

# **STRENGTHEN SUSTAIN MAXIMIZE**

**2017-2018  
BUSINESS  
PLAN**



**WE CAN REFLECT ON AND  
TAKE PRIDE IN THE FACT THAT  
HUMBER COLLEGE HAS  
FIRMLY ESTABLISHED ITSELF  
AS A LEADER IN  
POLYTECHNIC EDUCATION**

# MESSAGE FROM THE PRESIDENT

As we approach the final year of our 2013-2018 Strategic Plan and our 50th anniversary, we can take pride in the fact that Humber College has firmly established itself as a leader in polytechnic education. Our activities over the last four years have supported the development of highly skilled and adaptable citizens ready to make significant contributions in local, national and global communities.

The initiatives outlined in this 2017-2018 Business Plan address the goals and priorities set out in our Strategic Plan and position our institution for the next phase in its 50-year history. While Ontario colleges have only been in existence for a relatively short time, their presence has permanently altered the way in which we view learning and skills development. With a focus on responding to the needs of the labour market, we offer current and prospective students an opportunity to realize their passion and potential in fields of study that did not exist even a decade ago.

2017-2018 will be an exciting year as we develop and launch the Centre for Technology and Innovation which will transform student learning through applied research, interdisciplinary experiential learning and industry collaboration. As technology makes a larger impact in our lives and breaks down barriers to the global community, Humber will expand international opportunities for students, staff and faculty to enhance their understanding of and experience in our ever-changing world. At the program level, we will capitalize on our new technologies by providing students with increasingly flexible learning options including online courses.

Finally, we will prepare ourselves to meet the opportunities and challenges of the next five years as providers of exemplary postsecondary education by developing our 2018-2023 Strategic Plan. With broad stakeholder engagement, we will articulate Humber's desired future and translate this vision into goals, objectives and plans that will continue to establish our leadership in polytechnic education.

All of the work to date and the initiatives set for achievement this year would not and will not be possible without the dedicated faculty and staff that are integral to the success of our students. I would also like to thank Humber's Board of Governors and Humber's executive team for their excellent and tireless leadership. Your passion for educating the next generation of leaders and innovators has a positive and permanent impact on Humber's success and the success of our students, communities and the province of Ontario.



Chris Whitaker President & CEO

# VISION, MISSION AND VALUES

## WHAT IS POLYTECHNIC EDUCATION?

Humber's polytechnic education prepares students for future careers by providing hands-on experience within a dynamic and progressive learning environment. Within a full range of credentials supported by academic pathways – certificates, diplomas, degrees, graduate certificates and apprenticeships – students acquire essential employability skills through experiential learning opportunities including applied research, community and clinical placements, industry partnerships and entrepreneurial activities. Our unique blend of theoretical, applied and breadth learning ensures students are ready for success in a competitive employment market.



## **VISION** **WHERE WE'RE GOING...**

Leadership in Polytechnic Education

## **MISSION** **WHAT WE DO...**

Humber develops broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve – locally, nationally and globally.

## **VALUES** **HOW WE DO IT...**

Student-Centred – We hold the current and future success of our students as our highest priority.

Excellence – We are committed to outstanding services, academic programs and teaching.

Innovation – We anticipate and respond to emerging trends to meet the evolving needs of our local, national and global communities.

Respect – We uphold the highest ethical standards, and affirm and protect the rights, dignity and integrity of each member of our diverse community.

Inclusion – We cultivate a working and learning environment where diversity is recognized as essential to our success.

Sustainability – We preserve our collective future by embracing the social, ecological and economic impact of our decisions.





# COMMITMENTS TO OUR STUDENTS

The importance of student success is a theme that resonates strongly at Humber. As a collection of communities, we recognize the value of a high-quality Humber education and the importance of supporting our students in their pursuit of academic and personal success. This notion of our responsibility to one another as learners, teachers and postsecondary education professionals has culminated in the development of three overarching commitments to our students:

- Humber provides all students with a high-quality educational environment and experience that leads to the achievement of each student's desired outcomes.
- Humber graduates have the knowledge and skills they need to be successful in their professional and personal lives.
- Humber makes academic and operating decisions based on delivering on our commitment to student success.



A student with a backpack is walking from left to right in the foreground. In the background, there is a metal bike rack with several bicycles parked. The scene is outdoors on a sunny day with a clear blue sky and some green trees. The text is overlaid on a semi-transparent dark blue rectangle.

