



Annual Report

2012 • 2013

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Vision

Humber – excellence in polytechnic education

Mission

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

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

Our 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 Humber's 2012-2013 Annual Report. As the final report of the 2008-2013 Strategic Plan, this document highlights many of the tremendous achievements of the past five years. Humber continues to live its mission, vision and values through an unwavering commitment to academic excellence that is evident in the successful outcomes of our graduates.

The Board of Governors is proud of Humber's culture of success. Providing learners with the opportunities, programs and support services necessary to achieve successful outcomes creates a strong and vibrant community that benefits all of society. The focus on supporting students and their success remains the driving force behind Humber's proven ability to meet the demands of increasing enrolment, higher credentials, learning excellence, and superior student services. With the support of our partners in government, Humber will continue to provide learners of all kinds with the experience and confidence they need to succeed in the changing global economy.

Under the leadership of President Whitaker, the college has undertaken a collaborative, consultative process to develop the 2013-2018 Strategic Plan. While the new plan is designed to guide the college for the changing times, its roots are firmly planted in Humber's successful history. As evidenced by the accomplishments contained in this Annual Report, Humber is very well positioned for the future.

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 commitment and passion, and congratulate the entire Humber community on the outstanding achievements included in this Annual Report.

A handwritten signature in blue ink that reads "Joan Homer". The signature is fluid and cursive, with a large loop at the end of the last name.

*Joan Homer, Chair
Humber Board of Governors*



Message from the President

This is my first Annual Report as president of Humber College, and the last in an extremely successful five-year Strategic Plan. This 2012-2013 Annual Report speaks to Humber's successful achievements during the fifth and final year of the 2008-2013 Strategic Plan, and demonstrates that the college has met or exceeded the vast majority of the priorities and performance indicators outlined in the plan. This has been an exciting time of transition for Humber, as we pursue creative ways to connect with our learners, as well as our partners in the community, industry and government to meet the changing needs of the workforce and society. We remain steadfast in our commitment to producing career-ready graduates with the skills necessary to succeed in work and life, and it is this commitment to students and their success that drives the high-quality programs, excellent student services and innovative teaching and learning that takes place on our three campuses. We offer our learners more postsecondary options and pathways than any college in Ontario – from apprenticeships to diplomas to degrees and graduate certificates.

Humber is proud of its diversity and we take seriously the responsibility of providing access to quality postsecondary education to all members of our community. Humber encourages and supports students in choosing the program that is right for them, offering a wide range of industry-relevant programs and credentials. Our goal is to prepare our students to achieve their own kind of success, and to inspire lifelong learners to consider the opportunities and benefits of staying connected to Humber as they develop fulfilling careers.

The results outlined in the 2012-2013 Annual Report demonstrate Humber's commitment to high-quality teaching, curriculum that is relevant to the demands of industry, as well as leading-edge equipment and excellent student services. Even as we wind down one five-year plan, we are in the process of developing our vision for the future. The 2013-2018 Strategic Plan builds on our demonstrated successes and sets high-level goals and priorities that are appropriate to current external realities. The past five years have been marked by unprecedented growth and expansion; it is time now to focus on maintaining our reputation for quality teaching and learning, flexible and accomplished graduates, and the importance of the student experience. Postsecondary education remains essential to the health and economic performance of our province, and it is important that all governments continue to invest in the high-quality, industry-relevant postsecondary education provided by colleges such as Humber.

Thanks to the leadership of our dedicated Board of Governors, and the expertise, energy and enthusiasm of our faculty, staff and administrators, Humber is ready to meet the changing needs of students and employers. I am continually impressed by the passion and commitment displayed by our faculty and staff, all of whom work hard every day to help our students achieve their goals. As we move to meet the challenges and opportunities of the next five years, we remain proud of our successes to date, and focused on achieving our goals in the future.

A handwritten signature in black ink, appearing to read 'Chris Whitaker'. The signature is fluid and cursive, written over a light-colored background.

Chris Whitaker, 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 graduate certificates. The 2012-2013 Annual Report is the culmination of Humber’s 2008-2013 Strategic Plan, and clearly outlines how Humber continues to deliver on its commitment to quality, access and accountability. The 2013-2018 Strategic Plan builds on the successes achieved over the past five years, and continues to focus on delivering excellent quality postsecondary education and training to diverse learner communities.



The 2012-2013 Annual Report details results and accomplishments in the final 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 www.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.

The 2012-2013 Annual Report is divided into three sections. The first section – About Humber – provides background information about the college, as well as a current profile of Humber’s students, programs and services. The second section focuses on the results achieved in 2012-2013 and over 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 graduate certificate programs.

In 2003, Humber was one of only three 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 2012-2013, Humber offered 17 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 2012, Humber served over 22,900 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 400 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 of Canadian postsecondary institutions committed to producing career-ready graduates who combine critical thinking with theoretical understanding and practical skills.



Humber Facts

- In Fall 2012, Humber enrolled more than 11,700 first-year students; an increase of seven per cent from 2011.
- Humber receives approximately 60,000 applications annually; more than any other Ontario college.
- Over 200,000 Humber alumni are making substantial contributions to 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, graduate certificates, certificates, and apprenticeships. Academic offerings comprise:
 - 150 full-time programs in more than 40 fields of study including 17 degree programs (21 as of September 2013), plus Nursing; 82 diploma programs; and 35 graduate certificates
 - 200 part-time certificates
 - 1,400 continuing education courses offered evenings, weekends and online
- In 2012, Humber enrolled over 3,000 full-time 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 – 895 students in 2012 – 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. In Fall 2012 there were 3,855 students enrolled in the University of Guelph-Humber.
- 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 1,106 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 2012-13 Humber's varsity teams won 13 Ontario Colleges Athletic Association (OACC) gold medals and 21 medals overall. Nationally, the Humber Hawks brought home ten medals, including five All Canadians and a Player of the Year award.
 - 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.

Humber College is committed to providing students and graduates with top quality teaching and learning experiences. According to the most recent Key Performance Indicators (KPI) results released in April 2013, Humber continues to deliver on this promise.

Highlights of 2013 Results

Student Satisfaction – 74.9%

- Higher than the GTA average
- Higher than the GTA average for the following capstone questions:
 - “The overall quality of knowledge and skills in the college” – **86.4%**
 - “The overall quality of the learning experiences in this program” – **80.1%**
 - “The overall quality of the services in the college” – **66.4%**

Graduate Employment – 82.8%

- 1st in the GTA
- Higher than the GTA average by 2.9%

Graduation Rate – 63.0%

Graduate Satisfaction – 79.4%

- 1st in the GTA

Employer Satisfaction – 94.3%

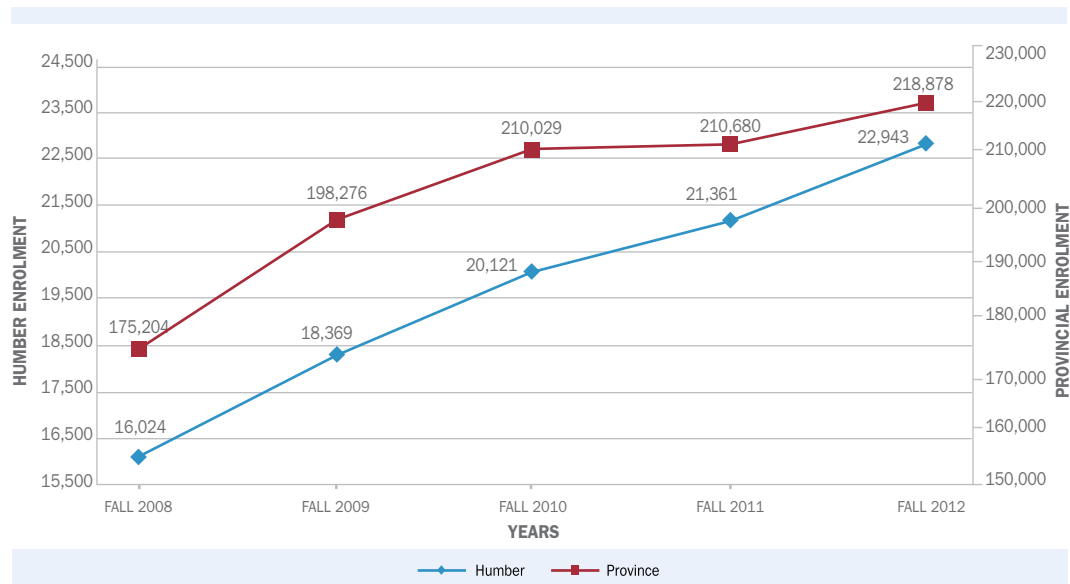
- Higher than the GTA average
- Higher than the provincial average



Humber's Enrolment Growth

From 2008 to 2012, full-time postsecondary enrolment at Humber increased by 43 per cent, compared to the provincial increase of 25 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 3,850 in 2012) and apprentices (over 2,600 in 2012)

Profile of Humber Students

In 2012-2013, our **first-year** students had the following characteristics:

32% First Generation	4% Less than Grade 12
Gender:	56% Grade 12
51% Female	1% Apprenticeship
49% Male	8% College Diploma
Age:	8% Partial University
20% under 19	8% University or College Degree
30% 19-20	2% Postgraduate Studies
43% 21-31	13% Other
7% 31+	Birthplace:
	62% Born in Canada
	38% Not born in Canada
	13% International students
	First Language:
	87% English
	0.3% French
	13% Other

