



HUMBER

Executive Brief

In the recruitment of President and CEO
for Humber College



www.kbrs.ca

1.866.822.6022



**WE ARE
FUTURE FOCUSED**



Land Acknowledgement

Humber College is located within the traditional and treaty lands of the Mississaugas of the Credit. Known as Adoobiigok, the “Place of the Alders” in Michi Saagiig language, the region is uniquely situated along Humber River watershed, which historically provided an integral connection for Anishinaabe, Haudenosaunee, and Wendat peoples between the Ontario Lakeshore and the Lake Simcoe/Georgian Bay regions. Now home to people of numerous nations, Adoobiigok continues to provide a vital source of interconnection for all.



Organization Profile

Humber College

Humber College Institute of Technology and Advanced Learning is one of Canada's leading post-secondary institutions.

Transforming post-secondary education through global, polytechnic leadership, Humber is one of only five Ontario colleges designated an Institute of Technology and Advanced Learning.

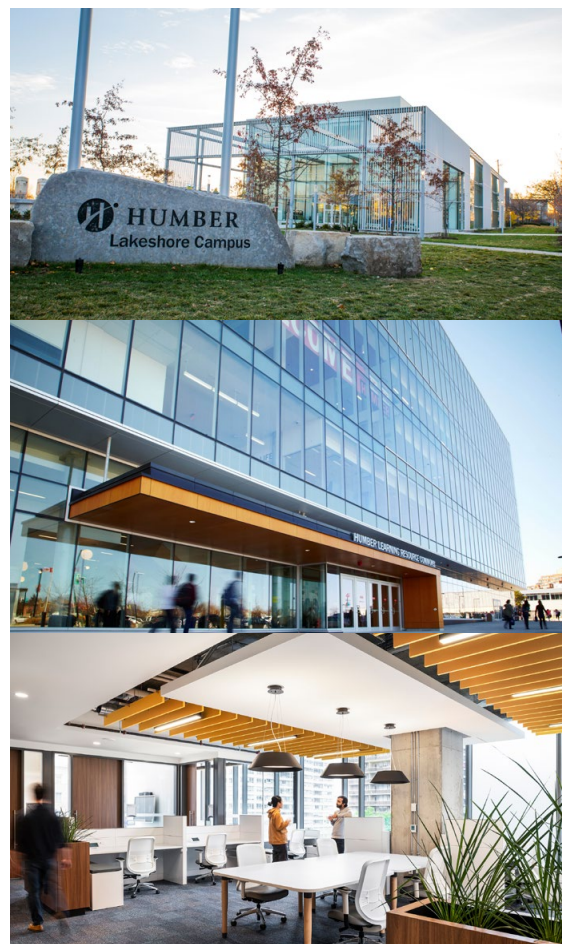
Humber is one of the largest post-secondary institutions in Canada with more than 38,000 full-time students across three campuses. With an emphasis on hands-on, career-focused education, Humber offers a broad range of credentials including bachelor's degrees, diplomas, apprenticeship training, certificates and Ontario graduate certificates. Humber provides both full-time and continuous professional learning offerings and is committed to student success through excellence in teaching and learning.

Programs blend theory and hands-on learning, giving students the opportunity to gain practical experience in small classes and learn from expert faculty who have extensive industry experience.

The college's polytechnic approach includes a wide range of credentials with well-established pathways between them, as well as partnerships with industry, community agencies, and other educational institutions, providing students with opportunities to connect with industry and gain real-world work experience.

Humber at a Glance

- **Three campuses:**
 - Lakeshore Campus
 - North Campus
 - International Graduate School
- **Six Faculties:**
 - Faculty of Applied Sciences & Technology
 - Faculty of Business
 - Faculty of Health Sciences & Wellness
 - Faculty of Liberal Arts & Sciences and Innovative Learning
 - Faculty of Media & Creative Arts
 - Faculty of Social & Community Services
- **Home to more than 38,000 full time students including:**
 - 6,000+ international students
 - 1,500+ apprenticeship students
 - 1,400 students in residence
- **More than 278,000 alumni with 10,000 graduates annually**
- **200+ full time programs including:**
 - 110,000 program applications annually
 - 100+ diploma to degree pathway opportunities
 - 60+ pathways with partners in Ontario, Canada and abroad
- **Over 1,460 full-time faculty and 2,160 employees**
- **87% of graduates are employed within 6 months of completing studies**
- **Provides over \$10M worth of scholarships and bursaries each year**
- **1st public college in Canada to adopt the Okanagan Charter setting an ambitious goal to be the healthiest campus in the country**
- **A leader in sustainability, Humber is committed to a net zero future and is a signatory to the CICA net zero protocol**
- **Awarded Gold for the College and Institutes Canada (CICA) Indigenous Education Excellence in 2021 and has been a signatory for CICA's Indigenous Education Protocol since 2014**
- **All-time leader in CCAA and OCAA championships**