## EFFECTIVE, INTEGRATED PLANNING IS CRITICAL TO OUR ABILITY TO INVEST WISELY IN THE FUTURE SUCCESS AND WELLBEING OF OUR STUDENTS.

The 2017-18 Business Plan and Budget exemplify Humber's integrated planning processes that successfully incorporate changes in both the internal and external environment. Humber's Executive Advisory Council (EAC) is one of the key internal, cross-functional groups that contributes to the development of the plan, ensuring that we have the institutional flexibility and adaptability that allows us to implement activities efficiently and effectively.

Effective, integrated planning is critical to our ability to invest wisely in the future success and wellbeing of our students. Faced with a dynamic labour market and a shifting demographic picture, our ability to make evidence-based decisions is increasingly important. We will continue to adapt our planning approaches to ensure we are making the best investments possible for our community.



# STRATEGIC PLANNING LANDSCAPE

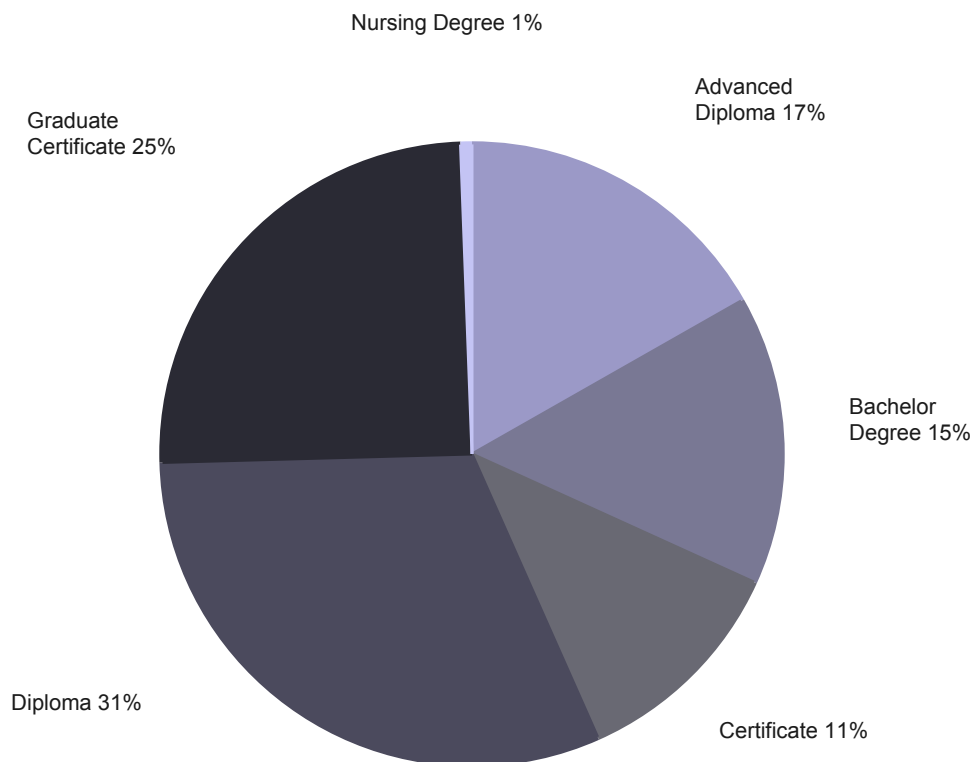




Over the past three years, Humber's business planning has been guided by our institutional Strategic Mandate Agreement (SMA) with the Ontario Ministry of Advanced Education and Skills Development (MAESD). Identifying institutional areas of strength, differentiation and focus for future program development, the SMA has encouraged targeted shifts in credential mix and disciplinary clusters that have significant and positive impacts on Humber's growth and success.

In 2017-18, Humber will be developing the next SMA and we look forward to continued differentiation that highlights our polytechnic model and supports a more systemic view of program offerings and student success. Also influencing our planning and decisions for future programs and services are the demographic projections from the Ontario Ministry of Finance, which indicate continued population growth in the Greater Toronto Area (GTA) of traditional-age postsecondary students. This places Humber in an increasingly important role as we continue to meet the needs of current and prospective students, including students who have increasingly complex educational and support needs.

