

Business Plan

2024/2025

To be approved by the Board of Governors
June 11, 2024



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 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.



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Message from the President

For 57 years, Humber has been leading through change while equipping more than 315,000 graduates with in-demand skills and credentials sought by industry.

Over the past year, I invited the Humber community to think bigger and bolder. To imagine a new future and the role we want to play in it. Through Humber Inspired, your voices and those of our industry and community partners generated more than three thousand big, bold ideas that, when combined, will form a new vision that will guide our decisions and actions for many years to come.



This business plan marks the beginning of a reimagined Humber. A continually evolving Humber that thrives through change, alive with imagination and a deep-rooted connection to the communities we serve. In many ways, the evolution has already started with our [Academic](#) and [Digital Campus](#) Plans. Now entering their second year, these plans have enabled this new blueprint for our future.

For each step we've taken on this journey and for each idea we've brought forward, we're closer to a Humber that we know is ready to take on new and exciting challenges, and shine as a beacon of inspiration and innovation. By working together we will move toward a future filled with endless possibilities, and one where imagination spurs into action.

During my time at Humber, I've witnessed the unwavering dedication to our learners while reflecting on our exceptional achievements inside and outside the classroom. This commitment is mirrored in the remarkable successes of our alumni, the hard work of our employees, and in the strong support of our industry and community partners.

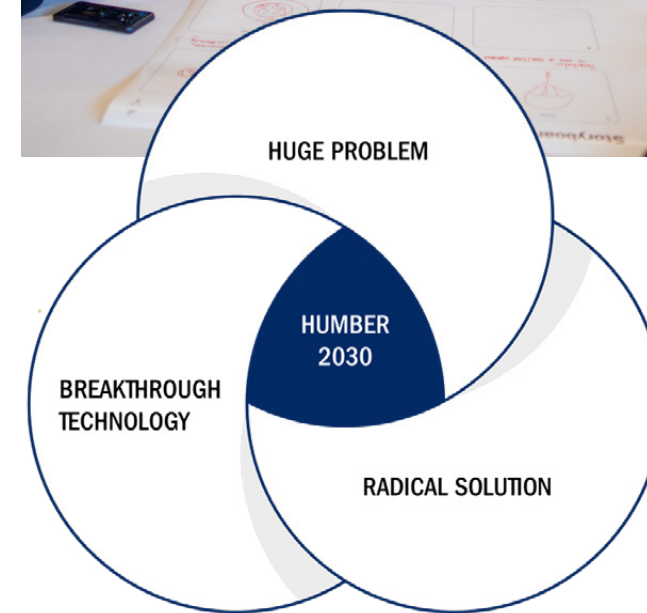
I have also seen how even during the most difficult of times, we always find ways to show up for one another and unite as a community. I'm confident that we will continue to draw strength from each other as we pursue our journey into our future.

Over the next year and years ahead, I look forward to working with all of you to chart a new path for Humber—and polytechnic education. Together, we will transform Humber into a hub of technology, innovation and engagement, and a place where learning and collaboration continue to flourish – through boundless imagination.



Dr. Ann Marie Vaughan
President and CEO

Humber Inspired



Last Fall, the Humber community came together to think boldly and futuristically— to envision Humber in 2030 and beyond. This year marks a significant milestone in the institution's more than 55-year history—a visionary blueprint for the future will be unveiled in August, signaling a renewed commitment to leading the charge as system leaders. With impossible ideas set to become tangible through a series of demonstration projects and initiatives, Humber is sculpting an innovative path forward. These stepping stones are not simply initiatives; they are beacons of change, illuminating the way for an entire higher education ecosystem to follow.