LARGEST POLYTECHNIC
IN CANADA



MORE THAN

220⁺
PROGRAMS

31 HONOURS BACHELOR DEGREES
51 ONTARIO GRADUATE CERTIFICATES
33 ADVANCED DIPLOMAS
69 DIPLOMAS
25 CERTIFICATES
13 APPRENTICESHIPS

6 ACADEMIC
FACULTIES



APPROXIMATELY
6,000⁺
INTERNATIONAL
STUDENTS



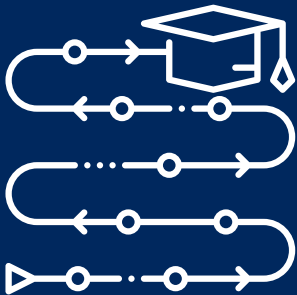
127,000
PROGRAM
APPLICATIONS
ANNUALLY



33,000⁺
FULL-TIME
STUDENTS



278,000⁺
ALUMNI



100⁺
PATHWAYS

FROM ONTARIO GRADUATE
CERTIFICATES TO
MASTER'S PROGRAMS
AT PARTNER INSTITUTIONS



90%
OF EMPLOYERS
ARE SATISFIED
WITH THE QUALITY
OF WORK



19,000⁺
PART-TIME AND
CONTINUING EDUCATION
STUDENTS

Vision

Transforming post-secondary education through global, polytechnic leadership.

Mission

Humber develops global citizens with the knowledge and skills to lead and innovate.

Values

- **Courage** – We are bold in charting a new course in high quality education.
- **Innovation** – We drive innovation and creative enterprise.
- **Equity** – We cultivate an environment where all individuals can achieve their full potential.
- **Health & Wellbeing** – We nurture the health and well-being of our communities.
- **Sustainability** – We preserve our collective future.

Strategic Pillars and Priorities

In Spring 2021, Humber updated its current Strategic Plan and confirmed its focus on five strategic priorities in [Humber Tomorrow: Strategic Priorities and Actions](#).

These priorities are:

1. Flexible Learning Strategy
2. The New Polytechnic Approach
3. Remote and Hybrid Work Culture
4. Healthy and Inclusive Community
5. Digital Campus

Humber sees the first two of these as differentiators, furthering the spirit of ‘Lead, Transform, Differentiate’ that infuses our current strategic plan, and the latter three as foundational to our values-driven approach to teaching, learning, and working.

This refreshed set of future-focused strategic priorities was shared broadly with the Humber community and supporting activity is bridging the college between its current and future strategic plans. These priorities enable a focus on maximizing new opportunities to evolve our programs and operations across our physical and digital campuses and are critical components to our vision of transforming post-secondary education through global, polytechnic leadership, and ensuring that we maintain a strong organizational culture focused on student success.

Humber’s [2018-2023 Strategic Plan: Lead-Transform-Differentiate](#), identified three strategic directions through which the College will develop career-ready citizens, provide accessible education, and build a healthy and inclusive community. The strategic plan is supported by a Digital Campus Plan that guides strategic investments supporting an innovative, collaborative and welcoming campus.



Pillar 1 – Career-Ready Citizens

- Transform education by creating opportunities for all students to participate in meaningful experiential learning, with a focus on work-integrated learning and applied research.
- Establish strong, sustainable collaborations with industry, community, international and alumni partners that create unique learning experiences for our students and reciprocal benefits for our partners.

Pillar 2 – Accessible Education

- Lead the province in developing programs, credentials and pathways that enhance student choice, mobility and access to higher education.
- Empower students by transforming the learning environment to offer more choices in how, what, when and where they learn.
- Expand and enhance Indigenous programming, methodology, research, practice and delivery.

