



LEAD TRANSFORM DIFFERENTIATE

2023/2024 BUSINESS PLAN

Approved by the Board of Governors on March 21, 2023



FROM THE PRESIDENT

This year marks the completion of Humber's 2018-2023 Strategic Plan and the start of a new chapter for the College. As Humber's fifth President and CEO, I feel fortunate to be joining a college that has achieved so much in its 56 years providing superior post-secondary education. In 2023/2024, we will build on this solid foundation of success and set our 2030 vision for transformative and socially engaged post-secondary education through consultation engagement with our employees and stakeholders.

This first business plan of my tenure at Humber lays out exciting and ambitious initiatives emanating, in part, from the new 2023-2026 Academic and Digital Campus Plans. These initiatives are aimed at strengthening our global, polytechnic leadership and preparing our learners for an ever-changing work environment by delivering high-quality programs and work-integrated learning that responds to labour market needs and economic realities.

Our plan for the upcoming year also reflects our promise to create an exceptional student experience. We will enable learners to achieve their potential by offering outstanding programs and services and by fostering an equitable, inclusive, healthy, and sustainable college that weaves Indigenous ways of being, knowing and doing into our daily lives.

I look forward to this next chapter of Humber's history. With the guidance of an exceptional Board of Governors, executive team, faculty, staff, students, and industry and community partners, I am confident that we will achieve our goals.

Dr. Ann Marie Vaughan
President and CEO





HONOURING OUR INDIGENOUS ROOTS

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 the 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.

Photo: Medallions given during convocation to Humber graduates who identify as Indigenous. Gifted by Humber's Indigenous Education & Engagement and made by Mikmaw artists born in the North, the medallions acknowledge the graduates' accomplishments and underscore the importance of the tradition of gift giving to Indigenous peoples.

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 & Well-being

We nurture the health and well-being of our communities.

Sustainability

We preserve our collective future.

THE 2023/2024 BUSINESS PLAN

Guided by Humber's vision, mission, and values, the 2023/2024 Business Plan goals outlined in the following pages align with the College's priorities and key strategic plans including the 2023-2026 Academic and Digital Campus Plans.

The Business Plan goals focus on two major areas:

- Teaching and Learning Excellence
- Exceptional Student Experience



Humber Inspired: Envisioning 2030

This year, through consultation and engagement with our stakeholder groups – students, faculty, staff, and industry and community partners – Humber will set its trajectory for 2030 to secure our impact well into the future. We will create a vision for transformative and socially engaged post-secondary education that draws on our remarkable strengths and capacities to inspire Humber learners to be the leaders, innovators and problem-solvers of the future.

Photo: Aerial drone view of Humber's Lakeshore campus.



2023/2024 GOALS

Teaching and Learning Excellence

The nature of work continues to evolve, resulting in changes to the future of work, including the knowledge and skills required for workplace success. Humber is preparing our students with a dynamic blend of academic programs and work-integrated learning opportunities that deeply engage them in their professional education and empower them to think critically, make bold choices, and become change leaders. As students increasingly juggle work, family, and financial responsibilities, it is imperative that we offer them a wide array of accessible credentials and pathways, recognize their prior learning, and enable them to personalize their learning so that they can build their careers in the time and at the pace they need.

Creating new interdisciplinary experiential learning

Humber's Centres of Innovation (COI) Network links our industry and community partners with a talent pipeline and creates interdisciplinary, experiential learning opportunities that broaden students' knowledge and skills in preparation for employment, research and entrepreneurship. This year, Humber will team up with one of its international partners to offer students a "global innovation challenge" whereby students work with a multinational company to solve real-world industry challenges. Through this international exchange of ideas, students will develop skills in research and innovation, build their networks, and hone their ability to collaborate in cross-cultural environments.