Humber by the Numbers

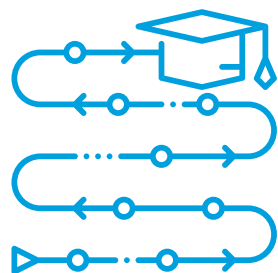


One of Canada's Largest Polytechnics

6 Academic Faculties



147,000+ Full-time Program Applications Annually



150+ pathways from Ontario Graduate Certificates to Master's programs at partner institutions



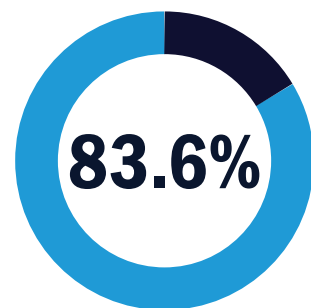
10,000+ Graduates annually



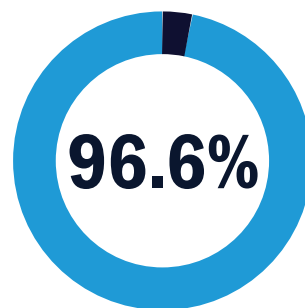
315,000+ Alumni

The highest graduate employment rate and highest employer satisfaction rate of the GTA colleges according to College Ontario's 2022-2023 KPIs for college graduates

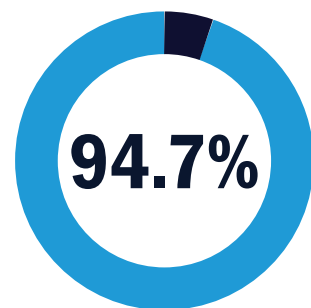
Humber graduates are satisfied with their Humber education



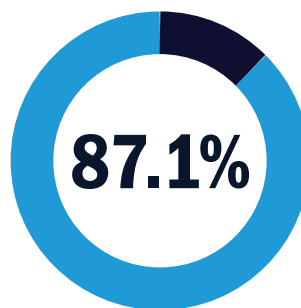
83.6% of graduates find employment within six months of graduation.



96.6% of employers are satisfied with the quality of their Humber graduate's work.



94.7% of graduates would recommend Humber.



87.1% of graduates would recommend their program to someone else.

Post-secondary programming



210 programs

- 34 Honours Bachelor Degrees
- 85 Diploma/Advanced Diplomas
- 24 Certificates
- 58 Graduate Certificates
- 9 Apprenticeships
- 11 fully online programs



66,078 students



36,493 Domestic students

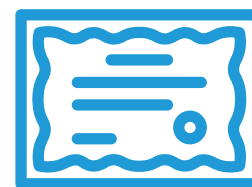


27,540 International students from 138 countries



2,045 Apprenticeship students

Professional Learning



444 courses
347 fully online

193 Certificate programs

- 6 Certificates of Achievement
- 73 Certificates of Accomplishment
- 45 Certificates of Completion
- 60 Certificates of Participation
- 4 Certificate of Recognition
- 2 Micro-credentials
- 3 Professional Certificates



53,825 learners



17,212 continuous professional learning (CPL) learners



36,613 learners/month in Humber's Real Estate Education Program (REEP)

Note: Program and student/learner numbers reflect Summer and Fall 2023, and Winter 2024 term period. The number of Full-time students/International students reflect the Full-Time student enrolment count in a funded program and the CPL learners reflect the enrolment count: a student is counted in a single program and a CPL learner in a single course in a given Term and can be counted multiple Terms within a Fiscal Year. REEP learners represent the average of new and returning unique learners/month. Apprenticeship students represent new and returning unique learners.

Teaching & Learning



Inspiring Innovation

Humber continues to foster new pedagogical approaches, technologies, and curricular enhancements in its teaching and learning. For a second year, Humber is providing faculty and staff with opportunities to test and apply their innovations within their fields in alignment with the institution's [Academic Plan](#) commitments.

With year one projects completed, Humber will determine how the most successful innovations can be scaled up cross-institutionally to support academic priorities such as personalizing learning, recognition of prior learning, and harnessing new and emerging teaching and learning technologies. Plans are underway to scale up a project involving interprofessional education and simulated patients and the establishment of simulated patient policies and practices across multiple programs.

Expanding Our Credential Mix

Humber continues to develop new programs to increase its credential mix and meet industry demands. In 2024/2025, Humber will launch its Ontario College Graduate Certificate in Virtual Production, an immersive and dynamic program that equips learners with cutting-edge in-camera visual effects and real-time virtual production (VP) skills. Students will dive into the exciting realm of LED volume technology and emerging VP approaches, mastering roles integral to the VP talent pipeline in the film and media production industry.