2012-2013 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 2012, total full-time enrolment at Humber grew by 7.4 per cent over 2011, compared to provincial growth of 3.9 per cent. From 2008 to 2012, Humber's full-time enrolment grew by 43 per cent, compared to the provincial growth of 25 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 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>1. Develop and implement new programs to ensure a balance of credentials that are responsive to market needs:</p> <ul style="list-style-type: none"> ◦ degrees ◦ diplomas ◦ apprenticeships ◦ graduate certificates ◦ Guelph-Humber integrated degrees/diploma 	<ul style="list-style-type: none"> • 12 degrees • 10 diplomas • 2 apprenticeships • 5 graduate certificates • 1 new Guelph-Humber program 	<ul style="list-style-type: none"> • 1 new degree started in Fall 2012, +60 enrolment • 3 new diplomas started in Fall 2012, +125 enrolment • 5 new graduate certificates started in Fall 2012, +120 enrolment 	<ul style="list-style-type: none"> • 1 new degree launched in Fall 2012 (International Development) +38 enrolment • 3 new diplomas launched (Food & Nutrition Management; Protection, Security & Investigation; Web Design & Interactive Media) +204 enrolment • 5 new graduate certificates launched (Research Analyst; Fashion Management & Promotions; Event Management; Advertising – Account Management; Alternative Dispute Resolution) +175 enrolment 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • 11 new degrees launched (Bachelor of International Development, Bachelor of Commerce Degrees (Fashion Management, Hospitality and Tourism Management, Human Resources Management, International Business, Accounting); Bachelor of Applied Arts degrees (Criminal Justice, Film and Media Production); Bachelor of Journalism; Bachelor of Child and Youth Care; Bachelor of Public Relations; 12 new degree proposals submitted to Minister for referral to PEQAB - Bachelor of Commerce degrees (Management Studies, Finance, Marketing, Supply Chain Management, Accounting); Bachelor of Child and Youth Care; Bachelor of Public Relations; Bachelor of Journalism; Bachelor of International Development; Bachelor of Fine Arts degrees (Visual Arts, Photographic Arts, Animation); 3 degree consent renewals submitted and approved (Creative Advertising, Interior Design, Music); 2 degree consent renewals submitted (Paralegal, Industrial Design); 2 consent renewals extensions and title changes approved (Bachelor of Commerce in e-Business Marketing, Tourism and Hospitality Management); also received nomenclature changes for multiple degrees; consent renewal application submitted for the UNB-Humber Bachelor of Nursing program and the second-entry option; Ministerial consent granted to deliver degree level study online

Chart continued on next page

Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
1. Continued				<ul style="list-style-type: none"> • 13 new diplomas launched (Food & Nutrition Management; Protection, Security & Investigation; Web Design & Interactive Media; 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) • 2 new certificates launched (Plumbing Techniques; Electrical Techniques) • 2 new apprenticeship programs launched (Developmental Service Worker; Certified Master Chef) • 13 new graduate certificates launched (Research Analyst; Fashion Management & Promotions; Event Management; Advertising – Account Management; Alternative Dispute Resolution; Emergency Management; Exercise Science and Lifestyle Management; Information Technology Solutions; Financial Planning; Global Business Management; Transformative Community Justice; Web Development; Settlement Services) • 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)

2008-13 Strategic Plan Strategies

2. Increase student retention, particularly from 1st to 2nd year

Strategic Plan 5-year Performance Indicators

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

Year 5 (2012-13) Performance Indicators

- Continue to maintain or improve 2011 retention rates for all years, as well as graduation rate; focus in particular on areas where 5-year Strategic Plan targets not yet achieved

Year 5 (2012-13) Results

Year	Fall 2011	Fall 2012	2013 Target
1 st -2 nd	87%	88.8%	85%
2 nd -3 rd	95.3%	90.6%	91%
3 rd -4 th	90%	97.3%	95%
Grad Rate	63.5%	63%	63%

KPI graduation rates by program duration (2013):

- 1-year programs 72.7%
- 2-year programs 57.1%
- 3-year programs 55.5%
- 4-year programs 74.9%
- Grad certificates 86.7%

Humber-wide strategies:

- Early identification and intervention of at-risk students using Humber Engagement and Learning Profile (HELP) survey data
- Curriculum review and adjustments for courses with high failure rates
- Increased student motivation through exposure to professional organizations; industry and career fairs; promotion of student success; alumni involvement
- Focus on pre-admission advising
- Math Centre assists 10,000 students annually
- Ensure that relevant courses are available through flexible delivery (online, summer) for 'off-track' students to enable them to graduate

School-specific strategies:

- Dean's Student Advisory Committee and revised format of capstone projects to build inter-professional collaboration in School of Creative and Performing Arts
- No learner left behind philosophy implemented in School of Health Sciences to support students in successful use of pathways and progression
- Successful math pilot between the School of Applied Technology and the School of Liberal Arts and Sciences to support progression from Semester 1 to Semester 2; redeveloped degree math course for students with conditional admission to achieve higher success rates

Strategic Plan Accomplishments

Achieved Targets

Retention rates (Fall to Fall):

Year Baseline	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	
1 st -2 nd	77%	79.9%	84.3%	84.5%	87%	88.8%
2 nd -3 rd	91%	93.2%	94.7%	96.6%	95.3%	90.6%
3 rd -4 th	94%	95.5%	95.1%	86%*	90%*	97.3%

* Progression Policy in Nursing program altered from year 3 to year 4.

KPI graduation rates by program duration and overall:

Year	09	10	11	12	13
1-year programs	69.5%	68%	66.3%	71.6%	72.7%
2-year programs	61.2%	57%	57%	59.3%	57.1%
3-year programs	54%	55.5%	55.4%	53.9%	55.5%
4-year degrees	-	-	78.7%	73.2%	74.9%
Graduate certificates	83.8%	84.1%	83.4%	87.3%	86.7%
Overall Grad Rate	63.1%	61.1%	61.2%	63.5%	63%

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Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
3. Continued			<ul style="list-style-type: none"> Business School faculty Community of Practice in Accounting through the Centre for Teaching and Learning in partnership with Liberal Arts and Sciences to develop strategies to support students in developing the language of Accounting 	
3. Develop and implement pathways between credentials	<ul style="list-style-type: none"> 12 bridging and transfer programs 	<ul style="list-style-type: none"> Transfer agreements and pathways incorporated into all new degree programs (3 in development; 1 for launch Fall 2012) Second year of provincial Credit Transfer Innovation Fund work plan successfully implemented 	<ul style="list-style-type: none"> Expanded marketing and promotion of existing and new transfer agreements to ensure students are aware of all options, efforts included visits to relevant diploma classes and site visits to Sault College and Canadore College for on-site admissions and information sessions Promotion of degree completion options through sessions with guidance counsellors locally and through four dialogue sessions across the province; additional focus on degree completion in recruitment presentations Be Your Degree event welcomed 340 local high school students to mock lectures and sessions to learn about Humber degrees Successful implementation of second year of Credit Transfer Innovation Fund. Activities include: system develop to track transfer credit students; tracking and updating of equivalency database and synchronization with ONCAT transfer database; successful transfer credit advising pilot within existing high school visit program; liaison with other PSE institutions to build awareness of existing transfer options between diploma and degree offerings Approximately 23 scholarships awarded to eligible diploma students applying to degree programs at Humber 	<p>Achieved Targets</p> <p>Transfers from Humber Diploma to Guelph-Humber Degree</p> <ul style="list-style-type: none"> Journalism> Media Studies Public Relations> Media Studies Police Foundations> Criminal Justice Fitness and Health Promotion> Kinesiology Bridge from Registered Practical Nurse> Bachelor of Nursing All new Humber Degrees are developed with transfer opportunities from diploma programs embedded (12 new degrees offered to date) Completed initial activities related to provincial Credit Transfer Innovation Fund