Pillar 3 – Healthy and Inclusive Community

- Optimize student success by embedding health and well-being into all aspects of campus culture.
- Continue to build a diverse and inclusive community of exceptional students, faculty and staff.
- Provide national leadership in developing sustainable campuses.

Foundations - The 21st Century Institution

As Humber has moved forward with their strategic plan, this strong foundation is integral to their success:

Create an innovative and differentiated educational experience by continuously improving academic and administrative processes, programs and services.

- Establish institutional outcome measures and dashboards to provide precise and transparent feedback on Humber's progress and performance.
- Design and execute strategies to review and optimize structures and processes across divisions and departments.
- Coordinate and improve planning at all levels by developing and executing a comprehensive integrated planning framework.

Plan for a financially sustainable future.

- Respond to changing domestic and international demand for post-secondary education by developing and implementing viable enrolment plans.
- Diversify revenues through new initiatives in fundraising, corporate education and entrepreneurial activity.

Strategically invest in infrastructure that supports an innovative, collaborative and welcoming campus.

- Create a Digital Campus Plan to deliver the many advantages of digital solutions to the Humber community.
- Expand and continuously improve Humber's learning and working spaces.

To learn more about Humber College and their strategic priorities, please visit:

- humber.ca
- [Humber Tomorrow: Strategic Priorities and Actions](#)
- humber.ca/strategic-plan



STUDENT WELCOME AND RESOURCE CENTRE
LAKESHORE GROUNDS INTERPRETIVE CENTRE





Humber's Commitment to Equity, Diversity and Inclusion

Humber College is a leader in providing a learning, working and living environment that recognizes and values equity, diversity and inclusion (EDI) in all its programs and services.

Humber proudly endorsed the [BlackNorth Initiative CEO Pledge](#) and the [Dimensions: Equity, Diversity and Inclusion Canada Charter](#).

In the 2018-2023 Strategic Plan, Humber identified as one of its strategic priorities to continue to build a diverse and inclusive community of exceptional students, faculty and staff. Humber has convened members of the College community to join an [Equity, Diversity and Inclusion \(EDI\) Taskforce](#) that works alongside the Centre for Human Rights, Equity & Inclusion to establish an institutional framework and strategy for EDI.

Humber's [EDI Implementation Plan 2018-2023](#) incorporates the principles of the BlackNorth Initiative CEO Pledge and the Dimensions Charter, and uses a multi-pronged approach that will lead to concrete, measurable outcomes of equity, diversity and inclusion infusion throughout the College.

The [Centre for Human Rights, Equity & Inclusion](#) at Humber provides human rights and equity programs and services to the Humber Community. All Centre Initiatives integrate a holistic framework that extends beyond binaries and addresses the simultaneity of the individual's identities and experiences. The intersectional and integrative approach grounded in a practice of care is woven throughout the Centre's programs and services







Position Profile

President and CEO

Reporting to the Board of Governors, the President and CEO is responsible for capturing, developing, and articulating the vision of the college community, and for ensuring academic and administrative policies are in place and implemented to support this overarching vision. Guided by the strategic and academic plan, the President advances the College's academic presence to ensure that students experience transformative education in a dynamic, collaborative, and supportive learning environment. The President is the academic and administrative leader and manages, motivates and supports the faculty, administration, staff and students at the College. Having accountability for the effective operational and fiscal management of the College, the President ensures prudent budget planning, including resource allocation in accordance with the College's strategic plan. As primary ambassador for the College, the President represents the College externally through partnership-building regionally, nationally and internationally and engages with key stakeholders including community partners, government and academic institutions.

Mandate

Based on the feedback from the Humber College community, the key elements of the mandate for the next President and CEO were identified.

The next President and CEO will:

Lead in the Post-Pandemic Future of Learning, Teaching and Working

- Reconfirm Humber's commitment to leadership of the sector in post-secondary education.
- Lead and support the people of Humber to continue to innovative and evolve the delivery of education, including flexible learning platforms and service delivery models.
- Lead and support senior leadership in the continued development of Humber's Digital Campus Plan, to deliver digital solutions and enhancements to the Humber community.
- Work closely with industry partners to respond to the needs of the shifting workforce and position Humber as an innovation hub in workforce design and innovation.
- Authentically engage the Humber community in order to create working and learning environments that promote/foster a culture of belonging and shared vision.