In line with its polytechnic identity and the direction of its [Academic Plan](#), Humber has developed a full proposal for an Applied Master's in Advanced Manufacturing. The institution is waiting for further direction around next steps from the Ministry of Colleges and Universities. This degree is designed to focus on digital manufacturing with advanced robotics skills in combination with practical knowledge of systems integration, artificial intelligence, and cybersecurity.

Additional offerings to be developed and submitted to the Ministry for approval in 2024/2025 include:

- Data Analytics, Ontario College Graduate Certificate - a one-year online program designed to empower working professionals with the knowledge and tools necessary to harness data for strategic decision-making.
- Cybersecurity - Artificial Intelligence, Ontario College Graduate Certificate - designed to prepare graduates to meet the high demand for cybersecurity professionals and set them apart by teaching them to embed artificial intelligence into cybersecurity.

Several new continuous professional learning offerings will be launched this year:

- Canada's first Resilience-Building Leadership (RBLP) Certificate in collaboration with RBLP® Partners.
- New courses and micro-credentials to promote electric vehicles (EV) and associated electric mobility conversion.
- New workshops, symposiums, and micro-credentials in support of cannabis education, with a focus on harm reduction.
- Humber's first micro-credential in e-sports.





Recognizing prior learning (RPL)

Humber continues to recognize and credit learner knowledge, skills, and competencies acquired from prior learning – a key priority within Humber’s [Academic Plan](#). To continue with consistent implementation of Prior Learning Assessment and Recognition (PLAR) processes that are in line with external quality assurance standards, Humber has enhanced its institutional PLAR process map for further integration into its program quality cycle in 2024/2025. Efforts are also underway to increase faculty and staff knowledge of key PLAR best practices given the role they play in advising on how to successfully demonstrate prior learning.



Enhancing skills for the digital age

Humber continues to evolve and enhance teaching and learning within the digital space. Recognizing that people must continue to advance their digital competencies with the pace of technological change, Humber is enhancing the knowledge and skills of its community to ensure they can work and learn in these new environments. Through the development of an institution-wide Digital Fluency Framework, a key priority within Humber’s [Digital Campus Plan](#), Humber is articulating the required behaviours and mindsets for the digital age and identifying the infrastructure to support their ongoing development. Humber will ensure its students and employees enhance these critical skills, so they can continue to innovate and succeed in their careers. Offering programs that reach a wide array of learner needs and enable their full participation in their educational journey will continue to be a priority.

Meeting the needs of the changing student demographic

The number of students entering post-secondary with previous education or work experience continues to grow and shift the needs of the higher education student population. With many learners coming to Humber to upskill or re-skill to improve their job prospects or move into a new career, they are balancing school with jobs and family responsibilities. To better meet their career aspirations, Humber has assembled a taskforce to create outreach strategies that ensure its offerings are reaching these populations, and that their journey from application to enrolment is seamless. Ensuring Humber program delivery is flexible so that learners can choose how and when they learn will be a key priority.



Student Experience & Employability



Creating a personalized digital experience for students

Humber's 2023-2026 [Digital Campus](#) and [Academic](#) Plans prioritize the personalization of the student experience. Recognizing that student success is tied to receiving the right information at the time it is needed, and that a large portion of Humber's interactions with students are digital, the institution has launched the Digital Student Experience (DSX) initiative. The DSX focuses on creating tailored and meaningful digital interactions that respond to the specific needs and interests of Humber's prospective and current students.