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments																																										
<p>4. Develop and implement a new marketing plan</p>	<ul style="list-style-type: none"> 5% increase in number of applications for all programs (over 2007-08 baseline) 5% improvement in top of mind awareness 	<ul style="list-style-type: none"> Maintain or increase market share of applications (overall and for degree programs) for Fall 2012 2011-2012 levels of media coverage exceeded by 5% (average of just over two media articles published daily) Quality of coverage maintained or improved; minimum Media Relations Rating Points (MRRP) average of 78% 	<ul style="list-style-type: none"> 8.6% increase in applications for Fall 2012 1% increase in degree applications for Fall 2012; launched 1 new degree (International Development) Increased levels of media coverage over 2011-12 (650 media mentions to more than 800), an average of two media mentions per day; comprehensive coverage of all academic schools Improved quality of media coverage as measured by the industry standard measurement tool Media Relations Rating Points (MRRP) at 81% <p>Media Relations Rating Points (MRRP) year over year:</p> <table border="1" data-bbox="896 940 1214 1003"> <thead> <tr> <th>2009-10</th> <th>10-11</th> <th>11-12</th> <th>12-13</th> </tr> </thead> <tbody> <tr> <td>69%</td> <td>75%</td> <td>75%</td> <td>81%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Continued marketing focus on Humber degrees: leveraged distinctive branded degree look; updated degree web microsite; major advertising campaign in west GTA; integrated cross-media campaign with 25% print, 35% online, 40% outdoor (buses, shelters, etc.) Advertising investment in promoting Spring Open House garnered strong attendance at the event Annual web traffic: over 7 million visits; improved Humber's mobile website; improved transfer credit pages; AODA audit and compliance; home page refresh with slider and events; digital maps feature; on-site search improvements 	2009-10	10-11	11-12	12-13	69%	75%	75%	81%	<p>Exceeded Targets 25% increase in applications over Fall 2007 baseline:</p> <table border="1" data-bbox="1221 483 1544 571"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 08</th> <th>Fall 09</th> <th>Fall 10</th> <th>Fall 11</th> <th>Fall 12</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> <td>8.6%</td> </tr> </tbody> </table> <p>192% increase in applications for degree programs over Fall 2007 baseline:</p> <table border="1" data-bbox="1221 693 1544 781"> <thead> <tr> <th>Fall 07 Baseline</th> <th>Fall 08</th> <th>Fall 09</th> <th>Fall 10</th> <th>Fall 11</th> <th>Fall 12</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> <td>1%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Brand study conducted in Spring 2009 established baseline of 83% top-of-mind awareness and identified key corporate message set <p>Overall increase in media coverage year over year:</p> <table border="1" data-bbox="1221 1039 1544 1127"> <thead> <tr> <th>2008-09 Baseline</th> <th>09-10</th> <th>10-11</th> <th>11-12</th> <th>12-13</th> </tr> </thead> <tbody> <tr> <td>400</td> <td>10%</td> <td>36%</td> <td>10%</td> <td>26%</td> </tr> </tbody> </table>	Fall 07 Baseline	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	45,752	2.7%	9.6%	5.3%	1.8%	8.6%	Fall 07 Baseline	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	2,361	71.1%	30.3%	2.2%	32.1%	1%	2008-09 Baseline	09-10	10-11	11-12	12-13	400	10%	36%	10%	26%
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2,361	71.1%	30.3%	2.2%	32.1%	1%																																									
2008-09 Baseline	09-10	10-11	11-12	12-13																																										
400	10%	36%	10%	26%																																										
<p>5. Increase international enrolment and transfer agreements</p>	<ul style="list-style-type: none"> Increase international enrolment to 7.5% of total enrolment 	<ul style="list-style-type: none"> Maximize international enrolment at 15% of total enrolment Increase international student satisfaction by 1.5% over 2011-12 baseline of 86.9% Implement two new programs to address concerns identified 	<ul style="list-style-type: none"> International enrolment increased by 5.5% over Fall 2011 Increase in international student satisfaction by 4.5% to 91.4% Increased number of international students studying in degrees by 20% 	<p>Exceeded Targets International students as a % of total postsecondary enrolment:</p> <table border="1" data-bbox="1221 1780 1544 1869"> <thead> <tr> <th>Fall 08</th> <th>Fall 09</th> <th>Fall 10</th> <th>Fall 11</th> <th>Fall 12</th> </tr> </thead> <tbody> <tr> <td>5.8%</td> <td>7.1%</td> <td>10.9%</td> <td>12.7%</td> <td>13%</td> </tr> </tbody> </table>	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	5.8%	7.1%	10.9%	12.7%	13%																																
Fall 08	Fall 09	Fall 10	Fall 11	Fall 12																																										
5.8%	7.1%	10.9%	12.7%	13%																																										

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Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
5. Continued		<p>in initial iGraduate student satisfaction survey: job training and access to resources for postgraduate work opportunities</p>	<ul style="list-style-type: none"> Increased the number of students coming from countries outside of India by 10% Launched online Student Academic Support Site for international students Launched campaign to increase the number of transfer agreements with US institutions Implemented structure to partner International Student Advisors with Program Coordinators to support international students 	
6. Increase access to Humber of under-represented groups	<ul style="list-style-type: none"> 6 externally-funded projects aimed at Aboriginals, at-risk youth, laid-off workers, disadvantaged women 	<ul style="list-style-type: none"> Reach 150 high school students and 60 parents to promote postsecondary education Maintain outcomes for 5 Community Employment Services sites for laid-off workers (79% employed or training) 10% increase for 2012-13 in dual-credit students 20 youth participate in Developmental Services Worker program in partnership with JVS Toronto Recruit 22 students for the 2012 Cook Pre-Apprenticeship program 16 women begin MicroSkills Transportation Training program; 26 women begin Horticulture Pre-Apprenticeship Training program (maintain employment/training outcomes at 73%) Maintain 2011-12 participation numbers for Camp Choice; Aboriginal Camp Choice; Careers & Civics Summer Camp 	<ul style="list-style-type: none"> Reached 155 high school students and 192 adults and parents to promote postsecondary education Provided services to 5,759 individuals at the five Community Employment Services sites (2,587 received one-on-one assistance to develop Action Plans; 1,474 found employment and 163 began education programs) 4% increase in the number of students participating in dual credit initiatives (882 to 921 students) Facilitated the participation of the School of Health Sciences, Hospitality, Recreation and Tourism, and Student Recruitment and Youth Enrichment at Humber in the 2012 TDSB Regional Science Fair; over 300 local TDSB students participated in experiential learning about the science related programs offered at Humber College Recruited 22 students for the 2013 Cook Pre-Apprenticeship program 25 youth enrolled in the Developmental Service Worker Pre-Apprenticeship program 46 women enrolled in MicroSkills Women in Transportation Training program; 27 women enrolled in Horticulture Technician program (83% employment outcome) 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> 9 externally-funded projects approved to date <ul style="list-style-type: none"> First Generation outreach project to 1,212 Etobicoke North students and parents to promote the benefits of PSE Camp Choice – Aboriginal Camp and Outreach Program for Grade 7 and 8 students Camp Choice, a three-day college experience camp for students in Grades 6 to 8; SCWI funded participation for 877 students Canadian Workplace Communication project MicroSkills Supply Chain Awareness Program for Employment (SCAPE) Aboriginal Access to Postsecondary Education initiatives Second Career Accounting program for laid-off workers Cook Pre-Apprenticeship Program for youth Developmental Services Worker Pre-Apprenticeship program for youth with JVS MicroSkills Transportation Training and Horticulture Pre-Apprenticeship programs for disadvantaged women Council of Educators (CET) initiative

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
6. Continued			<ul style="list-style-type: none"> • 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) (300 students) • 150 students in Grades 7/8 participated in Camp Choice – Aboriginal Camp (up from 118 in 2011-12) • 26 students participated in Camp Choice two-week summer camp for Grade 10 students earning their Careers and Civics credit • Council of Educators of Toronto (CET) launched website: listing all access and transition programs at School Boards and PSE institutions along with a comprehensive list of Toronto-based bursaries; the website provides timely and relevant information to support youth in the community in need of pathways to access further education 	
7. Increase programs and services to internationally trained professionals and immigrants	<ul style="list-style-type: none"> • 5 projects to enhance integration of immigrants into employment 	<ul style="list-style-type: none"> • Five intakes of occupationally specific language training with 60 participants • 70% of .Net Solutions graduates employed 12 months after graduation • Provide pre-entry advisement services to 750 newcomers • Five intakes of bridge-training projects in information technology, sustainability and engineering with 70 participants • Deliver bridge training to 100 participants in partnership with community agencies 	<ul style="list-style-type: none"> • Five intakes of occupationally specific language training with 78 participants • 97% of .Net Solutions graduates employed 12 months after graduation • Provided pre-entry advisement services to over 1,000 newcomers • Five intakes of bridge-training projects in information technology, sustainability and engineering with 267 participants • Delivered bridge training to over 120 participants in partnership with community agencies 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • Participated in 7 CIITE (Colleges Integrating Immigrants to Employment) projects • 7 additional projects to enhance integration of immigrants into employment <ul style="list-style-type: none"> ◦ 4 bridging programs for internationally-trained professionals in the engineering, IT and sustainability professions ◦ Occupation-Specific Language Training ◦ Canadian Overseas Mentoring Experience (COME) project ◦ Workshops for small and medium-sized businesses (SME) on recruiting and retaining immigrants ◦ Canadian Workplace Communication project ◦ Bridging program for internationally trained IT professionals ◦ MicroSkills Supply Chain Awareness Program for Employment (SCAPE)

Chart continued on next page

Priority 1 – Manage Enrolment Growth Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>8. Increase physical space to accommodate growth</p>	<ul style="list-style-type: none"> Add 280,000 square feet of space at Lakeshore, North and Orangeville campuses 	<ul style="list-style-type: none"> Add over 8,000 sq. ft. of space at Humber Lakeshore and North Campuses Invest up to \$3M to renovate space identified by the Facilities Planning Committee 	<ul style="list-style-type: none"> Added 8,000 sq. ft. of program space at Lakeshore and North campuses Completed preliminary site work for future 6-storey Learning Resource Commons at North Campus Invested \$3M to renovate space identified by the Facilities Planning Committee Renovated the second floor of the Medical Building at Lakeshore Campus for academic delivery to accommodate: TBS International Development; TDB Event Management; SSCS Faculty Office expansion for Play Therapy Program <p>Renovated 50,000 sq. ft. of existing space including:</p> <ul style="list-style-type: none"> Building F at Lakeshore for Sound Edit Suites for School of Media Studies & IT Ancillary space to provide a Prayer Room in Building F at Lakeshore Space in Building C to provide additional faculty space for School of Hospitality, Recreation and Tourism at North Campus Ground floor space in Medical Building at Lakeshore to relocate doctor's offices in order to free up space for 2013 project swing space on third floor Existing storage space for additional offices in Building L at North Campus for use by Human Resources LX 109 to provide Open Access lab for Humber Students Federation at North Campus Ongoing exploration of real estate acquisition opportunities at both Humber North and Lakeshore campuses 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> 339,800 sq. ft. added at North, Lakeshore and Orangeville campuses <ul style="list-style-type: none"> North Campus Student Cafeteria & Study Space (8,900 sq. ft.) North Campus Wellness Centre (14,500 sq. ft.) North Campus Centre for Trades & Technology (95,000 sq. ft.) Lakeshore Campus Centre for Justice Leadership (6,700 sq. ft.) Lakeshore Campus Buildings I & K - Humber Students' Federation, academic delivery, and office space (29,500 sq. ft.) Lakeshore Campus Humber Arts & Media Studios (53,000 sq. ft.) Lakeshore Campus Fashion Lab (7,575 sq. ft.) Lakeshore Commons (114,300 sq. ft.) Lakeshore Medical Building Play Therapy Lab (2,500 sq. ft.) Lakeshore Medical Building renovated for academic delivery to accommodate Play Therapy Lab, faculty space, etc. (8,000sq. ft.) Over \$9M invested to renovate space identified by the Facilities Planning Committee

