling the right fit for each student.
- **Camp Choice - Education Camp 2011** – This program is a user-pay, three-day residential college experience for schools with students in Grades six to eight. With funding from the Ontario government's School College Work Initiative (SCWI), just over 270 Grades seven and eight students from schools with a high percentage of at-risk youth who normally could not afford to attend, were given the opportunity to participate in this special program.
- **Camp Choice – Summer School Credit Campus 2011** – The Ontario government's School College Work Initiative (SCWI) funded, for the second year, two unique summer camps where students could earn a high school credit while attending a two-week residential summer school program at Humber. The high school curriculum was taught by a certified board teacher and additional value added and career specific workshops were provided by Humber staff and student camp counsellors on such topics as nursing, culinary, spa management, skilled trades/construction, TV/radio broadcasting, scholarships and bursaries, advertising and financial planning.



The Grade 11 Math credit program with the Toronto District School Board (TDSB) had 20 student participants; 18 were successful. 25 students from the Toronto Catholic District School Board (TCDSB) participated in the Grade 10 Careers and Civics credit program with 100 per cent successful completions.



- **Student Outreach** – With funding from the Ontario government’s SCWI, information sessions were presented to 204 students in Grades 10 and 11 at three North Etobicoke high schools and students involved with Pathways to Education. The presentations included information on the value of postsecondary education, different pathways, funding and financial programs, as well as supports and resources such as homework clubs. In spite of reduced funding for outreach, Community Outreach & Workforce Development (COWD) has continued this work.
- **Parent Outreach** – Ontario government’s SCWI funding was also utilized to provide 102 parents from the local north Etobicoke community with information sessions on postsecondary education, pathways, funding and financial aid, as well as community employment services, occupation specific language training and bridging programs since many parents are newcomers to Canada. This fiscal year we started doing outreach with the purposes of extending information sessions to adults and parents in south Etobicoke.
- **Dual Credit Programs** – These programs, funded by the Ontario government’s SCWI, are designed to motivate and assist Grade 11 and 12 students facing challenges to successfully complete high school. Over 800 students attended the dual credit program at Humber, to earn both a college course credit and a credit towards their secondary school diploma.
- **Pre-Apprenticeship for Youth** – Humber graduated its fifth Cook/Bake Pre-Apprenticeship program students in 2012. This program is delivered by the School of Hospitality, Recreation & Tourism in partnership with the Community MicroSkills Development Centre and the Rexdale YMCA. This group included 22 students, 18 of whom secured paid work placements in the sector; another six participants have enrolled in full-time postsecondary education in related programs, four of these students are attending Humber College. A sixth cohort began in March. In addition, the Developmental Services Pre-Apprenticeship program launched in 2011 by JVS Toronto in a collaborative partnership with the Humber School of Social & Community Services enrolled 20 students and graduated 16 youth who completed all mandatory program elements, including a field placement. Graduates from the process have moved on to a supported job search process.
- **Humber Homework Club** – Delivered in partnership with the TDSB and Community MicroSkills Development Centre, the homework club served over 70 high school students from Grades nine to 12 from North Albion Collegiate and West Humber Collegiate. An average of 35 students attend weekly to meet with Humber students from different fields of study for tutoring in Math, English and Science.
- **Friends of the Arboretum After-School Club** – This jointly funded initiative between the Humber Arboretum and MicroSkills Youth Services helped to immerse 27 students from both North Albion Collegiate and West Humber in the outdoor world while earning community service hours. Various outings allowed students to explore the amazing natural diversity that exists within the Humber Valley. These students also took part in various environmental stewardship projects including making wildflower seed balls, helping expand the pollinator garden, removing various invasive species, and helping to clean up garbage around the Humber Arboretum.
- **Urban Youth Eco Challenge** – This partnership between Community MicroSkills Development Centre and the Humber Arboretum and Centre for Urban Ecology Education, and Career Program encourages youth aged 13 to 18 to make behavioural changes that foster green living while facilitating leadership opportunities for at-risk youth.



- **Shazaam!** – The School of Media Studies & Information Technology (SMIT) worked with Toronto District School Board to engage Grade seven students in producing electronic versions of graphic novels designed by the students themselves. This is a collaborative endeavour between SMIT, Toronto Cultural Services and TDSB.
- **ReLink General Education Diploma Program** – This new program was developed through a partnership between Frontier College, the Albion branch of the Toronto Public Library, the Somali Youth Association of Toronto, the Canadian Training Institute's *Breaking the Cycle of Violence* and Humber College to assist hard-to-reach youth in completing their Ontario Secondary School Diploma (OSSD). The program is partially funded by the City of Toronto and other community-based groups such as the Tzu Chi Buddhist Foundation. There were 20 youth enrolled in the program; 12 youth completed their General Education Development (GED), two of whom are enrolled in postsecondary transition programs.