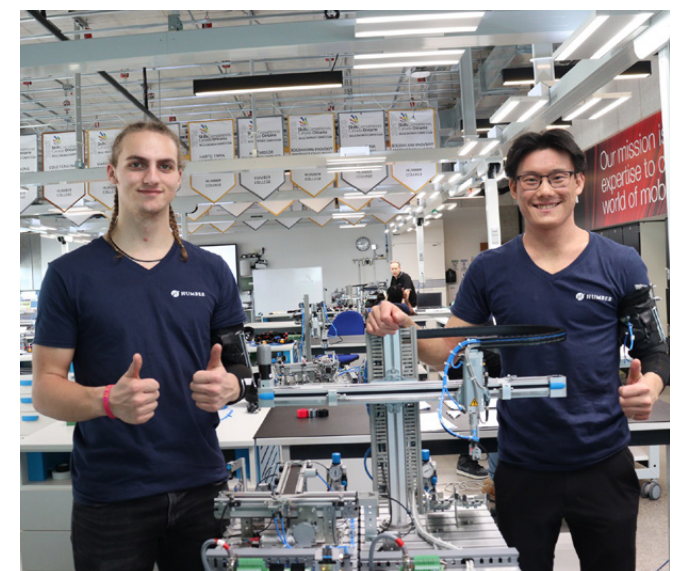
Included in the DSX is an ambitious project that will maximize the information visitors obtain from Humber's website. Called the Digital Experience Platform, or DXP, the project places the user at the centre of website design and communications. The DXP aims to help Humber achieve a scalable, secure, connected, and streamlined online architecture driven by user-centred principles. Based on data analytics about their needs and interests, Humber will create digital interactions that become even more tailored as individuals interact with its website.

By migrating Humber websites to a central, robust, and centrally managed enterprise platform that responds to user interests, Humber will simplify its website development, enhance its website accessibility and brand consistency, improve the overall experience for its web users, and build strong relationships with potential new learners.



Leading the way in skills development and STEM careers with our donors and partners

To support industry-driven skills, Humber is acquiring the latest technology and equipment for real-world learning opportunities so that learners gain critical skills for the jobs of tomorrow. Humber offers mechatronics training and development through applied research and capstone projects, workforce training, certification, professional development, and micro-credentials. This is contributing to a pipeline of diverse industry professionals for workforces across the advanced manufacturing spectrum. It is also providing access to education through scholarships within the Faculty of Applied Sciences & Technology and is engaging in outreach to encourage education in STEM-related fields for elementary and secondary school students. All of this is made possible by the tremendous support of the Barrett Family Foundation and its historic \$30 million gift and Humber's Advanced Manufacturing Skills Consortium - Cisco Canada, DMG MORI Canada, Festo Didactic, Javelin Technologies, KUKA Canada, Magna International, Rockwell Automation, SEW-EURODRIVE and SICK Ltd. Canada.



Employability skills on the world stage

As a polytechnic institution, Humber provides students with opportunities to put their knowledge and skills to the test. After winning Gold at the Skills Ontario Competition and Skills Canada Competition last May, two Humber students will represent Canada and Humber in mechatronics at the WorldSkills competition in Lyon, France, in October 2024. Competing and participating in challenge-based learning initiatives does more than just put theory to the test; it catapults students into situations that sharpen their problem-solving capabilities, enhance their innovative thinking, and fortify their technical proficiency under pressure. This competitive environment simulates the realities that await in their future careers, preparing them not only to meet industry standards but to set and exceed them.

Enhancing alumni and student connections

Humber graduates play a vital role in the student learning experience and the ongoing success of the institution. Alumni serve as role models and mentors and provide valuable networking and career development opportunities for Humber students. In the upcoming year, Humber will introduce a new strategy focused on enhancing alumni engagement, outreach, and professional development for its extensive network of over 300,000 graduates worldwide. It will cultivate strong ties with both present and future alumni by sharing their successes, delivering tailored programs and exclusive benefits, and encouraging continued involvement with the institution.





Enabling access to world-class technology-rich teaching and learning spaces

Humber continues to provide students with opportunities for cross- and inter-disciplinary collaboration and hands-on learning so that students graduate work ready.

The newly completed two-storey addition and renovation to the Centre for Skilled Trade and Technology at Humber's Carrier Drive location is enabling Humber students to learn and practice their trades in new ways. This 16,000 sq. ft expansion housing apprenticeship, certificate, and diploma programs within the construction, industrial, and service sectors includes new and expanded course delivery spaces that incorporate virtual and augmented reality for hands-on learning.

North Campus Building F is undergoing renovations to accommodate a new biomedical lab. The lab will provide biotechnology and Bachelor of Science students with increased exposure to the tools and technologies at the forefront of biomedical science and biotechnology, and provide more opportunities to collaborate across Humber programs. A new Thermodynamics Lab will boast specialized equipment and technology, providing engineering students with opportunities to use the latest technology in their fields.