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 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>1. Enhance teaching skills through professional development</p>	<ul style="list-style-type: none"> A total of 500 faculty involved in 10,000 faculty contact hours of organized professional development annually 	<ul style="list-style-type: none"> 500 full-time and part-time faculty involved in organized professional development 10,000 faculty contact hours of organized professional development 	<ul style="list-style-type: none"> 3,878 registrants (full-time and part-time faculty) involved in organized professional development 53,203 faculty contact hours of organized professional development Over 330 development opportunities offered to faculty Provided a range of training and development opportunities to support teaching practice for Humber’s International students, including ongoing efforts to internationalize faculty and curriculum Expanding Communities of Practice now include: Accounting; Math; English/ESL; Clinical Teachers (Virtual Community); Applied Technology; Case Teaching and Writing Launched CTL YouTube Channel to disseminate best practices in an easy to use forum; advocate for and continue to build a culture of great teaching; profile great teachers; create a forum to capture student shout-outs to great Humber teachers Focused on using social media to promote the CTL, and to engage faculty, administration and other followers 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> Over 12,000 registrants (full-and part-time faculty) in organized professional development activities More than 100,000 faculty contact hours of organized professional development

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Priority 2 – Commitment to Teaching and Learning Excellence Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>2. Increase student engagement in the learning process</p>	<ul style="list-style-type: none"> • Launch the Student Success and Engagement Committee • 15 best practices implemented across the institution 	<ul style="list-style-type: none"> • Benchmark third year of new student engagement KPI questions against GTA and system averages • Student Success and Engagement Coordinating Committee (SSECC) to develop cross-institutional engagement strategies based on identified characteristics related to persistence • Increase number of students participating in Learning Skills workshops by 5% • Increase number of students participating in volunteer activities by 5% 	<ul style="list-style-type: none"> • Third year of student engagement KPI questions benchmarked; Humber at or above provincial average in 8 out of 14 aspects of student engagement • Number of students attending Learning Skills workshops increased by 106% over 2011-12 academic year; 58 classroom Learning Skills Workshops delivered in 2012-13 to more than 3,000 students • Increased number of students participating in volunteer activities organized by Student Success and Engagement (SSE) by more than 50% over 2011-12 (253 to 391) • More than 200 students participated in the first year of the First Year Experience (FYE) program at Lakeshore Campus; 83% of respondents were satisfied with their overall experience; 75% of respondents agreed they learned things that will help them be better students • 186 students took advantage of pre-admission advising by the Registrar’s Office • 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 • Refined Humber Engagement and Learning Profile (HELP) survey reports; developed three year at-a-glance to indicate statistically significant change year-over-year; overall response rate of 57% • 35,197 fans on Humber’s Facebook; 9,527 followers on Humber’s Twitter page 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • Student Success and Engagement Committee launched • Ongoing identification and implementation of best practices in student engagement • 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) • 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)

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>3. Develop Centres of Excellence</p>	<ul style="list-style-type: none"> 5 Centres of Excellence operational with business plans 	<ul style="list-style-type: none"> Successful implementation of activities identified in business plans for all Centres of Excellence External launch of Canadian International Hotel School and the Canadian Hospitality & Tourism Institute within the Canadian Centre of Culinary Arts & Science 	<ul style="list-style-type: none"> Business plans in place for all Centres of Excellence Concept Request for Proposal (RFP) to establish a teaching hotel issued and awarded 	<p>Exceeded Targets 7 Centres of Excellence in place</p> <ul style="list-style-type: none"> Centre of Excellence in Advertising and Design (Media Studies & Information Technology) Centre for Digital Arts & New Media (Media Studies & Information Technology) Centre for Media Arts & Production (Media Studies & Information Technology) International Development Institute (Business) Fashion Institute (Business) Canadian Centre of Culinary Arts & Science (Hospitality, Recreation & Tourism) Centre for Justice Leadership (Social & Community Services)

Humber Fashion Institute student designed window treatment, Lakeshore Campus Spring 2012

James Doiron Window Display Photography Paul Chmielowiec Fashion Photography Ashley Morris Model



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 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>4. Continually update equipment and facilities</p>	<ul style="list-style-type: none"> • \$14M investment in new or revitalized capital equipment and facilities over 5 years 	<ul style="list-style-type: none"> • Invest \$2M in new or revitalized academic capital equipment • Invest a minimum of \$1M in deferred maintenance 	<ul style="list-style-type: none"> • Invested \$5M in new or revitalized academic or other capital equipment • Invested \$1.5M in deferred maintenance projects • Revitalization of parking Lots 6-10 at North Campus and expansion of Lot 2 • Replaced roofs on Building H and FX and Residence R at North • Substantial renovation of 4 bathrooms and replacement of 40 fancoil units in Residence S at North • Replaced elevator cylinders in Buildings E, N and NX at North • Removed underground storage tank Central Plan at North • Replaced classroom carpet in Building J at Lakeshore 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • \$20M invested in new or revitalized academic and other capital equipment • \$6.5M invested in deferred maintenance
<p>5. Develop and implement an applied research strategy</p>	<ul style="list-style-type: none"> • 5 School-based research initiatives established • 2-4 concurrent “Humber-wide” funded research projects • 40 Staff Initiated Research Fund (SIRF) projects • \$1.2 M in external research funding obtained • Research website and information database in place 	<ul style="list-style-type: none"> • 8 additional SIRF projects awarded • 3 Research workshops delivered to Humber community • 10 Work Study students employed as digital ambassadors for Humber Research • 10 major externally funded proposals developed and submitted 	<ul style="list-style-type: none"> • 6 additional SIRF grants awarded (\$60,201) • 8 Research workshops delivered to Humber community (4 Innovation Humber Incubator Boot Camps; 2 “Get To Know Us” sessions; 2 speed dating events for 50 students and coaches) • Hired 58 students as ambassadors for Humber Research; <ul style="list-style-type: none"> ◦ 21 Work Study students ◦ 22 SIRF project assistants ◦ 15 College Ontario Network for Industry Innovation (CONII)/Social Sciences and Humanities Research Council (SSHRC) grant project assistants • Prepared and submitted 13 funding applications and were successfully awarded 6 grants (46% funding success rate) including: Natural Sciences and Engineering Research Council (NSERC) College University Innovation To Idea (CUI2I); HEQCO consortium; and CONII • Received \$156,328 in external, peer-reviewed funding • Funded/supported 21 student entrepreneurial venture startups 	<p>Partially Achieved</p> <ul style="list-style-type: none"> • 4 school-based research initiatives identified • 3 “Humber-wide” projects funded • 33 SIRF projects awarded (\$231,577) • \$2,392,688 in external research-related funding received (includes research funds led and/or facilitated by all Humber departments) • Research website launched

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>6. Increase e-learning opportunities to support student choice in learning modes and flexibility in timetabling</p>	<ul style="list-style-type: none"> • 10 new online programs • 110 new online courses 	<ul style="list-style-type: none"> • 2 new fully online programs • 22 new online courses • Develop two online degree-level courses 	<ul style="list-style-type: none"> • 11 new fully online language programs in development through the School of Liberal Arts & Sciences • 19 new online courses built; 13 online courses re-built • Online course database currently has over 400 courses • Finalized purchase of learning management system Blackboard 9.1; launched two successful pilot phases • Launched extensive training and education campaigns to introduce and transition to new learning management system (Blackboard champion in each academic school; offered more than 100 introductory and specialty workshops including evening sessions for CE faculty) • Full roll-out of virtual proctoring for students writing exams more than 100km from campus 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • 17 new online programs developed: <ul style="list-style-type: none"> ◦ Library Skills ◦ Records and Information Management ◦ Gardening Expert ◦ Environmental Studies ◦ Restaurant Management ◦ Intercultural Relations ◦ Pharmacy Technician ◦ Marketing ◦ Operating Room Nursing ◦ Business Management – Human Resources Management ◦ Coronary Care Postgrad ◦ Fundamentals of Quality Assurance ◦ Industrial Distribution Leadership ◦ Occupational Health and Safety ◦ Project Management ◦ Home Inspection ◦ Technology Management • 158 new online courses developed and offered
<p>7. Launch full program review schedule</p>	<ul style="list-style-type: none"> • Complete 120 program reviews 	<ul style="list-style-type: none"> • 25 program reviews completed • Successfully complete second PQAPA 	<ul style="list-style-type: none"> • 22 program reviews completed • Second Program Quality Assurance Process Audit (PQAPA) successfully completed with perfect rating by the Ontario College Quality Assurance Service 	<p>Partially Achieved</p> <ul style="list-style-type: none"> • 104 program reviews completed
<p>8. Increase international academic partnerships</p>	<ul style="list-style-type: none"> • Develop and sign 20 international partnership agreements 	<ul style="list-style-type: none"> • Develop and sign 4 new international partnership agreements 	<ul style="list-style-type: none"> • Currently exploring three additional partnerships in Denmark, China and Indonesia • Focus has been on strengthening existing relationships and engaging students in international academic partnerships 	<p>Achieved Targets</p> <p>20 new international partnership agreements developed and signed</p> <ul style="list-style-type: none"> • Central Academy of Fine Arts, Beijing, China • Stuttgart University of Applied Science, Germany • Waterford Institute of Technology, Ireland • Kansai Gaidai University, Osaka, Japan • Glamorgan University, Wales • Cumbria University, United Kingdom • Johnson & Wales University, Rhode Island, USA