Champion Social Issues and Demonstrate Commitment to EDI

- Lead and support programs and initiatives that invite, embrace and increase the diversity of ideas, cultures and peoples within the Humber community.
- Ensure that principles of equity, diversity and inclusion are embedded in policies, practices and programs.
- Proactively mobilize and advance equity, diversity, inclusion, and accessibility across and throughout Humber College, by serving as an active champion and leader in all aspects.
- Promote and support active and authentic engagement with Indigenous communities and inclusion of different ways of knowing.
- Lead the College's long-standing commitment to Indigenous learners, families, communities, and organizations.
- Lead the implementation of recommendations made by Humber's EDI Task Force.
- Lead the implementation of programs/initiatives and partnerships that facilitate access to post-secondary education.

Bridge to a New Strategic Plan

- Through an engaged dialogue with the entire Humber Community including students, faculty, staff, alumni, and external stakeholders, co-create, articulate and deliver the new vision and strategic direction for Humber.
- Build on the strengths and assets of Humber and recognize the need for Humber to be relevant, innovative, and sustainable.

Define Humber's Unique Polytechnic Identity

- Lead Humber in further advancement and long-term success, by continuing to evaluate, evolve, focus, and articulate its unique identity and vision.
- Distinguish and differentiate Humber in a way that is consistent with its mission, vision, and values, and responsive to the changing needs of students, faculty and staff, the community, government and industry.
- Lead Humber in officially being recognized as a Polytechnic institution and promote applied research and the creation of applied Master's level degree programs.



Promote Student Success and Engagement

- Participate actively in all aspects of the vibrant Humber community and work to support an engaging and inclusive student experience on campus.
- Demonstrate a commitment to student success by fostering and supporting student learning, experience, growth and development.
- Continue supporting and promoting student access to industry leaders and career-relevant work experiences.
- Work collaboratively with the Student Union to ensure that Humber continues its mission as a student-focused College and to encourage productive relationships between administration and the student body.
- Foster meaningful relationships and on-going communication with students, and work in close consultations with students to assess and articulate how decisions and choices affect the student experience.



Foster Strong External Relations and Actively Engage with Community

- Establish trust, confidence and strong relationships with the Humber Community and key external stakeholders.
- Continue to grow Humber's global impact by building on the College's reputation with strategic partnership development with like-minded institutions from around the world.
- Be a proud voice and public champion of Humber, by raising its profile, and being a visible and actively engaged participant in the community.
- Advance and promote Humber through active engagement and positive relationships with faculty, staff, students, alumni, industry, donors, government and other partners.
- Develop and participate in funding initiatives that promote diversity in revenue streams in support of Humber's mission and long-term sustainability.
- Support and further develop a culture of philanthropy, working closely with the Board of Governors and fundraising committee.