## Community Events

- Humber supported the launch of BIG on Green, which took place at Humber's North Campus on March 31, 2012. This community-based organization is endeavouring to create healthier and more environmentally sustainable communities by providing fair and decent employment with a focus on the green economy. BIG on Green's launch was timed to Earth Hour. The event incorporated a day-long green marketplace, a series of speakers, symposia and a "lights out" pedal-powered concert, making Humber College one of the publicly advertised locations to attend an Earth Hour event in the City of Toronto. Some of BIG On Green's partners include the Toronto Region Conservation Authority, YMCA of Greater Toronto, GTAA Partners in Project Green, Live Green Toronto, and the Good Jobs for All Coalition. BIG on Green founder Rosemarie Powell and Lead Partner Organization, YMCA of Greater Toronto, were among the 27 finalists in the 2012 Green Toronto Awards.
- **Signs of Science** – Humber supported the launch of Signs of Science (SOS) on December 3, 2011. This educational, not-for-profit organization is a local youth-led initiative offering hands-on enrichment programs in Science, Technology, Engineering and Mathematics (STEM) to encourage youth to pursue education and careers in these fields. SOS formally introduced itself to Toronto with an inspiring keynote address from Dr. Ben Carson, bestselling author of the book and subject of the inspirational movie, *Gifted Hands*. Dr. Carson is the director of pediatric neurosurgery at the renowned John Hopkins Hospital, and the recipient of the highest American civilian award, the Presidential Medal of Freedom. Dr. Carson's keynote was followed by innovation workshops presented by Humber College, the Ontario Science Centre and Bombardier. The event was attended by over 363 people, including youth from Grades six to 12, as well as parents and community members.
- **Humber Law Day** – Community Outreach and Workforce Development worked with the Toronto District School Board (TDSB) to organize the first ever Humber Law Day at the North Campus. 80 high school students interested in pursuing postsecondary education in a law-related field attended a day of experiential workshops. Topics included a mock trial delivered by the Ontario Justice Education Network members, as well as presentations about Humber programs such as Police Foundations, and Community and Justice Services.



## Services to Immigrants

Highly qualified skilled immigrants, who often possess one or more postsecondary education credentials in addition to extensive professional experience, often need assistance to transition into the Ontario marketplace. Humber is actively involved in supporting these newcomers with a number of co-ordinated services:

- **Internationally Trained Immigrant Advising** – Humber continued to offer pre-entry advising services to internationally trained immigrants (ITI). Over 900 immigrants availed themselves of Humber’s ITI advising services, seeking information and assistance on the Ontario College Application System (OCAS), financial aid, and referrals to community supports, as well as Humber’s programs and services.
- **Occupation-specific Language Training (OSLT)** – Together with Colleges Ontario and with funding provided by Citizenship and Immigration Canada, five language classes were delivered to more than 50 internationally trained engineers and IT professionals. Students developed and refined their knowledge and use of occupational language and terminology in addition to Canadian workplace culture training.
- **Bridge-Training Projects** - Humber participated in a number of bridge-training projects funded by the Ministry of Citizenship and Immigration. These cutting-edge, fast-track programs recognize the skills and qualifications that professional newcomers bring to the workforce, and provide them with skills upgrading and job search supports to help them secure work in Canada that is commensurate with their experience. Fifty internationally trained computer programmers participated in the .NET Solutions Bridging program for Internationally Trained IT Professionals delivered by Humber in partnership with JVS Toronto. Almost 100 per cent of students in the first group are now employed in the information technology (IT) industry. The Engineering Software Skills Enhancement program was offered by Humber as a part-time 22-week program to 72 civil and electrical engineers to enhance engineering software skills. In 2011-12, Humber launched the addition of two new bridge training projects: Mobile Systems Integration with 22 students; and Pathways to Employment in the Sustainability and Energy sector with 32 students.

In addition, ACCES Employment partnered with Humber in Engineering Connections to provide pre-employment training to 112 internationally trained engineers, as well as a Sales and Marketing Connections pre-employment program for 107 internationally trained sales and marketing professionals. Skills for Change partnered with Humber to prepare 41 millwrights, electricians, plumbers and HVAC mechanics for their Certificate of Qualification exams.





## Financial Report

<b>REVENUE:</b>	<b>2011</b>
Grants and reimbursements	129,065,861
Tuition fees	113,201,138
Amortization of deferred capital contributions	6,164,162
Interest Income	3,045,194
Other	30,501,859
<b>Total operating revenue</b>	<b>281,978,214</b>
<b>Ancillary</b>	<b>31,201,171</b>
<b>TOTAL REVENUE</b>	<b>313,179,385</b>

<b>EXPENSES:</b>	
Salaries and benefits	162,146,231
Contract services	17,576,153
Maintenance, utilities and municipal taxes	18,559,095
Advertising and Marketing	7,485,264
Supplies, equipment and other expenses	27,342,338
Information technology	4,116,010
Student assistance	4,653,524
Amortization of capital assets	16,744,029
<b>Total operating expenses</b>	<b>258,622,644</b>
<b>Ancillary</b>	<b>25,842,431</b>
<b>TOTAL EXPENSES</b>	<b>284,465,075</b>

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2011-2012 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 & Administration Services*

### **John Mason**

*Vice-President, Student & Corporate Services*

### **Deb McCarthy**

*Associate Vice-President, Human Resources*

## Board of Governors

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Thora Espinet

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Lily Khosla

Hurb Kumaasi

Audrey McKinney

Beverley Morden

Sarwanjit Randhawa

Dana Sheikh

Stuart Smith



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