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Priority 2 – Commitment to Teaching and Learning Excellence Continued

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
8.Continued				<ul style="list-style-type: none"> • Shenandoah University, Virginia, USA • Utica College, New York, USA • University of Brighton, United Kingdom • JAMK University of Applied Sciences, Finland • Robert Gordon University, Scotland • Kunming University of Science and Technology, China • Muhammadiyah University of Makassar, Indonesia • Hasanuddin University, Indonesia • Makassar State University, Indonesia • Manado State University, Indonesia • Sam Ratulangi University, Indonesia • De La Salle University Manado, Indonesia • Klabat University, Indonesia
9.Design and launch a Study Abroad Program	<ul style="list-style-type: none"> • 200 students take advantage of new scholarship program supporting study abroad • 500 students study abroad in credit programming 	<ul style="list-style-type: none"> • 45 students take advantage of scholarship program • 150 students studying abroad in credit programming 	<ul style="list-style-type: none"> • 52 students took advantage of the Study Abroad scholarship program • 171 students studied abroad in credit programming 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> • 255 students received study abroad scholarships • More than 854 students studied abroad in credit programming

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 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
<p>1. Update succession plans throughout the organization and provide appropriate development plans for successors</p>	<ul style="list-style-type: none"> Updated succession plan every two years Targeted support to provide development opportunities for proposed successors 	<ul style="list-style-type: none"> Development plans for proposed successors reviewed and updated 15 potential leaders participate in management training (Leadership Academy); 175 participants in Developing Leaders Series 	<ul style="list-style-type: none"> Reviewed and updated development plans for proposed successors 275 total participants in all leadership development training 15 participants completed Management Foundations 18 participants completed Leadership Academy 117 participants participated in Developing Leaders Workshop Series (EQ Edge; Coaching For High Performance; Leadership & All That Jazz; Change The Way You Lead Change; Strategic Interviewing; Conflict Resolution Toolbox) 125 participants in Bold Ideas workshop (Quiet: Harnessing the Strengths of Introverts) 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> Institution-wide summary succession plan in place Development plans for all proposed successors incorporated into annual performance management process Over 200 potential leaders have participated in leadership and management training to date (Ontario Leadership Academy, Management Foundations, and coaching programs)
<p>2. Recruit and retain faculty and staff with appropriate credentials, experience and core values</p>	<ul style="list-style-type: none"> 150 new faculty hired with appropriate credentials, experience and core values 	<ul style="list-style-type: none"> 20 new faculty hired with appropriate credentials, experience and core values 	<ul style="list-style-type: none"> 44 new faculty hired with appropriate credentials, experience and core values 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> 206 new faculty hired with appropriate credentials, experience and core values
<p>3. Enhance faculty and support staff credentials specific to their disciplines</p>	<ul style="list-style-type: none"> Targeted support provided to up to 10 faculty per year to attain advanced credentials Targeted support provided to up to 5 support staff per year to obtain advanced credentials 	<ul style="list-style-type: none"> Support provided to a minimum of 10 faculty to attain advanced credentials Support provided to a minimum of 5 support staff to obtain advanced credentials Support provided to a minimum of 15 administrative staff to obtain advanced credentials 	<ul style="list-style-type: none"> Support provided to 58 faculty to attain advanced credentials Support provided to 13 support staff to attain advanced credentials Support provided to 20 administrative staff to attain advanced credentials 70 applications through the Tuition Assistance Program (22 faculty; 29 support staff; 19 administrative staff) 	<p>Exceeded Targets</p> <ul style="list-style-type: none"> Support provided to 298 faculty, staff and administration to attain advanced credentials (note: cumulative total may include multiple counts for distinct individuals receiving support over several years) 374 applications through the Tuition Assistance Program (TAP) (123 faculty; 178 support staff; 73 administrative staff)

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 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments										
<p>1. Develop and implement an Information Technology multi-year strategic plan</p>	<ul style="list-style-type: none"> Plan developed by 2008 Plan implemented by 2013 Implementation assessed by 2014 	<ul style="list-style-type: none"> Third year of the Enterprise Systems Project successfully implemented including functions to support: Program & Course Management; Managing Student Identity Implementation of Microsoft Exchange/Outlook as replacement for Humber's collaboration suite in place First year recommendations of telephony strategy underway or completed 	<ul style="list-style-type: none"> Continued implementation of Enterprise Systems Project; "go live" of Banner Student delayed to 2014 Implemented Identity & Access Management process to reduce the time for new hires to obtain access to systems Implementation of Microsoft Outlook 90% complete New Open Access computing Lab opened at North campus, addressing a shortage of student work and study space in a collaborative environment Unified Communications & Telephony Strategy finalized; implementation of recommendations underway 	<p>Achieved Targets</p> <ul style="list-style-type: none"> Information Technology multi-year Strategic Plan developed Implementation of strategic plan underway, including Enterprise Systems Project Banner Finance module fully operational Banner Student modules in production 										
<p>2. Enhance academic advising</p>	<ul style="list-style-type: none"> 4% improvement in student satisfaction with academic advising (as measured through the student satisfaction survey KPI) 	<ul style="list-style-type: none"> Maintain student satisfaction with academic advising (KPI) 	<ul style="list-style-type: none"> KPI student satisfaction with academic advising 64% Implemented strategies for improving academic advising based on KPI and HELP data including: <ul style="list-style-type: none"> Ongoing pre-enrolment advising pilot in Registrar's office Hiring Program Co-coordinator Assistants to support academic advising Dedicated placement coordinators and internship advisors to assist students during placement Academic student advisers to assist students at-risk Incoming students in General Arts and Sciences paired with faculty mentor for educational planning meetings three times during Semester 1 	<p>Unmet Target</p> <p>KPI student satisfaction results; very satisfied or satisfied with academic advising:</p> <table border="1" data-bbox="1230 1472 1539 1560"> <thead> <tr> <th>2009 Benchmark</th> <th>10</th> <th>11</th> <th>12</th> <th>13</th> </tr> </thead> <tbody> <tr> <td>76%</td> <td>77%</td> <td>71%</td> <td>69%</td> <td>64%</td> </tr> </tbody> </table> <p><small>* Results for 2012 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.</small></p>	2009 Benchmark	10	11	12	13	76%	77%	71%	69%	64%
2009 Benchmark	10	11	12	13										
76%	77%	71%	69%	64%										

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments																				
2. Continued			<ul style="list-style-type: none"> ◦ Career Days in first semester ◦ Career strategies course with a lower student/faculty ratio to encourage career preparedness 																					
3. Create a consistently positive campus experience for students	<ul style="list-style-type: none"> • 4% improvement in student satisfaction survey (KPI) (from 2007 benchmark of 77.6%) 	<ul style="list-style-type: none"> • 0.5% improvement in overall student satisfaction KPI • Maintain Humber's position as top GTA college for student satisfaction with teaching and learning 	<ul style="list-style-type: none"> • KPI overall student satisfaction 74.9%, which is higher than the GTA average • 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"> ◦ Expanded food options at Lakeshore Campus (Tim Hortons) ◦ Pro-active approach to engaging students via HELP Survey ◦ Expanded Learning Skills Workshops and student leadership and volunteer opportunities for students ◦ New Open Access computer lab and lounge opened by HSF to increase collaborative and independent student work space at North Campus ◦ Increased focus on mental health and wellness; expanded Mental Health First Aid Training (MHFA) to faculty and staff ◦ Launched All-U-Can Lead workshop series at North and Lakeshore Campuses 	<p>Unmet Target KPI overall student satisfaction survey results:</p> <table border="1"> <thead> <tr> <th colspan="6">Benchmark</th> </tr> <tr> <th>08</th> <th>09</th> <th>10</th> <th>11</th> <th>12</th> <th>13</th> </tr> </thead> <tbody> <tr> <td>77.6%</td> <td>78.4%</td> <td>77%</td> <td>74.8%</td> <td>75.1%</td> <td>74.9%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Consistently higher than GTA average for student satisfaction with teaching and learning 	Benchmark						08	09	10	11	12	13	77.6%	78.4%	77%	74.8%	75.1%	74.9%		
Benchmark																								
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77.6%	78.4%	77%	74.8%	75.1%	74.9%																			
4. Expand orientation activities to increase participation and social engagement	<ul style="list-style-type: none"> • 5% increase from benchmark for number of students who participate in orientation activities • 2% year-over-year increase in satisfaction levels based on feedback survey and focus groups 	<ul style="list-style-type: none"> • 3% increase in participation rate for Fall 2012 • 2% increase in satisfaction with Orientation for Fall 2012 	<ul style="list-style-type: none"> • 3% increase in satisfaction with orientation from Fall 2011 • 71% of respondents to the post-Orientation survey strongly agreed that they were happy with their choice to attend Humber; 20% increase over Fall 2011; 66% of respondents indicated that they would be interested in being an Orientation volunteer • Launched Beyond Orientation – Transition Workshops and socials targeting LGBTQ, mature and international students in collaboration 	<p>Exceeded Targets Participation in group orientation activities:</p> <table border="1"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>09</th> <th>10</th> <th>11</th> <th>12</th> </tr> </thead> <tbody> <tr> <td>55%</td> <td>60.5%</td> <td>70%</td> <td>72%</td> <td>62%</td> </tr> </tbody> </table> <p>Satisfaction with orientation:</p> <table border="1"> <thead> <tr> <th>Fall 2008 Benchmark</th> <th>09</th> <th>10</th> <th>11</th> <th>12</th> </tr> </thead> <tbody> <tr> <td>88.5%</td> <td>85.3%</td> <td>91%</td> <td>93%</td> <td>96%</td> </tr> </tbody> </table>	Fall 2008 Benchmark	09	10	11	12	55%	60.5%	70%	72%	62%	Fall 2008 Benchmark	09	10	11	12	88.5%	85.3%	91%	93%	96%
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Chart continued on next page