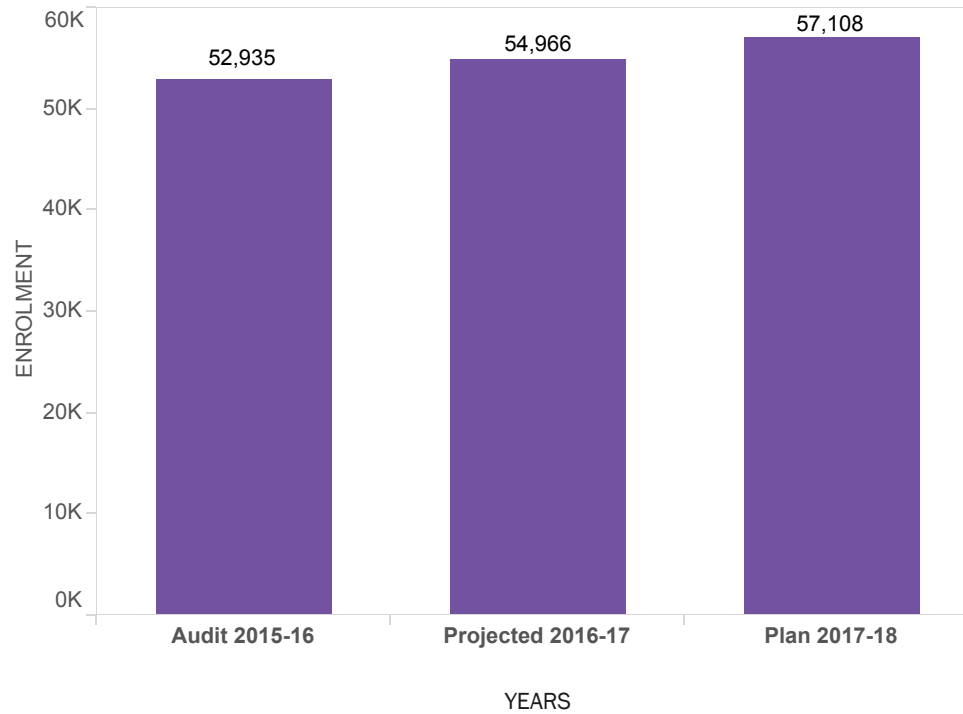
Fall 2017 - Proportion of Programs by Credential