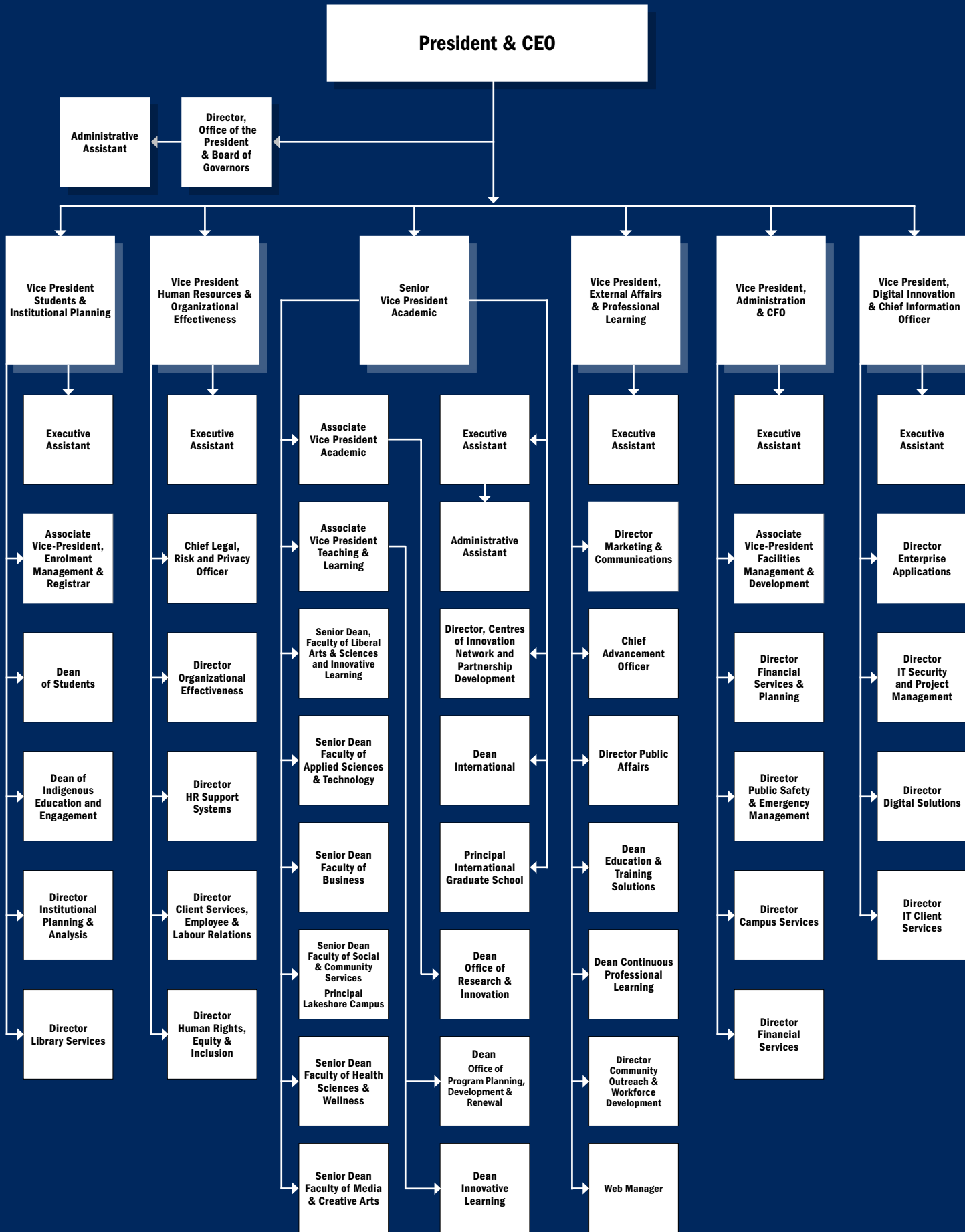
Enable and Encourage New Integrated Approaches and Models of Learning

- Champion the development of learning opportunities with multiple pathways, methodology alternatives, and new means of delivery.
- Explore and support new models of learning for experiential learning and delivery that are aligned with Humber's values.
- Focus on excellence and innovation in teaching and learning, and the delivery of high-quality education that is responsive to the needs of students.

Ensure Operational Effectiveness

- Lead and model commitment to operational efficiency and effectiveness by ensuring that resources are deployed to support senior leadership in the execution of College priorities.
- Establish, inspire, lead and work with the senior leadership team in ensuring they promote innovation, student success and collegial relationships within the College.
- Ensure human resources are valued and acknowledged for their formal and informal leadership and commitment to Humber's values.
- Role-model principles of transparency, integrity, and respect in all administrative matters.

Administration Effective January 2022





Ideal Candidate Profile

Experience and Qualifications

The next President and CEO will possess:

- Successful strategic leadership experience in an academic or similarly complex, multi-stakeholder organization, including experience in strategic planning, financial planning and management, external and government relations, fundraising, and individual and organizational development.
- A demonstrated track record of innovation and strong engagement with diverse communities.
- A demonstrated commitment to ensuring academic excellence, and a passion for teaching, research, and learning.
- A demonstrated commitment to equity, diversity and inclusion.
- A doctoral (PhD) is preferred, or relevant terminal degree.
- Experience in or an appreciation for operating within a collegial governance structure and unionized environment.
- Experience developing, fostering, enhancing and maintaining strong relationships and partnerships with community, industry, government, funding bodies and other institutions locally, nationally, and internationally.
- Experience and comfort leading and actively participating in institutional advancement or business development activities

Competencies and Personal Attributes

The President and CEO will be expected to demonstrate the following competencies:

Student-Focused

You demonstrate commitment to fostering a learning environment that equips students with the skills and experience to succeed. This includes helping them to be career-ready and providing employers with pools of sought-after job candidates.