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

2008-13 Strategic Plan Strategies	Strategic Plan 5-year Performance Indicators	Year 5 (2012-13) Performance Indicators	Year 5 (2012-13) Results	Strategic Plan Accomplishments
			<p>with the International Centre and the Student Life Office; 150 students attended 10 workshops/socials</p> <ul style="list-style-type: none"> 900 students attended Services Fair at North and Lakeshore campuses in Fall 2012 	
<p>5. Reframe Advancement Office to emphasize both revenue growth and relationship building</p>	<ul style="list-style-type: none"> Advancement & Alumni Relations Strategic Plan with mission, vision and values and goals developed Established annual revenue goals are fully achieved 	<ul style="list-style-type: none"> Case components, revenue goal and timelines approved Fiscal year revenue goal of \$3M fully achieved 	<ul style="list-style-type: none"> \$1.28M revenue achieved Received largest major philanthropic gift to date; \$250,000 \$100,000 partnership opportunity for the Business School; largest such partnership to date Partnership opportunity funding increased by 93% over 2011-12 Raised \$50,000 in new gifts towards student support despite cancellation of the Ontario Trust for Student Support (OTSS), a matching donation program which provided incentive to donors Revenue from affinity partners increased by almost 40% Developed integrated plan for Planned Giving; tracking \$530,000 in planned gifts Created and implemented formal donor stewardship recognition plan Reviewed awards program with schools and departments to establish a more inclusive system for applications and alignment with donor stewardship policies 	<p>Achieved Targets</p> <ul style="list-style-type: none"> Development Office repositioned as the Office of Advancement & Alumni Relations Mission, vision and values developed Strategic Plan in place \$7.18M total revenue generated \$8.99M in cash and pledges over five years
<p>6. Develop and implement an Alumni Engagement Strategy</p>	<ul style="list-style-type: none"> Alumni Engagement Strategy developed as part of the Humber Advancement & Alumni Relations Strategic Plan \$100,000 alumni donations secured 	<ul style="list-style-type: none"> \$25,000 in alumni donations secured 1 new affinity partner confirmed Alumni e-news launched 	<ul style="list-style-type: none"> Over \$41,000 in alumni donations secured Social media connectivity (LinkedIn, Twitter, Facebook) increased between 135% and 170% Affinity partnership in final stages of development Two issues of Humber dialogue distributed to over 55,000 alumni Approval of HSF fee launch in Fall 2012 	<p>Achieved Targets</p> <ul style="list-style-type: none"> Responsibility for alumni transferred to Office of Advancement & Alumni Relations effective April 1, 2009 Alumni magazine launched Alumni engagement activities articulated in Advancement Strategic Plan being implemented Ongoing maintenance and updating of alumni records More than \$193,000 in alumni donations secured

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 2012 Convocation, Honorary Degrees were awarded to:

Cameron Bailey, Artistic Director of the Toronto International Film Festival

A journalist, writer, curator and festival programmer, Mr. Bailey has curated for Cinematheque Ontario, the National Gallery of Canada, the National Film Board of Canada and Australia's Sydney International Film Festival. He has reviewed films for various magazines and television programs including *Now Magazine*, *CBC Radio One*, and *CTV's Canada AM*. His screenplay, *The Planet of Junior Brown*, was named Best Picture at the 1998 Urbanworld Film Festival in New York and nominated for a Best Screenplay Gemini Award. He is also involved in the Toronto arts and culture community.

Ronald Bain, Executive Director for the Ontario Association of Chiefs of Police

Dedicated to promoting policing excellence for close to 40 years, Mr. Bain served with the Metropolitan Toronto and Parry Sound Police before joining the Peel Regional Police in 1979. He served in Peel for 25 years before retiring as Deputy Chief of Police in 2004. He served as Chief Investigator for the Bernardo Investigations Review and as part of the Independent Commission investigating the SARS emergency before taking on the role of Assistant Deputy Minister overseeing policing services in the Ministry of Community Safety and Correctional Services from 2004 to 2006.

Cathy Crowe, RN and Street Nurse, Social Justice Advocate

A committed activist, Ms. Crowe has worked in the area of homelessness since 1988. Her work on health issues affecting homeless people includes shelter conditions and inadequate housing. She co-founded the Toronto Disaster Relief Committee (TDRC) in 1998 and is a frequent commentator, writer and educator on issues related to homelessness. She was the recipient of the Atkinson Charitable Foundation's Economic Justice Award from 2004 to 2009. Ms. Crowe obtained her diploma in Nursing from Toronto General Hospital in 1972, her Bachelor of Applied Arts in Nursing from Ryerson in 1985 and her Masters of Education in Sociology from the Ontario Institute for Studies in Education in 1992.

Anthony Folan, Founder and President Integral HR Solutions Inc.

Since 2007, as an independent business consultant, Mr. Folan has partnered with clients to align human resources best practices with strategic business plans. Before starting his own business, Mr. Folan worked in a senior HR capacity with Russel Metals Inc. and Kmart Canada in operations as well as senior HR capacity. In 2006, Mr. Folan became a member of Humber's Human Resources Degree Program Advisory Committee. As Chair of the Committee, Folan has provided leadership to a number of on-campus initiatives and has become a frequent guest lecturer. He has a diploma in Business Administration from Lambton College and a Bachelor of Administrative Studies with a major in Human Resources Management from York University as well as a Certificate in Labour Relations from Queen's University.

Jian Ghomeshi, Host of Q on CBC Radio One

An award-winning broadcaster, writer, musician and producer, Mr. Ghomeshi has interviewed a variety of prominent international figures, from prime ministers to sports stars and cultural icons. He has presented many television documentaries, and spent three years as host of the Gemini Award-winning program, *Play*. He has appeared as a contributor or guest on programs ranging from *CNN Today* and *The National*, to *Late Night with Conan O'Brien*. He has been published in the *Washington Post*, the *Guardian*, the *Globe and Mail*, the *Toronto Star* and others, and was a member of the multi-platinum folk-rock group Moxy Fruvous. In the Fall of 2012, Mr. Ghomeshi released his first book, *1982*, a literary memoir.



TOP: Cameron Bailey, 2012 Honorary Degree winner

BOTTOM: Jian Ghomeshi, 2012 Honorary Degree winner



TOP: Humber presents Bernard Aron with a Distinguished Faculty Award

BOTTOM: Humber presents Carolyn Smith with a Distinguished Faculty Award

Dr. Terry Graham, professor of Biological Sciences, University of Guelph

Dr. Graham's research has focused on human muscle metabolism. His work, which has been continuously funded since 1977 by the Natural Sciences and Engineering Research Council of Canada, has significantly furthered our understanding of the workings of the human body. Dr. Graham completed his PhD in physiology at Queen's University in 1974 and did a post-doctoral fellowship at the world-renowned August Krogh Institute in Copenhagen. He has been at the University of Guelph since 1976, where he served as chair of the department of Human Health and Nutritional Sciences from 2001 to 2011. Dr. Graham was instrumental in the development of the University of Guelph-Humber's Bachelor of Applied Science (Kinesiology) program and has taught in the program.

Les Mandelbaum, President and Co-Founder of Umbra

A world leader of award-winning contemporary home accessories, Umbra products are innovative, modern, casual, functional, affordable which – in some cases – have become design icons. Mr. Mandelbaum attended Antioch College in Ohio, majoring in music and sociology; in 1976 he returned to Toronto and started Trans-Canada Hardware (TCH) to supply parts for the construction of heavy duty custom road cases and speaker cabinet protection used by musicians on road tours. In 1979, Mr. Mandelbaum and a childhood friend-turned-designer began Umbra, which now has distribution worldwide. Mr. Mandelbaum has been inducted into Canada's Marketing Hall of Legends.