## Humber Enrolment

FISCAL 2015-16 TO FISCAL 2017-18 - ACTUAL AND PROJECTED FULL-TIME

SOURCE: HUMBER FINANCE

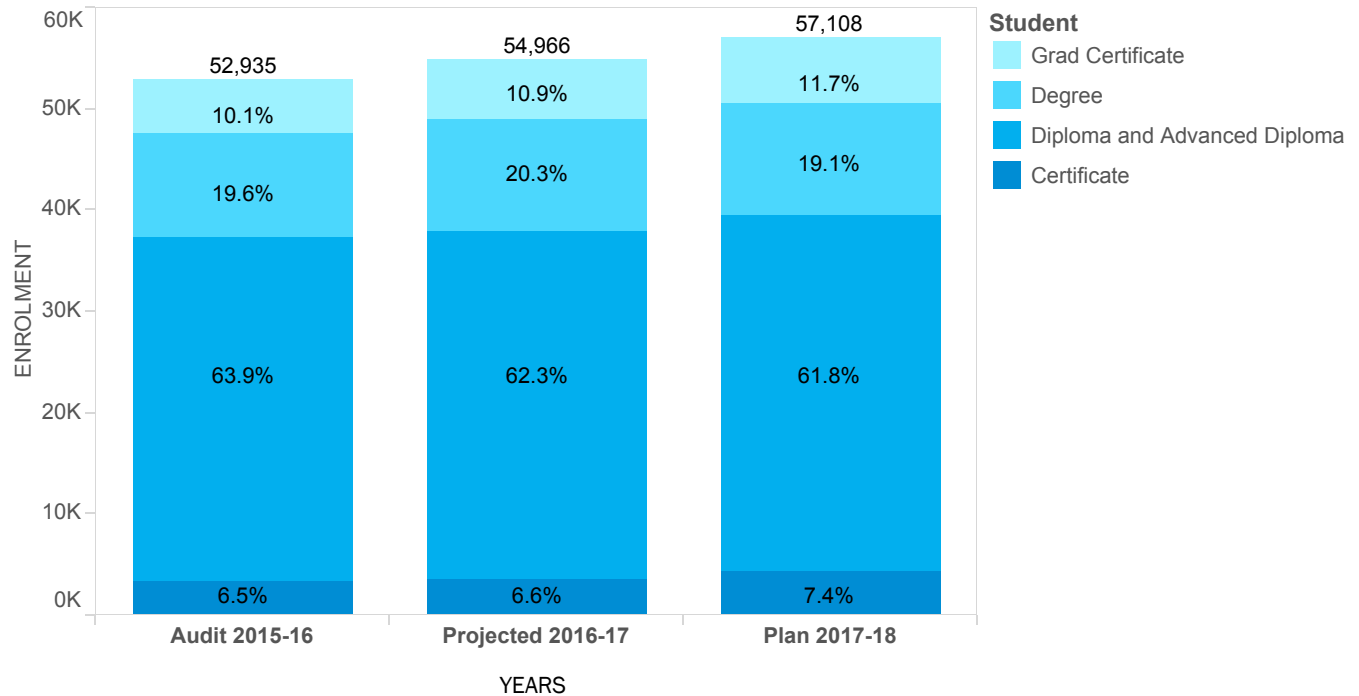




### Humber Enrolment by Credential

FISCAL 2015-16 TO FISCAL 2017-18 - ACTUAL AND PROJECTED FULL-TIME

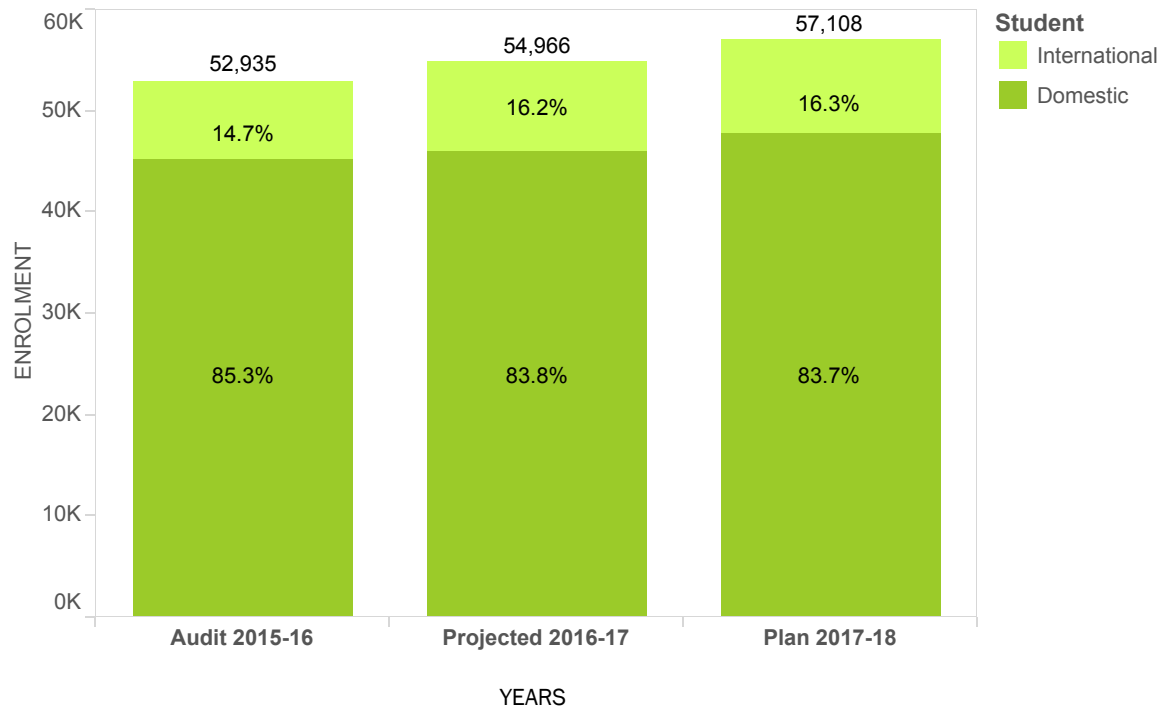
SOURCE: HUMBER FINANCE



### Humber Enrolment by Domestic and International

FISCAL 2015-16 TO FISCAL 2017-18 - ACTUAL AND PROJECTED FULL-TIME

SOURCE: HUMBER FINANCE



# STRENGTHENING OUR POLYTECHNIC IDENTITY

Our goal is to ensure alignment between our program and service offerings, student demand, and the needs of the labour market. Central to this goal is the execution of our strategic enrolment management (SEM) framework, its structures and its action plans. We will focus on establishing institutional performance indicators and implementing our 2016-2021 Academic Plan, as well as the establishment of Centres of Innovation (COIs) within the context of our polytechnic identity. We have taken care to better understand how potential, current and former students – as well as parents and guidance counsellors – understand our mission and strengths and are using this knowledge to shape both our messaging and our product.