You embrace and champion Humber's culture of inclusivity and its student-focused values, and are able to authentically connect with students. You value and respect active student engagement and foster a culture within which all student voices are encouraged and heard. As a visible leader, you actively participate in student life on campus and challenge students become leaders as local and global citizens.

Strategic Leadership

You are an empowering leader who articulates a clear vision, identifies long-term, future goals and challenges your leadership team to constantly improve and grow. You think holistically, develop strategic opportunities, assess, articulate and communicate to faculty, staff, students and alumni how decisions are made to advance the academic mission, the student experience and overall success of Humber. With the ability to inspire and engage within a collegial environment, you proactively invite ideas and perspectives, engage in conversation and debate and build consensus. You are financially astute and approach fiscal and risk management from a disciplined perspective, ensuring sound decision-making, and effective and efficient resource allocation in accordance with Humber's strategic direction and long-term financial sustainability.

Innovative and Inspirational Leadership

You envision possibilities and mobilize people to realize them. You are energized by diverse ideas, thoughts and perspectives. You have the courage to support innovative thinking across Humber College and are able to foster and lead within a culture that is nimble in how it adapts and changes. You are optimistic and inspiring about the future for Humber and can effectively invite and engage others in pursuing the possibilities. You value openness, accountability, and are committed to building trust and collegiality within the College.

Commitment to Equity, Diversity, Inclusion and Accessibility

You have a strong commitment to increasing accessibility, equity, and diversity, and the ability to maintain an inclusive climate that reflects a deep understanding of and respect for diversity, interdependence, interconnectedness and cultural complexity. You bring a global perspective to your work and act with empathy, compassion, and humility to create equal opportunity for all individuals and communities. With a commitment to inclusive excellence, you recognize the need for embedded and integrated EDI practices across the institution and campuses, both in professional and learning environments.

You are committed to Truth and Reconciliation and continuing Humber's long-standing and demonstrated leadership in Indigenous education and engagement.



Relationship Builder, Ambassador and Champion

As a bridge builder, you value relationships within, across, and outside the College and actively build and maintain relationships that support the College's goals. Externally, you build and foster strategic partnerships that connect the College with corporate, community, government and academic partners. Internally, you encourage interdisciplinarity and collaboration across faculties and among students, faculty and staff. You allocate time and effort to understanding and meeting the needs of internal and external stakeholders and are a compelling advocate who proudly champions Humber to all stakeholders. As an active and visible spokesperson, you are comfortable being a pillar of the College, as well as effectively navigating the political environment at the local, regional, provincial and federal levels.

On the heels of Humber's first fundraising campaign, you will continue to support the further development of a culture of philanthropy and work with the board and fundraising committee to help shape Humber's future.

Commitment to Humber's Values

You are committed to the values of courage, innovation, equity, health and well-being and sustainability and walk the talk authentically. You will continuously strive for Humber to be a leader in these values and will not only live them but reference them at every opportunity.







The Greater Toronto Area

Toronto is one of the world's most diverse cities, with more than 100 dialects and languages spoken, and representation from across all cultural groups. As North America's fourth largest city, its residents contribute to Toronto's economic, social, and cultural life. Despite its size, Toronto is known for its characteristic friendliness and safety and is consistently ranked as one of the most livable and desirable cities in the world. As Canada's cultural capital, Toronto is an energetic, creative and welcoming community of nearly 3 million people - 6.5 million in the Greater Toronto Area (GTA).

Toronto's economy is one of the most diverse in North America, and it is fast becoming a leading hub for technology startups—it is the third largest technology sector on the continent, including more than 15,000 companies and over 400,000 employees in areas ranging from artificial intelligence to quantum computing and more.

Toronto has an extensive transit system with many points of access to [Humber's campuses](#). While everything students require can be found in the Campus communities, convenient transit and roadways provide access to all that Toronto has to offer. Toronto's Pearson International Airport (located in Mississauga) is Canada's busiest airport and provides an unparalleled offering of domestic and international flights.

The GTA's outstanding quality of life and vibrant, active culture attracts a highly mobile, global workforce in search of economic opportunity and a great standard of living. People choosing to make the Toronto area their home enjoy an accessible, clean and green city that provides superior educational opportunities and a first-class, publicly funded health care system.