Connie McCulloch, Executive Vice-President, TJX Canada

Ms. McCulloch is Executive Vice-President, Home and Planning, Allocation & Analysis for the company that operates more than 300 Winners, HomeSense and Marshalls stores nationwide. After graduating with a Bachelor of Science degree from the University of Alberta, Ms. McCulloch had a successful career with Fairweather before joining TJS Canada in 1991. From 1993 to 2000 she progressed through the company and was promoted to her current position in 2011. A lifelong learner, McCulloch has earned a certificate in Strategic Planning and Management in Retaining from Babson College in Babson Park, MA. In 2008 she successfully completed Finance for Senior Executives from Harvard University. She is actively involved in fundraising efforts for the Canadian Women's Foundation.

President's Awards Winners

Each year, the president recognizes notable contributions for excellence in the classroom, customer service and innovation. The 2012 recipients were:

Distinguished Faculty Award

Bernard Aron	School of Business
Ian Baird (posthumous)	Liberal Arts & Sciences
Joy Crysdale	Media Studies & IT
Bernie Monette	Media Studies & IT
Carolyn Smith	School of Business
Ron Stewart	Health Sciences
Brenda Webb	Social & Community Services
Julie Zomparelli	Hospitality, Recreation & Tourism

Administrative Distinguished Service Award

Michael Kopinak	Public Safety
Teeter Leinveer	Human Resources
Andrew Leopold	Marketing & Communications
Elaine Popp	Hospitality, Recreation & Tourism

Community Service Award

Simon Ibbotson	Receiving
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Research Excellence Award

Kristina Lisk	Hospitality, Recreation & Tourism
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Support Staff Distinguished Service Award

Ben Chan	Facilities
Anne DaNova	Registrar's Office
Michelle Krivacic	Hospitality, Recreation & Tourism
Philip Kwan	Applied Technology
Rob McKinnon	Media Studies & IT
Alan Morin	Media Studies & IT
Lucia Moysey	Continuing Education
Natalie Nichilo	Health Sciences
Tony Nuccitelli	Media Services
Cheryl Pinto	School of Business
Shanta Vogel	Social & Community Services

Millennium Lifetime Achievement Award

Pam Hanft	Academic
William Hanna	Media Studies & IT



Other Awards

- Denise Gardner, professor in Humber's School of Hospitality, Recreation & Tourism, is one of five people in Canada to win the 2012 College Sector Education Award. This award, from the Society of Teaching and Learning in Higher Education, was created to recognize those who have made quality efforts to promote and support the development of their peers with regard to teaching excellence. Gardner also received a John and Suanne Roueche Excellence Award from the League for Innovation, an international organization dedicated to fostering best practices in college education. Gardner's teaching philosophy includes actively engaging students by creating learning environments that provide autonomy, through varied instructional strategies and assessment methodologies. She promotes purpose and mastery of skills that are important to students, so that intrinsic motivation drives students to achieve their best.
- Humber Industrial Design students brought home gold medals in each category of the Design Exchange's newly established CONNECT: EnAbling Change Post-Secondary Design Competition. The provincial design competition emphasizes the importance of universal and accessible design principles across disciplines. Humber teams placed first, second and third in both the product design and experiential design categories.
- Humber Et Cetera*, the campus newspaper run by journalism students, won 13 awards in 12 categories in the New York-based Columbia Scholastic Press Association Gold Circle Awards competition, including three first place wins in Overall Design for the student staff as well as Page One Design and Editorial Writing. The paper also won first prize in the Outstanding Campus Newspaper category from the Canadian Community Newspapers Association. *Humber Et Cetera* is published 11 times per term in fall and winter.
- Humber Business professor Earl Hotrum won a West Lake Friendship Award from Zhejiang Province in China, recognizing the contributions of "foreign experts" to the modernization of the province. Hotrum teaches financial accounting and operations management in Humber's Business Management program offered at Ningbo University, which is located in the city of Ningbo on the East China Sea. The program, which is also run at Jimei University, offers Chinese students the opportunity to study business in English, completing two years in China and a third year in Toronto at Humber. Hotrum won the award for his work with the Ningbo community, coaching students competing in public speaking contests, developing partnerships between the university and global companies, and promoting the university to other institutions, both within China and internationally.

TOP: Denise Gardner and the 2012 College Sector Education Award with Humber President Chris Whitaker

BOTTOM: Humber Industrial Design students win at the Design Exchange competition



TOP: Humber announces its intention to host the Punjabi International Film Festival (PIFF)

BOTTOM: Humber officially opens the NBCUniversal Production Suites at Lakeshore Campus

- Already one of the GTA's Top 100 Employers, and one of Canada's Top Employers for Young People and New Canadians, Humber was recognized in November 2012 by Waterstone Human Capital as having one of Canada's Top Ten Most Admired Corporate Cultures of 2012 in the Broader Public Sector category. Humber's strong commitment to its employees' professional and personal development, as well as its efforts to build an inclusive, positive workplace culture are keys to its success and helped make Humber one of only two postsecondary institutions on the list.
- Humber nominated six graduates for the 2012 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. Humber's 2012 nominees were: Mimmo Carbonara, Electromechanical Engineering Technology – Automation and Robotics, 2007; Allan Cole, Funeral Service Education, 1978; Matt Di Paola, Public Relations, 1995; Vincent Lam, Creative Writing, 2003; James Derek Marchand, Law and Security Administration, 1996; Walter Rhoddy, Industrial Design, 1995.

Special Events

- During South Asian Heritage Month in May 2012, Humber hosted the first-ever Punjabi International Film Festival (PIFF) to showcase Punjabi culture. The college hosted screenings of short films and documentaries as well as panel discussions and workshops. The festival featured more than 30 feature films, documentaries and short films from around the world on the themes of Punjabi identity. The four-day event was attended by several top Punjabi film stars, including Harbhajan Mann, Gippy Grewal, and Neeru Bajwa.
- In June 2012, Humber's International Development Institute and the Institute of Public Administration of Canada co-hosted the inaugural Shifting Gears: Innovation and Transformation in International Development Symposium at Humber's Lakeshore Campus. The event featured a number of International Development experts and explored topics such as how the international development context has evolved over the last decade, as well as future implications for development organizations and innovative approaches to adapt to the changing environment. Rahul Singh, Humber Paramedic graduate and founder of Global Medic, was the keynote speaker.
- On November 9, 2012, the School of Media Studies & Information Technology officially opened the NBCUniversal Production Suites, located on the fourth floor of the Lakeshore Commons. The multi-national media company made a donation to Humber to purchase new editing equipment and improve existing resources. Ron Suter, Executive Vice President and General Sales Manager for NBCUniversal Canada attended the ceremony. Both the Hon. Laurel Broten MPP and Bernard Trottier MP from the local riding of Etobicoke-Lakeshore sent greetings and congratulations. The new Suites feature the latest sound editing equipment and software, along with a green-screen setup and provides students with hands-on experience operating equipment that is being used in the industry today.

Success Stories



TOP: Humber Varsity Athletics

BOTTOM: Humber's School of Hospitality, Recreation and Tourism is recognized by the World Association of Chefs Society (WACS)

- Humber launched the Sulawesi Economic Development Strategy Project (SEDS) in October 2012, partnering with seven universities in Sulawesi, Indonesia for a five-year, \$4.6 million initiative to help develop the partner institutions' capacity to deliver entrepreneurial curricula. The project is funded by the Government of Canada through the Canadian International Development Agency (CIDA) and Humber College. The project will provide Humber faculty with a unique cross-cultural professional development experience, and students will benefit through internship opportunities and field experience that is critical to finding future employment.
- The Innovation Humber Incubator and Humber Research hosted the first-ever Friendly Fire Pitch Competition, a contest for student entrepreneurs seeking funding to start a business. Five prizes totaling \$40,000 were distributed to kick-start business ideas ranging from jewelry design to rooftop farming and an online network for sharing and collaborating on original music. Competitors were required to go through a two-step application process including a business summary and two-minute promotional video and finalists were selected through a social media voting campaign via Facebook
- Humber has received more than \$750,000 from the Ontario Ministry of Training, Colleges and Universities (MTCU) to offer mental health first aid training to the province's 24 colleges and a handful of universities in northern Ontario. With funding from MTCU's Mental Health Innovation Fund, Humber and Mental Health First Aid Canada will train representatives from other institutions to become instructors in mental health first Aid (MHFA). Like first aid, MHFA teaches people to recognize and respond appropriately to mental health crises, providing initial support until professional help is obtained.
- Humber's School of Applied Technology – Continuing Education won a CONNY Award from the Ontario Colleges Heads of Continuing Education in the web application category for its Virtual Life Online Proctoring website. CONNY Awards recognize excellence in continuing education at Ontario colleges in the areas of programming, web application, marketing, adult education strategies and exemplary procedures. The Humber project features live online proctoring services with a high level of integrity for higher education institutions.
- Humber Varsity Athletics experienced another stellar season in 2012-2013, winning three Canadian Collegiate Athletic Association (CCAA) National championship teams, and a total of ten national medals, including five All Canadians and a Player of the Year award. Provincially, the Humber Hawks had 13 team gold medals and three individual medals. Totals included 21 medals, five Ontario Colleges Athletic Association (OCAA) players of the year and 27 All-Star selections. Perhaps even more impressive is the commitment to academics by varsity athletes; Humber had six CCAA National Academic All-Canadians and 36 OCAA Academic All Stars in 2012-2013.
- The School of Hospitality, Recreation and Tourism has become the first Canadian institution – and one of only 25 culinary institutions from across the world – to be recognized by the World Association of Chefs Societies (WACS) for meeting twelve stringent standards of quality culinary education, the highest recognition given to an educational program in the culinary industry. Humber is currently the only Canadian college to offer the demanding Canadian Master Chef certification, which is the highest designation a master chef can achieve.
- For the second year in a row, a team of Humber paralegal degree students joined the “Elite Eight” at York University's annual Osgood Cup mooted competition. Humber's team of Paige Diebel and Aram Simovonian placed fifth out of 46 teams, competing against undergraduate teams from six universities across Ontario, including York, McMaster, Carleton, the University of Toronto, the University of Western Ontario and the University of Ottawa. Humber is the only college invited to participate in the Osgood Cup.