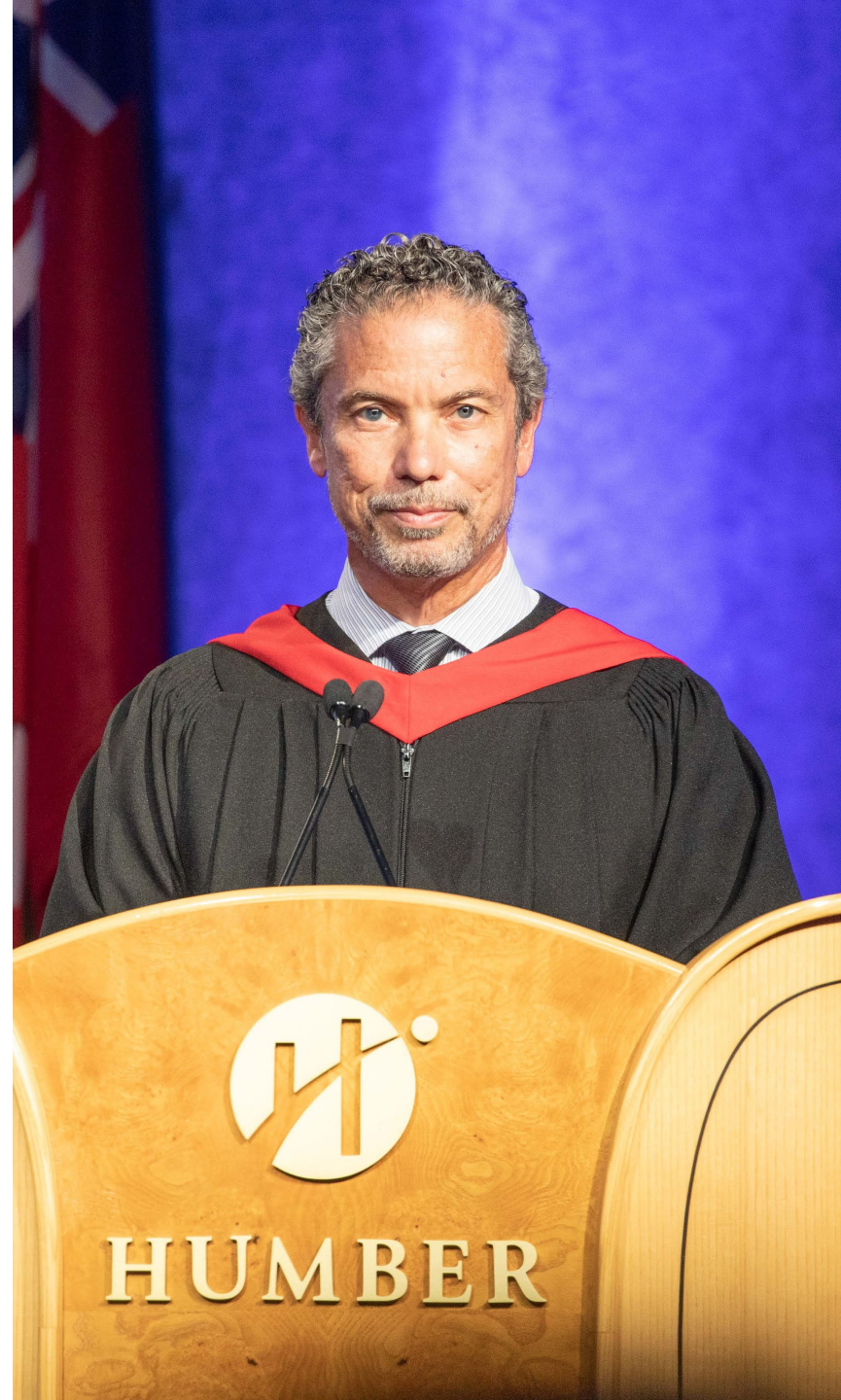


Through Humber's Centre for Social Innovation, students will engage in applied research initiatives to drive validation and adoption of new DNA technology in forensics and measure the impacts of forensic-grade genome sequencing technology in a social innovation application. This unique and exciting opportunity results from a new partnership between Humber and Texas-based Othram Inc. Othram is the leading forensic sequencing laboratory for law enforcement and the world's first private DNA laboratory built specifically to apply modern parallel sequencing to forensic evidence. The company develops best-in-class forensic DNA technology, which has helped law enforcement solve cases locally and nationally throughout the United States and Canada, many of which had been unsolved for decades.

Fostering teaching and learning innovation

The practice of effective and meaningful teaching benefits immensely when educators are provided with opportunities to experiment and apply new or different pedagogical approaches, technologies, curricular enhancements, course design and organization, and assessments.

In 2023/2024, as Humber's new 2023-2026 Academic Plan commences, the College will provide strategic leadership in the development of curriculum and pedagogical innovations, such as personalizing learning, authentic assessment, recognition of prior learning, and harnessing new and emerging teaching and learning technologies. Faculty and staff will be supported as they design and test their pilots and plan for the scale-up of their most successful innovations.



Meeting learner needs and labour market demand

As a polytechnic institute, Humber offers programs across a range of credentials including certificates, diplomas, degrees and graduate certificates.