## GOAL 1

Optimize and differentiate Humber's programs, credentials and services

### STRATEGIES

- Identify and focus on Humber programs and credentials in areas of demonstrable strength, excellence and distinctiveness that are relevant to student interest, as well as current and future labour market demands
- Develop and implement a strategic enrolment management framework to continuously assess and improve programs and services against key student success and outcomes measures

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber is recognized for at least three dynamic, interdisciplinary Centres of Innovation that embody distinctive program clusters and pathways, applied research potential, and anticipate the needs of a constantly changing labour market
- Humber's academic schools deliver programs across three campuses that address skills shortages, contribute to pathways, and support the college's polytechnic identity
- Humber consistently assesses all programs and services against clearly identified criteria, and demonstrates commitment to continuous improvement and evidence-based decisions

### YEAR 5 INITIATIVES

- Develop Humber's Centre for Technology Innovation and Centre for Creative Business Innovation to serve as hubs for innovation, applied research and industry partnerships
- Implement institutional and program-level interventions aimed at enhancing student success and retention



**GOAL 2**

Leverage the range of Humber's programs to lead the system in providing pathways between credentials

**STRATEGIES**

- Be the institution of choice for college diploma graduates pursuing degree completion in affinity program areas
- Be the system leader in providing options and opportunities for degree graduates seeking career-specific graduate credentials

**SUCCESS OUTCOMES**

We will know we are on track if, by 2018:

- Humber's degrees include clear, identifiable pathways for credential holders and attract increasing numbers of students with advanced standing
- Humber has demonstrably focused on mapping and improving pathways into, through and beyond our programs

**YEAR 5 INITIATIVES**

- Initiate a fully online credit transfer system to improve assessment of previously completed postsecondary education
- Introduce graduate certificate programs that offer new pathway destinations and employment skills including:
  - Music Business
  - Comedy Writing (online)
  - Sport Business Management
  - Music Composition (online)
  - Insurance Management - Property and Casualty Insurance
  - Paralegal
  - Wellness Coaching (hybrid)

## GOAL 3

Demonstrate Humber's distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

### STRATEGIES

- Position Humber's polytechnic focus – range of career-focused credentials and pathways, strong industry connections, applied research and innovation – as a leading model of postsecondary education that delivers results for students, the labour market and the province

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's polytechnic identity and mandate is well understood both internally and externally
- Humber Research is a vibrant resource centre that integrates faculty, student, community and industry expertise to address real-world research problems
- Humber has expanded degree-granting options to include research-based honours baccalaureate degrees and master's degrees
- Humber has received formal designation from the Province of Ontario as a differentiated provider of postsecondary education and training

### YEAR 5 INITIATIVES

- Develop and launch new programming that builds on Humber's model of polytechnic education including:
  - Bachelor of Health Sciences (Workplace Health & Wellness)
  - Bachelor of Community Development
- Implement Humber's Strategic Applied Research Plan which focuses on five areas of expertise:
  - System Integration (including mechatronics, industrial design, process and product development)
  - Sustainable Architecture and Energy Efficient Construction
  - Industrial Internet of Things
  - Transmedia
  - Social Innovation with a focus on Community Development
- Celebrate Humber's 50th Anniversary with all stakeholders in a positive, inspiring environment





# SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE

Our focus on teaching and learning excellence aims to create and live the values of the “learning organization.” A learning organization is one which facilitates the development of its entire community – students, faculty, staff and volunteers – and continually transforms itself to adapt to a changing environment. Our key initiatives for 2017-18 are focused on enhancing advising services, supporting credential completion and offering students the opportunity to grow through global development initiatives.