For more information on this beautiful area, we recommend the following websites:

- www.toronto.ca
- www.destinationtoronto.com





Deciding to Become a Candidate

The following is a list of the steps that we anticipate in this recruiting assignment. We would also like to bring to your attention several key issues we would recommend you consider as you navigate the search process.

Interview with KBRS

As we receive the resumes of candidates who express interest in the position, we compare them against the key selection criteria set by the Search Advisory Committee and also against the backgrounds of other candidates. We then arrange to speak with, and/or meet with, candidates whose experience and qualifications are closest to those articulated in the ideal candidate profile.

In our initial interview with you, we will seek to understand more about your background, qualifications, experience and your interest in the position. As you move forward in the search process, we will ask you to consider the following information that will ultimately be important to your decision.

Terms of an Appointment – Please consider issues related to compensation, benefits, etc.

Relocation - If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you. If a physical move will ultimately prove unacceptable to you, please determine that at this stage.

Alignment – Please consider the alignment of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered about the position and the organization before deciding to pursue this role, please let us know. If needed, we will attempt to arrange a conversation between you and our client to get you the answers you need to make a well-informed decision.

Considerations for International Candidates – If you are an International or Temporary Foreign Worker, in addition to applying for this position, you may want to explore the Government of Canada’s website to learn more about Working in Canada.

The goal of considering all this information is to help you make an informed decision as soon as possible as to whether or not you are seriously interested in this position. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. We will ask our client to extend to you the same courtesy.

Interviews with our Client

The Search Advisory Committee will consider all candidates and ultimately will invite a small group forward. Typically, this next step is an interview with the Committee. Often, we attend these meetings as well. The Search Advisory Committee for the President and CEO at Humber is chaired by the Chair of the Board of Governors and includes representatives from Humber’s Board of Governors, faculty, students, administration and senior leadership. For more details on the Committee members, please visit [here](#).

If there is a desire to move forward with your candidacy after the initial interview with the Search Advisory Committee, you will be invited for further conversations with the Committee and possibly some key members of the community. The format and nature of these conversations will be developed to allow you to learn more about Humber, to allow the Committee to invite feedback on your candidacy and to begin to set the conditions for successful integration for the next President and CEO. The Committee and the Humber community commit to respecting the confidentiality of your interest throughout this process.

Shortly after these conversations, if both you and the Search Advisory Committee feel the fit is right, the Board of Governors will receive a recommendation report. If the recommendation is approved, the usual procedure is yourself and the Board Chair will then work out mutually acceptable terms of your employment and reach an agreement subject to Humber College being satisfied with reference checks.

Humber College is committed to a workforce that reflects the diversity of our students and our city. We actively seek Indigenous Peoples and individuals from equity-deserving groups with demonstrated skills and knowledge to deal with all aspects of equity, diversity and inclusion in a post-secondary environment. Humber College is committed to accommodating applicants with disabilities throughout the hiring process, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA). This document is available in alternate formats upon request.

Reference Checks

After your initial interview with the client, if both you and the client wish to proceed further, we would like to speak to references of our choice who represent 360-degree **working relationships** you have had for the past several years, whether supervisors, peers, or subordinates. We have an obligation to provide our clients with verified reference information and this may include personal information from specified and non-specified individuals. KBRS’s policy is to present to our client a minimum of three to six references before an offer is made.

Resume Accuracy/Background Checks

If you choose to be a candidate and progress to the interview stage, you will be asked to provide information to allow us to conduct a thorough background check inclusive of reference checks, verification of your education, designations obtained and awards received. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background, credit or criminal history, our client will be informed, and they will make a decision as to how to proceed with your candidacy.

KBRS respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our [website](#).

Etiquette Regarding an Offer

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

- First, in the event that an offer is extended to you, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not “shop” or discuss the offer with your present employer.
- Second, if you say you will accept the offer, your word is your bond and our Client can count on the fact that you will be joining them. Otherwise, please turn down the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel its offer. We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common, and you are wise to anticipate they may arise.

If either or both of these conditions are unacceptable to you, please let us know now, at the beginning.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process.

Should you have any questions regarding this opportunity, please contact:

- Amorell Saunders N'Daw, Partner
asaundersndaw@kbrs.ca
- Katherine Frank, Partner
kfrank@kbrs.ca
- Lauren Wright, Executive Recruiter
lwright@kbrs.ca
- Chris Gibson, Executive Search Coordinator
cgibson@kbrs.ca