Cultivating creativity and culture

The first phase of Humber's most ambitious sustainable capital development project will be completed in the summer of 2024, providing new cutting-edge teaching, practice, and performance spaces for arts and culture and housing for students. Using a geo-thermal system and operating with net zero carbon emissions, the eight-storey Humber Cultural Hub will house a dedicated recital hall for music students, 336-bed student residence, cafeteria, gymnasium, and faculty offices. Phase 2 construction will commence on a 500-seat immersive performance theatre and rooms for film editing and screening, student learning and team collaboration, and dedicated spaces for the Centre for Creative Business Innovation (CCBI) and IGNITE. Once fully completed in 2026, the 365,000 sq. ft Humber Cultural Hub will be a key destination for the arts and culture community.



Enhanced connections between northwest Toronto and Humber's north campus

With 18 stops across 10.3 kilometres of rail, the Finch-West Light Rail Transit is scheduled to open by summer 2024 and offer Humber students, employees, and industry and community partners more ways to access Humber's North Campus. This new transit line will run along Finch Avenue West from Keele Street to Highway 27, where it will turn, then head south to Humber. It will connect with other TTC lines and Peel and York Region local transit services, cut down travel time and car use, enhance transit reliability, and increase accessible, safe, and convenient transit options.

Research Partnerships



Providing the insights industry and community need

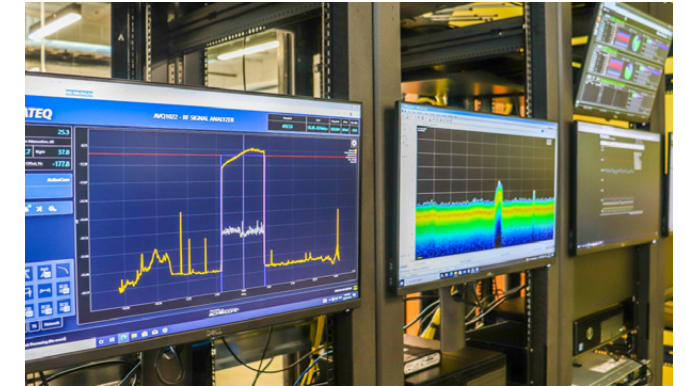
Humber excels as a problem-solver, tackling complex challenges for industry and community partners. Through research and insights tailored to private, public, and non-profit sectors, Humber is a trusted resource for innovative solutions.

After extensive analysis of emergent industry and community needs and trends, Humber launched three new research programs that will ramp up this year with the support of the Mobilize Fund:

1. The Aging in Community Education and Research Hub is focusing on ageism, older adult participation in the labour force, and programs, services, and policies that divert mature persons from acute care settings.
2. The New World of Work is helping employers adapt, become more resilient and prosper in the context of digitalization, globalization, and pandemics, which have brought significant changes to the workplace and workforce.
3. The Healthy Built Environment is providing evidence-based solutions to promote sustainability, health, and well-being in built environments.



Humber will also host the Institute of Electrical and Electronics Engineers (IEEE) International Symposium on Broadband Multimedia Systems and Broadcasting in June 2024. Coming to Canada for the first time, the symposium will be a premier forum for the presentation and exchange of technical advances in the rapidly converging areas of multimedia broadcasting, telecommunications, consumer electronics, and networking technologies.



Partnering to broaden understanding of student agency

When students play an active role in deciding what and how they learn, they are better able to meet their educational goals. To inform how students are empowered to be agents in their learning, Humber continues to conduct research and analysis in this area. Through the Global Polytechnic Alliance, Humber and its colleagues from VIA University in Denmark and Otago Polytechnic in New Zealand are undertaking research to compare how student agency is experienced within their institutions and to contribute to the global body of knowledge on student agency and student-centered learning and teaching. The research will inform how Humber fosters the development of foundational skills students need to actively contribute to and co-construct their education for enhanced learning outcomes.





Impact

Leading global education and engagement

Humber will build on the success of its 2018–2023 Internationalization Strategy that received the Gold Award for Excellence in global engagement from Colleges and Institutes Canada in 2022 by continuing to expand and grow current internationalization pillars: internationalization home, bringing the world to Humber, taking Humber to the world, and globalization of our polytechnic identity. This includes the ongoing development and growth of the Global Summer School, Humber’s innovative three-week, intensive academic experience for students and faculty and the recruitment, support and success of a diverse international student body equipped with the skills and competencies to meet labour market needs.