## GOAL 1

Live the values of a “learning organization”

### STRATEGIES

- Encourage an adaptable, flexible working and learning environment that allows for the creation, acquisition and transfer of knowledge
- Demonstrate our commitment to collaboration and integration by building cross-institutional forums that foster innovation and support effective and aligned decision-making

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an organizational culture that encourages curiosity, creativity, innovation and collaborative problem solving, and promotes and values lifelong learning
- Humber has built innovative and functional cross-institutional forums for the sharing of perspectives and to inform transparent decision-making
- Humber employees and students are provided with regular opportunities for ongoing collaboration and engagement in the development, alignment and delivery of the strategic priorities, and ensuring linkages with our stated values

### YEAR 5 INITIATIVES

- Disseminate Indigenous knowledge and awareness through cross-institutional collaboration and curriculum development in keeping with the Calls to Action of the Truth and Reconciliation Commission of Canada, 2015
- Develop school-based learning plans aimed at building teaching and learning excellence competencies
- Increase the number of faculty involved in Scholarship for Teaching and Learning research

## GOAL 2

Ensure an exceptional student experience for a diverse student body

### STRATEGIES

- Identify and meet the diverse needs and aspirations of all of our learners by:
  - Providing integrated advising from pre-entry to post-graduation
  - Leveraging early intervention programs to ensure student success
- Ensure that co/extra-curricular activities are well integrated into the student experience and assessed/valued as an essential element in supporting student success

### YEAR 5 INITIATIVES

- Implement a case management model to enhance the quality and integration of student advising across the Academic Schools and the Academic & Career Success Centres
- Develop and implement interventions to assist nearly completed, withdrawn students to graduate
- Expand the activities of the International Development Institute across all schools to increase opportunities for faculty, staff and students to contribute to global development initiatives
- Establish processes and training to meet Ontario Human Rights Commission (OHRC) requirements related to access for students with disabilities
- Develop an institution-wide approach to support the integration of Universal Design Learning (UDL)

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated advising model, based on a case-management approach, that is recognized as best practice and which supports all students to be successful
- Humber has implemented targeted early intervention programs, including a focus on the first-year experience, that are based on Humber-specific data and analysis as well as best practices at Humber and other institutions
- Humber students benefit from an intentional and co-ordinated focus on internationalization and a global perspective
- Humber has developed and implemented a leading-edge system to formally record co-curricular activity that reflects student/graduate accomplishments in developing essential skills both in and outside the classroom



## GOAL 3

Demonstrate leadership in innovative teaching and learning strategies

### STRATEGIES

- Attract and retain outstanding, diverse faculty who embody our commitments to students and are empowered to reach their full potential as innovative teachers
- Ensure all Humber students have high-impact, relevant learning experiences such as:
  - Meaningful workplace or experiential learning opportunities
  - Participation in applied research projects with faculty and/or industry partners in targeted programs
  - Opportunities to develop and practice entrepreneurial skills
- Excel at the application of technology to support student learning and success
- Introduce flexible and innovative program and service delivery options that provide greater choice for students
- Focus on teaching and learning that develops graduates' essential skills, as well as job-specific skills

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber faculty demonstrate and deliver innovative and flexible learning activities and outcomes
- Humber faculty are actively engaged in scholarship and applied research activities
- Humber's Centre for Teaching and Learning programs are formally recognized by international organizations such as the UK-based Staff and Educational Development Association (SEDA)
- Humber students, graduates and employers benefit from consistently meaningful work-integrated/ experiential learning opportunities
- Humber is a provincial leader in providing entrepreneurship training and opportunities for students and graduates
- Humber has developed and implemented an innovative strategy to re-imagine online learning; Humber Online provides a range of online courses and programs that enhance student flexibility and choice
- Humber has developed and implemented a strategy to enhance the development of multiple delivery options for online and face-to-face learning and service delivery supported by the required technology infrastructure
- Humber is a provincial leader in the development, implementation and assessment of institution-wide "essential skills" that prepare graduates for success in work and life

### YEAR 5 INITIATIVES

- Increase student access to programs through multiple delivery options including online, hybrid, stackable, and modular offerings
- Renew core learning outcomes and Essential Skills to better prepare students with the depth and breadth of knowledge needed by employers
- Support student learning and success by enhancing the use of technology-enabled learning including virtual reality, augmented learning, and desktop virtualization



# MAXIMIZING THE IMPACT OF PARTNERSHIPS

Building on and maximizing partnerships with other educational institutions, community agencies, industry partners and corporate training clients are key to our ability to understand and respond to our changing environment. We will build on our Program Advisory Committees as they are essential to our ability to gauge and understand the needs of the labour sector and we will work with industry partners to meet their needs for corporate training.