This year, the College will launch one new degree program – an Honours Bachelor of Science in Biomedical Sciences – and three new graduate certificates in:

- Clinical Bioinformatics;
- Infection Prevention and Control; and
- Interactive Media Management, Creative Technologies.



Expanding programs and services for international students and graduates

Set to host more than 1,800 learners in 2023/2024, the International Graduate School (IGS) will expand its suite of programs and services for international learners. The IGS will offer 17 distinct graduate certificates, including five Humber programs which will be offered at the IGS for the first time this year:

- Artificial Intelligence;
- User experience;
- Alternative Dispute Resolution;
- Event Management; and
- Hospitality and Tourism Operations Management.

Two new initiatives will support international learners seeking life and work in Canada. The first, the IGS Industry Advisory Council, will engage industry, community, and government in scholarly and applied research and advocacy to identify and decrease barriers, such as regulatory ones, faced by international graduates seeking employment in Canada.

Following the successful pilot of the IGS Career Mentorship Program (CMP) last year, plans are underway to partner 100 more learners with internationally trained, professional mentors. The CMP provides opportunities for students to learn from industry professionals in their field of study, explore career prospects, and expand their network as they as they prepare for their careers in the Canadian workforce.

Developing, maintaining, and recognizing professional skills

Humber's Continuous Professional Learning (CPL) offers professionally developed, high-quality certificates and courses that support the development, maintenance, and recognition of professional skills. New programs and course offerings this year include:

- 'Humber PRO', a micro-credential business line for employers seeking to upskill their talent in core and cross-functional competency areas. The Spring 2023 pilot offerings will include:
 - ❖ Effective Collaboration
 - ❖ Professional Communication
 - ❖ Business Case Basics; and
 - ❖ Project Management Basics.
- A micro-credential in Disaster and Restoration Management. Scheduled to launch in Summer 2023, this 12-week program focuses on restoration and financial compensation for property damaged during a natural or physical disaster.
- An introductory cyber-security course.
- Infection control-focused micro-credentials including Introduction to Infection Control, Infection Control for Special Populations, and Occupational Health.
- A Podcasting Primer course as part of the 2023 Global Summer School.

Enhancing student mobility

Pathways and recognition of prior learning (RPL) are effective mechanisms to provide learners with credits in recognition of the knowledge and skills they acquired through previous education, employment or volunteer experiences. This process offers learners more flexibility and accessibility in their educational pursuits, and saves them time and money when they avoid enrolling in courses that provide skills and knowledge they already possess.

As described in Humber's 2023-2026 Academic Plan, the College will scale up its pathways and RPL activities through cross-college collaboration aimed at promoting and sharing best practices, identifying enhancements to current practices, and developing integrated approaches that improve pathways and RPL uptake.





Enhancing skills and competencies for success

Personalizing students' learning experiences enables them to develop specific skills and competencies that will support their individual learning journey and future employability.

This year, the College will develop the Humber Student Employability Skills Profile - a key initiative of Humber's new 2023-2026 Academic Plan. Building on the Humber Learning Outcomes, this tool will enable students to identify the mindsets and skills they have acquired and practiced across both curricular and co-curricular activities. They will then be able to curate artifacts that demonstrate these competencies in one platform, assess their learning needs, and build their résumés for their future careers. This tool will be piloted at Humber's International Graduate School and then rolled out college wide.

2023/2024 GOALS

Exceptional Student Experience

When learners choose Humber programs, they also choose our College community and the infrastructure that supports learning. This includes other Humber students and the people who deliver our curriculum and provide our services, and the tools we use to communicate with them and provide in-class, online, or hybrid learning. Our learners' success and capacity to thrive hinges on equitable and accessible service provision, a culture that nourishes its people, and our ability to create a learning, living and working environment where they feel like they belong. Humber's commitment to creating an inclusive, healthy, and sustainable campus environment and braiding Indigenous ways of being, knowing and doing into our approaches continues to drive key elements of our community culture.

Enabling students to be at their best

As part of the new Well-Being Strategy aimed at supporting student physical, social, mental and financial health, Humber will launch a new online healthy community hub and a "Healthy You" campaign. These initiatives will make it easier for learners to access information on available resources and supports, helping students to be at their best.



Enhancing representation of equity-deserving employees

Recognizing that it is important for students to see their identities reflected in the employees who support their educational attainment, Humber and the University of Guelph Humber (Humber/UGH) undertook an Employment Systems Review (ESR) to determine how they can enhance the representation of equity-deserving groups among their employees. The ESR is a vehicle to analyze Humber/UGH's human resources systems, policies, and practices to determine how they might create employment barriers for employees with disabilities and/or who are racialized, Indigenous, and/or 2SLGBTQ+.