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 Services 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, 5,759 new individuals made use of these resources, in addition to those that were already accessing Humber's Community Employment Services. Additionally, 2,587 individuals received one-on-one support to establish action plans to achieve their employment and training goals. To date, 1,474 individuals have secured employment, of which 230 were placed by the Job Developers at 112 different Employers. These Employers received Employment and Training Incentive funds in the amount of \$408,634 to support the skill development and orientation needs of these employees. Three hundred and twenty five clients have enrolled in further education or training, of which 163 entered college programs through the Second Career program. In addition, 4,320 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, 82 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 (COWD).

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 in 2012-13 as a result of additional provincial funding:

- **Camp Choice – Aboriginal Camp 2012** – With funding from MTCU, Humber was able to host its fourth 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 involvement with campers once they returned



to their communities, providing support and mentoring as they enter and proceed through high school. One hundred and fifty 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 2013. This program is unique to Humber College.

- **Student Success and Engagement Aboriginal Services** – With funding from the MTCU Postsecondary Education Fund for Aboriginal Learners (PEFAL), education, training and outreach activities with Aboriginal Peoples have been expanded exponentially to school boards and 14 native organizations in the GTA. Other Aboriginal Outreach and promotion activities included visiting 54 First Nation communities, and making 46 high school presentations to a total of 2,045 students. Humber's Aboriginal Services were also present to conduct outreach at five community education events, with attendance of 3,500.

Aboriginal Services Outreach and promotion also included educational materials in print and online: INSPIRE; the ImagineNative International Film Festival; *Union of Ontario Indians Pow Wow Guide*; *NationTalk*; Fashion Arts Annual Event; 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)** – In 2010, the Council of Educators of Toronto secured funding from MTCU and the Ministry of Education, as well as TD Bank, to establish a secretariat to support its activities for a two year period. CET initiatives are related to developing a collaborative and coordinated approach among Toronto colleges, universities, school boards and the United Way to enhance access to postsecondary education for marginalized youth. Humber is the trustee organization for the agreement with the Ontario Government. As this initiative has progressed, CET member organizations have collaborated on a number of events in the community to raise awareness about available pathways to further education. In addition, the members are now sharing best practices and in some cases coordinating their intake with other institutions to ensure that seats in programs are full. The CET has been approved for another two years of funding and has received ongoing support from the TD Bank for the next two years.
- **Camp Choice - Education Camp 2012** – This program is a user-pay, three-day residential college experience for schools with students in Grades six to eight. The focus is to introduce a broad range of post-secondary studies (robotics, computer animation, advertising, etc.) through hands-on workshops led by college students. With funding from the Ontario Government's School College Work Initiative (SCWI), 300 Grade 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 2012** – The Ontario Government's School College Work Initiative (SCWI) funded a unique summer camp where Grade 10 students could earn high school credits in Careers (GLC20) and Civics (CHV20) while attending a two-week residential summer school program at Humber. The high school curriculum was taught by a certified board teacher with additional value added and career specific workshops 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. Twenty-six students from the Toronto Catholic District School Board (TCDSB) participated with 100 per cent successful completions.



- **Student Outreach** – Information sessions were presented to 155 secondary students from local 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. This year new workshops focused on admissions processes, financial aid, and scholarships and bursaries, were delivered by Student Recruitment.
- **Parent Outreach** – 192 adults (parents, newcomers, ESL LINC students and unemployed adults), residents of Etobicoke (North, Middle and South), and the Lawrence Heights area attended information sessions on postsecondary education, pathways, funding and financial aid, as well as community employment services, occupation specific language training and bridging programs.
- **Dual Credit Programs** – These programs, funded by the SCWI, are designed to motivate and assist Grade 11 and 12 students facing challenges to successfully complete high school. Over 900 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 completed its sixth Cook/Bake Pre-Apprenticeship Program in 2012 with 20 participants. One of the students who successfully completed the program in spite of personal challenges was acknowledged for his perseverance with the MicroSkills Youth Achievement Award. This program was delivered by the School of Hospitality, Recreation & Tourism (HRT) in partnership with the Community MicroSkills Development Centre and the Rexdale YMCA.
- **Humber Homework Club** – 94 students in Grades nine through to 12 from two local high schools attended the weekly homework club delivered by Humber College in partnership with the Toronto District School Board (TDSB) and Community MicroSkills Development Centre. These students receive help with homework and mentoring from Humber students from different fields of study for tutoring in Math, English and Science.
- **Friends of the Arboretum After-School Club** – 25 local secondary school students participated in this jointly funded initiative between the Humber Arboretum and MicroSkills Youth Services. Students were immersed in the outdoors, exploring the amazing natural diversity that exists within the Humber Valley, and 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. This project provided an opportunity for local youth to engage in the natural world while earning community service hours.
- **Campers and Leaders in Training** – This joint Humber Arboretum and MicroSkills program offers youth aged 14 to 17 years the opportunity to gain valuable experience working at a nature camp. Thirty-five local youth participated in 2012-13, with four youths from this program selected for the hands-on experiential leadership training leading to future camp Counsellor positions.
- **Tridel B.O.L.T Scholarships** – Community Outreach and Workforce Department (COWD) worked with Humber's Advancement and Alumni Relations Office to strengthen ties with Tridel by working on the B.O.L.T Committee with partners including George Brown College, the Children's Aid Society and the Children's Aid Foundation. Humber received 10 scholarships in 2012-13, an increase of six from last year. Humber College is one of only two colleges in Toronto to be awarded Tridel Scholarships to support young people to enter the building trades and other related disciplines. COWD and the Advancement and Alumni Relations Office held a community information event for local community organizations that serve youth to inform them of this opportunity.



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 workforce. Humber is actively involved in supporting these newcomers through a number of coordinated services:

- **Internationally Trained Immigrant Advising** – Humber continued to offer pre-entry advising services to internationally trained immigrants (ITI). Over 1,000 immigrants availed themselves of Humber’s ITI advising services in 2012-13, 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 70 internationally trained engineers, project managers 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. More than fifty individuals participated in the .NET Solutions Bridging program for Internationally Trained IT Professionals, delivered by Humber. Ninety-seven (97%) per cent of students 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 120 civil, mechanical and electrical engineers to enhance engineering software skills. Thirty-three students enrolled in the Mobile Systems Integration bridging program and an additional 62 students participated in the Pathways to Employment in the Sustainability and Energy sector.

In addition, Humber is a partner in four additional bridge training projects with its community partners, providing technical skills training for:

- ACCES Employment: Engineering Connections, Leadership Connections and Sales and Marketing Connections bridging programs
- Skills for Change: Trades Win Support program



Community Events

- **Newcomers: Plan Your Next Step Networking Event** – Humber hosted a special event for newcomers in the community on August 7, 2012. This event offered participants the opportunity to network with others, discover programs and services offered by the college for newcomers, and obtain job search advice from guest speakers in business and industry.
- **.NET Solutions Networking Event** – On August 22, 2012, a number of employers in the IT industry engaged in mock interviews with students to prepare them for future job interviews and employer expectations. These employers all had immediate job openings for Software Developers and/or Business Analysts and, while assisting them with mock interviews and providing resume critique, also screened participants as potential hires.
- **Trading Best Practices Symposium:** – Humber’s Centre for Trades and Technology hosted a conference with its community partner, Skills for Change. This conference provided an opportunity for internationally trained tradespeople to connect with experts in the trades, learn more about community services available to them, and network with peers and employers.



Financial Report

REVENUE:	Year ending March 31, 2013
Grants and reimbursements	138,280,373
Tuition fees	151,744,564
Amortization of deferred capital contributions	14,684,816
Interest Income	5,416,719
Other	33,750,675
Total operating revenue	343,877,147
Ancillary	27,659,044
TOTAL REVENUE	371,536,191

EXPENSES:	
Salaries and benefits	183,097,408
Contract services	30,039,540
Maintenance, utilities and municipal taxes	8,975,878
Advertising and Marketing	11,173,982
Supplies, equipment and other expenses	27,983,813
Information technology, software and licenses	5,064,334
Student assistance	5,524,623
Amortization of capital assets	32,427,195
Total operating expenses	304,286,773
Ancillary	23,630,289
TOTAL EXPENSES	327,917,062

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2012-2013 are available at humber.ca/content/publications



Executive Team

Chris Whitaker

President and CEO

Michael Hatton

Vice-President, Academic

Rani K. Dhaliwal

Vice-President, Finance & Administrative Services

John Mason

Vice-President, Student & Corporate Services

Deb McCarthy

Vice-President, Human Resources

Board of Governors

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Lily Khosla

Hurb Kumaasi

Audrey McKinney, *Vice-Chair*

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Gordon Schofield

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Chris Whitaker, *President*

Year-end March 31, 2013
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