## GOAL 1

Ensure essential linkages with industry and key external stakeholders

### STRATEGIES

- Enhance and strengthen relationships that serve and support the needs of employers, industry partners and the labour market
- Build a broad range of mutually beneficial partnerships with external stakeholders

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber students benefit from expanded and high-quality work-integrated learning (WIL) opportunities, including work placements and applied research projects, with key industry partners
- Humber's Program Advisory Committees (PACs) are vibrant, innovative bodies that meet regularly and contribute to the quality and relevance of Humber's programs
- Humber has effective communications and partnerships with sector councils and associations to address current and future labour market needs
- Humber is delivering on a co-ordinated and effective strategy to support business and industry through corporate training opportunities
- Humber's Office of Advancement & Alumni Relations has developed and initiated a robust long-term strategy that engages industry in partnerships and contributes to Humber's vision and mission
- Humber has innovative connections with other external organizations that lead to valuable donor relationships and investment partnerships

### YEAR 5 INITIATIVES

- In collaboration with Skills Ontario, co-host the Skills Ontario competition in May 2017
- Build industry partnerships and connections to the labour market through the Centres of Innovation in Health and Wellness, Technology Innovation and Creative Business Innovation



**GOAL 2**

Build and maintain beneficial relationships with alumni

**STRATEGIES**

- Celebrate the success of our graduates, and ensure their continued involvement with Humber as mentors, employers and bridges into the workplace and community

**SUCCESS OUTCOMES**

We will know we are on track if, by 2018:

- Humber's graduates enjoy successful outcomes and stay engaged with the college as donors and as part of a vibrant alumni community
- Humber alumni are celebrated within the college and looked to as a valuable resource within their workplace and/or community
- Humber has developed an innovative mentorship and professional development program that engages and connects current students and alumni

**YEAR 5 INITIATIVES**

- Establish a social network platform that allows for mentorship and networking between alumni and current students
- Launch the Alumni Award program to recognize successful Humber alumni whose career path, achievements or contribution to society highlight the value of a Humber education

## GOAL 3

Enhance creative connections with education and community partners

### STRATEGIES

- Effective outreach to the elementary and secondary education sector to develop innovative pathways into Humber programs and credential options
- Develop and sustain creative partnerships with other postsecondary institutions - provincial, national and international
- Cultivate relationships with existing and emerging community partners and stakeholders

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's distinctive programs are well-known and promoted by elementary/secondary guidance counsellors, teachers and administrators
- Humber models innovative transition programs to support both well-qualified and under-prepared high school graduates
- Humber's unique partnership with the University of Guelph-Humber has continued to evolve to meet the needs of students
- Humber has developed partnerships with other postsecondary institutions in Ontario, Canada and across the globe, which serve the needs of students and build Humber's polytechnic reputation
- Humber is known by community agencies as an effective and focused partner in programs, services and pathways to support successful outcomes for identified populations such as Aboriginal Peoples, newcomers to Canada, the un/underemployed and marginalized youth

### YEAR 5 INITIATIVES

- Establish an integrated communications and social media plan for outreach to multiple audiences, including prospective and current students, parents, media, alumni, employees and donors
- Implement off-shore delivery of English for Academic Purposes (EAP) programming, dual credentials, degree completions and cohort pathways in China and other parts of Asia
- Consult with community partners to establish a post-secondary transition program for youth aged 18-29 who are out of school and under-prepared for employment
- Continue to build our relationship with the University of Guelph-Humber to meet the needs of students





# FOUNDATIONS FOR SUCCESS

In order to ensure that we are setting up our students, faculty and staff for success, it is essential that we invest in our foundations: people, infrastructure including space and technology, and processes.

## GOAL 1

Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience

### STRATEGIES

- Ensure all employees understand, and are well supported to deliver on, their roles in promoting student success
- Demonstrate appreciation for the skills, knowledge and values of all employees

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber recruits and retains outstanding and diverse faculty, support staff and administration with the mix of credentials and industry experience that benefit our students
- Humber faculty, support staff and administrators are provided relevant professional development opportunities that enhance their ability to promote student success and academic and administrative excellence
- Humber provides ongoing opportunities for employee participation in continuous improvement initiatives, generating creative ideas, and making decisions that contribute to Humber's ability to realize its vision, mission and values
- Humber employees feel valued for their contribution and deliver on their role in promoting student success
- Humber has developed and implemented an enhanced framework to align employee recruitment, professional development and performance management

### YEAR 5 INITIATIVES

- Develop a Talent Management Strategy that includes new approaches to recruitment, reward and recognition, performance management and professional development