This year, Humber/UGH will undertake several initiatives stemming from the ESR. We will continue to build our employment equity systems and processes. These include enhancing our competencies related to equity, diversity and inclusion, and commencing a more targeted approach to equity-deserving employee recruitment and retention. Our approaches to achieving these goals entail creating an enabling culture, revising HR management practices, and implementing training and mentorship programs. We will also revise our exit interview processes and undertake new audits of human resource policies and practices to identify barriers to the career progression of equity-deserving groups.

Building Indigenous Education knowledge and skills

Recognizing the interconnectedness between all beings and the power of sustaining healthy relationships among them, Humber continues to ground its approach in Mino nawendiwin - Good Relationships. This year, the College will complete a new Indigenous Education Plan which will guide the College's next three years on its path toward reconciliation.



Humber will pilot two micro-credentials aimed at building faculty knowledge, experience, and skills in specific Indigenous education areas. The micro-credentials are stackable, allowing faculty to achieve additional credentials, and link to future education pathways, employment, or career progression inside and outside the field of Indigenous Education.

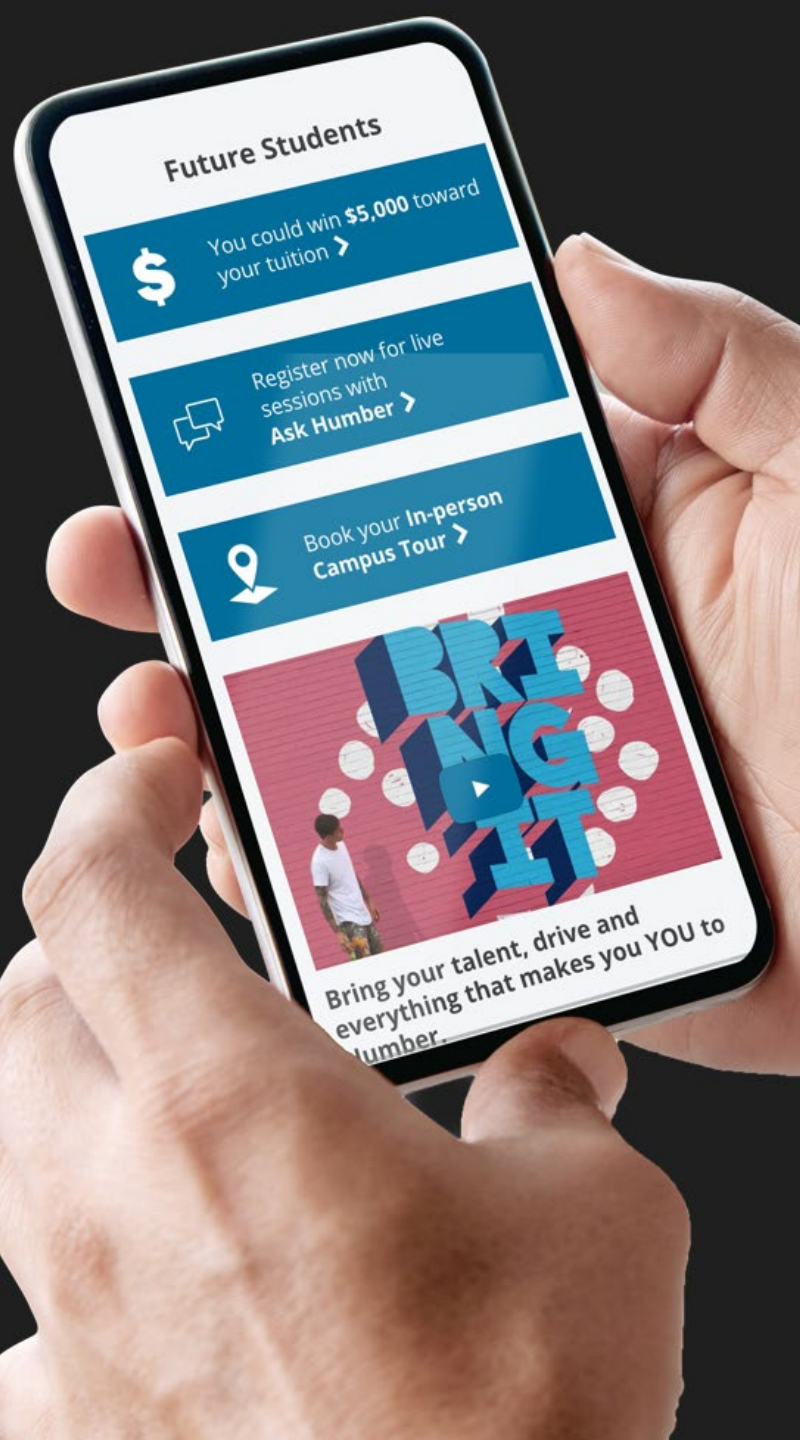


Enhancing our community's digital fluency

The ability to leverage digital tools, manage information, conduct research, and communicate effectively and ethically in digital spaces is the first priority of Humber's Digital Campus Plan. Digital fluency includes data analytics, ethics and cybersecurity, information management, new media literacy, the ability to navigate across digital tools, and online professionalism.

With a focus on equipping students and employees for success, Humber will develop a digital fluency competencies framework and put in place the processes and technology that will enable them to participate effectively, ethically, and equitably in their digitally enhanced learning and work environments.





Modernizing our communications and information gateways

The student experience starts well before a learner attends their first course. It often begins when they interact digitally with the College to access information about programs and services or submit applications. This year, as part of the 2023-2026 Digital Campus Plan, Humber will implement two initiatives aimed at enhancing students' digital experience.

In the first initiative, Humber will modernize its enrolment and admissions processes for both domestic and international students to ensure it is engaging, personalized, timely and accurate.

The second is the evolution of Humber's web platforms and tools. The College will implement a new Digital Experience Platform to provide an improved and personalized user experience and bring consistency to its web content and processes.

Enabling trusted digital identity

Organizations, including colleges, must constantly verify identities - not just their own, but those of their students, employees, partners, and even devices and applications. Humber's 2023-2026 Digital Campus Plan has prioritized the creation and management of digital identities for all members of the Humber community. A full range of digital identity information will be securely enabled on new platforms while taking into consideration the complexities of our various departments and partners. This new digital identity system will be supported by a strong information security framework.