Humber’s internationalization strategy also includes building on the institution’s international development projects, a portfolio that currently boasts a nation-leading \$11.4 million and engages approximately 100 partner institutions from around the world. These programs apply Humber’s polytechnic model and a multi-disciplinary approach to create social impact. In addition to several projects that support Technical and Vocational Education and Training (TVET) through curriculum and program development and teacher training education, projects that will continue this year include:

- STEM Education for Empowerment Project: aims to equip adolescent girls aged 14 to 18 from low-income and marginalized communities in Kenya and Ethiopia with the knowledge, skills, and confidence to pursue studies and employment in STEM.
- Bhutan Education and Skills Training Project: aims to equip graduates with skills and knowledge that meet Bhutan’s labour-market needs and contribute to the country’s socio-economic advancement.
- Empowerment Through Skills Program: focuses on strengthening alternative pathways to education and employment for women and adolescent girls in Tanzania.



Making the “SWITCH” to greener heat generating systems

Focused on increasing the efficiency and sustainability of campus operations, in 2024 Project SWITCH will connect the remaining 20 North Campus buildings to Humber’s new hot water network and install new heat pumps, electric boiler, and battery for electrical load shedding in Humber’s central plant. As the institution commissions the new heat generating systems in place of its steam pipes, Humber aims to reduce campus natural gas use by 70%.

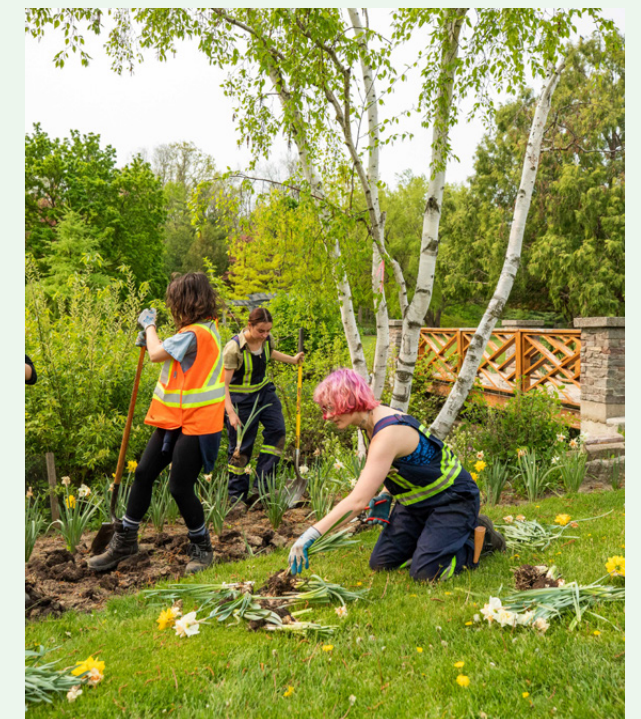


Protecting our collective future

For the past decade, Humber has been a national leader in sustainable campuses because of its vision and early adoption of environmentalism. In 2013, Humber declared where it wanted to be and the contributions it would make toward a more sustainable future in its inaugural Sustainability Plan. A decade later, the Sustainability Tracking, Assessment & Rating System™ (STARS), the most widely recognized framework in the world for publicly reporting comprehensive information on a college or university’s sustainability performance, awarded Humber a Gold designation and ranked it first for its sustainability efforts among 355 institutions from across the world in the Associate Colleges category. Many of Humber’s prestigious buildings have been recognized for their sustainability features, including zero-carbon retrofits, net zero energy, LEED Platinum, and zero carbon construction. Further, Humber has been designated as one of Canada’s Greenest Employers for eight consecutive years. With this track record in mind, Humber is set to further solidify its leadership position in 2024 as it develops its third Sustainability Plan.