## GOAL 2

Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success

### STRATEGIES

- Consolidate, align and enhance investments to support high-quality academic and student service facilities, equipment and technology, as well as key priority initiatives
- Develop and implement an integrated, transparent and flexible framework for prioritizing the allocation of resources towards both short- and long- term projects that will deliver on our commitments to students

### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated, timely process for prioritizing and allocating resources to short- and long-term investments in infrastructure and priority initiatives that promote student learning and success
- Humber programs and services have the infrastructure necessary to serve the needs of all learners and contribute to the realization of Humber's mission, vision and values
- Humber's Centres of Innovation have the infrastructure necessary to maximize their impact at the local, provincial and national level
- Humber's investments in priority infrastructure, and innovative approaches to teaching and learning delivery, have resulted in an improved ratio of square feet of space per student
- Humber's Enterprise Systems Project (ESP) has been successfully implemented and is supporting good business practices throughout the organization

### YEAR 5 INITIATIVES

- Commence implementation of phase 3 of the Enterprise Systems Project – Human Resources Management System (HRMS)
- Complete the review of business requirements for disaster recovery and begin implementation of recommended services
- Expand physical capacity through strategic infrastructure projects including:
  - Development of the Centre for Technology Innovation at North Campus
  - Construction of a new 1000-space parking structure at the North Campus
  - Renovations at the North and Lakeshore Campuses to provide additional instructional and support spaces
  - Continued planning and redevelopment of Lakeshore buildings A and B including the Centre for Creative Business Innovation

### GOAL 3

Strengthen Humber's business planning and resource allocation model to anticipate and adapt to a changing external fiscal framework and align decision-making and resource allocation with our values and strategic priorities

#### STRATEGIES

- Enhance and fully implement an integrated business planning, resource allocation and reporting model
- Ensure Humber's commitment to sustainability is reflected in planning and decision-making

#### SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has fully implemented an integrated business planning, resource allocation and reporting model
- Humber has embraced a comprehensive sustainability strategy that is embedded in our integrated planning and resource allocation model
- Humber has developed and implemented a balanced scorecard that provides aggregated performance indicators to support achievement of strategic priorities
- Humber has a risk assessment and management framework that reflects best practice
- Humber consistently achieves a balanced or surplus financial position that ensures we deliver on current and future strategic priorities

#### YEAR 5 INITIATIVES

- Develop Humber's 2018-2023 Strategic Plan to set priorities, focus energy and resources, and strengthen operations
- Fully implement an integrated business planning, resource allocation and reporting process









# SUCCESS MEASURES



Humber is committed to collecting, analyzing and reporting on information that allows us to assess our progress toward achieving our goals. The performance measurements listed below are important elements of our accountability to the Ministry of Advanced Education and Skills Development, our Board of Governors, our students and many other stakeholders. However, the measures below are not the only indicators against which we monitor our performance. Through processes such as business planning, we identify the key deliverables and expected outcomes associated with specific activities and initiatives. In all cases, we aim to demonstrate quality and improvement.

## OUR STUDENTS

### Learning Outcomes

- Evidence of progressive achievement in the skills identified as being essential for successful work and life
- Key Performance Indicators (KPI) for Student Satisfaction with key teaching and learning outcomes

### Retention Rates

- Student retention by year, credential, and priority population
- KPI Graduation rates

### Graduate Outcomes

- KPI Graduate Employment, Graduate Employment in a Related Field, Graduate Satisfaction, Employer Satisfaction

## OUR FOUNDATIONS

### Employee Engagement

- Internal Employee Engagement Survey
- Continued recognition as an “Employer of Choice” by external organizations

### Infrastructure

- KPI student satisfaction with facilities, resources, and services
- Square feet of facility per student

### Financial Stability

- Balanced budgets or surpluses that are demonstrably targeted/invested in institutional improvements related to student success and strategic priorities



## EXECUTIVE TEAM

Chris Whitaker  
*President and CEO*

Rani K. Dhaliwal  
*Senior Vice-President, Planning and  
Corporate Services & CFO*

Laurie Rancourt  
*Senior Vice-President, Academic*

Jason Hunter  
*Vice-President, Student and  
Community Engagement*

Alister Mathieson  
*Vice-President, Advancement  
and External Relations*

Lori A. Diduch  
*Vice-President, Human Resources  
and Organizational Effectiveness*

## 2016-2017

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April 2017

HUMBER STRATEGIC PLANNING & INSTITUTIONAL ANALYSIS

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