Preserving our collective future

Humber will continue to lead the province in sustainable campus development through the development and implementation of its third Sustainability Plan. Key initiatives this year include:

- #reusehumber: Replacing disposable containers with reusable ones at campus dining locations to reduce single-use packaging waste.
- Sustainability Learning program: Professional development for staff and faculty which delves into issues related to climate action, sustainability, and intersectionality.
- Furniture reuse tracking system: A pilot initiative aimed at tracking campus furniture for donation, recycling, or reuse thereby reducing waste, achieving cost-savings, and decreasing emissions.
- Print strategy: Aimed at further reducing campus print volume and paper consumption.

Creating living labs for the creative industry and the trades

Humber's most ambitious capital development project to date continues with the construction of the Humber Cultural Hub (HCH) at the College's Lakeshore campus. With 365,000 sq. ft. of dedicated space for arts and culture, this creative focal point will operate with zero carbon emissions, making it one of the most sustainable developments in Canada.

In addition to providing a new home for Humber's Faculty of Media and Creative Arts, its 500-seat performance hall, 140-seat recital hall, and professional quality music, film, media, TV and multimedia equipment and training facilities will make it a key destination for the arts and culture community.

Once completed, it will offer creative industry learners unparalleled access to world-class, technology-rich teaching and learning spaces and equipment, and opportunities for trade students to access a living lab for learning sustainable construction practices.



Building an innovative and welcoming campus

The Ontario government reports that by 2026, one in five job openings are projected to be in the skilled trades and Humber is preparing learners for these opportunities. Construction of a two-story addition at our Skills Trade Centre will create a 16,000-square-foot expansion designed to house program offerings within the construction, industrial, and service sectors, as well as create spaces for alternative course delivery and expanded learning through virtual/augmented reality.

Other developments include converting a steam pipe heating system to a hot water one which will reduce greenhouse gas emissions by 20 per cent or more, thereby increasing the sustainability of Humber's North campus operations. Finally, enhancements will be made to the entranceways off Humber College Boulevard and Highway 27 to improve access to the North campus.



THE EXECUTIVE TEAM

Dr. Ann Marie Vaughan,
President and CEO

Gina Antonacci,
Senior Vice-President, Academic

Jason Hunter,
Vice-President, Students and Institutional
Planning & Acting Vice-President,
Human Resources and Organizational
Effectiveness

Kelly Jackson,
Vice-President, External Affairs and
Professional Learning

Sanjay Puri,
Vice-President, Administration and CFO

Scott Briggs,
Vice-President, Digital Innovation and
CIO

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