2023 Sustainability “wins”

- Humber reduced its energy consumption by 24% / sq ft since 2016.
- The Humber Cultural Hub won silver in the Construction category at the World Federation of Colleges and Polytechnics Awards of Excellence.
- Humber is designated one of Canada’s Greenest Employers for eight consecutive years.
- The Association for the Advancement of Sustainability in Higher Education (AASHE) awarded Humber a Sustainability Tracking, Assessment & Rating System (STARS) Gold designation and ranked Humber:
 - » #1 in the Associate Colleges category for its sustainability efforts among 355 institutions from across the world
 - » #1 in the Coordination and Planning category
 - » #3 in the Grounds and Waste categories
 - » #8 in the Water category



Inclusion & Well-being

Maintaining commitments to Inclusion and Belonging

Humber has a longstanding commitment to equity and fostering a culture where all peoples can be their full selves as they achieve their educational and career aspirations. With the formation of an Inclusion and Belonging division that uniquely brings together Humber's Indigenous Education and Engagement, the Office of Sustainability, and Humber's equity, diversity, inclusion and belonging (EDIB) portfolio, Humber signals the interconnectedness of these areas and its commitment to constant, intentional effort and resources for this work.



Under the leadership of a new Vice-President and three Director/Dean-level positions, plans for these respective areas will be developed in this upcoming year to further advance an inclusive culture and build Mino Nawendwin—good relations. Following substantive community input, the new EDIB plan will be unveiled in 2024, with the Sustainability and Indigenous Education plans to be developed by fiscal year-end.



Providing access to post-secondary education

Humber continues to enable access to post-secondary education and career-pathways for equity-deserving communities and people with limited educational opportunities. This year, Humber will deliver the Level Up program to provide Level 1 pre-apprenticeship training for horticultural technicians, electricians in construction/maintenance, and cooks which includes an academic upgrading component and wrap-around supports through partners such as the Elizabeth Fry Society and John Howard Society.

Fostering employee career success

Enabling faculty and staff to successfully build their careers at Humber is a priority. In 2024/2025, Humber is making several investments to its hiring and employee development.

Humber is revising its non-full-time hiring process to ensure that it continues to attract top talent and sets these employees up for success as they begin their employment at the institution.

To support current employees, Humber is:

- Finalizing its talent development plan and launching a new employee learning management system that will transform how Humber trains, assesses, and tracks employee learning.
- Developing a program that supports the career success of neurodiverse employees and builds on their extraordinary skills, including pattern recognition, memory, and mathematics.
- Launching an employee engagement survey to obtain feedback on Humber's employee experience and gain insights for future People(s) and Culture decision-making.

To create a powerful alignment between organizational strategy, team and individual accomplishments, Humber is revising its Administrative employee performance management program to align pay for performance with Objectives and Key Results (OKRs)—a tool for setting an employee's goals and tracking their outcomes.



Enhancing community through food

Recognizing that food is a fundamental part of any community and is intrinsic to the sense of belonging that people feel when on campus, Humber will begin implementing its new [Food Strategy and Vision](#). A key outcome stemming from Humber's Well-Being Strategy launched in 2023, this holistic and strategic approach to food provides a road map to align the various aspects of food that are connected to an individual's experience at Humber. It focuses on the principles of food quality, equity and affordability, availability and accessibility, sustainable practices, cultural diversity and dietary preferences, and nutrition. In the first year of implementation, Humber will assemble a campus food advisory committee and a food insecurity working group and will identify a new food provider who operates within the guiding principles of the strategy.



Executive Team



Dr. Ann Marie Vaughan
President and CEO



Jennifer O'Brien
Vice-President
People(s) and Culture



Dr. Gina Antonacci
Senior Vice-President
Academic



Kelly Jackson
Vice-President
External Affairs and Professional Learning



Glenn Craney
Vice-President and Special Advisor to the
President and CEO



Sanjay Puri
Vice-President
Administration and CFO



Jason Hunter
Vice-President
Students and Institutional Planning



Scott Briggs
Vice-President
Digital Innovation and CIO



Jason Seright
Vice-President
Inclusion and Belonging

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- Lisa Salem-Wiseman
- Anne Trafford
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ENVIRONMENTAL SAVINGS

As part of Humber's commitment to sustainability, this document has been produced in an electronic format. Please consider sharing instead of printing.