

INNOVATION EXCELLENCE ENGAGEMENT

2016-2021 ACADEMIC PLAN

SUMMARY



MESSAGE FROM THE SENIOR VICE-PRESIDENT, ACADEMIC AND THE VICE-PRESIDENT, STUDENT AND COMMUNITY ENGAGEMENT

Humber's Academic Plan is all about student success. Focused on teaching and learning within a polytechnic, postsecondary environment, the plan outlines a series of goals and strategies that will guide our academic initiatives for the next five years.

The plan is highlighted by academic priorities such as the expansion of the Scholarship of Teaching and Learning and the value of experiential learning. Further, it is aligned with our Strategic Plan and our Strategic Mandate Agreement (SMA) with the Ministry of Training Colleges and Universities¹, and shows how our polytechnic focus is closely tied to effective strategic enrolment management.

The accompanying SEM Framework supports the achievement of a wide range of student and institutional outcomes, including the development of employer-responsive academic programming, to a focus on retention and successful outcomes for our students.

Humber remains committed to and focused on our mandate to provide teaching and learning excellence. We are accountable to our learners throughout their academic careers and to our graduates once they go out into the world. Therefore, this plan includes the essential integration of academic and non-academic programming. We are equally committed to providing access to academic programming that is of the highest quality, relevance and integrity, and to supporting the social and emotional well-being of our students. We recognize that these activities are linked to the academic success of our students and the outcomes of our graduates. We will continue our collective efforts to support an unforgettable student experience both inside and outside the classroom that serves to enrich and inform.

We are pleased to share Humber's inaugural institutional Academic Plan. We would like to thank the many members of the Humber community who engaged with us during the development process. We appreciate and are grateful for your daily commitment to our shared goal of helping our students succeed.

Laurie Rancourt
Senior Vice President, Academic

Jason Hunter
Vice President, Student and Community Engagement

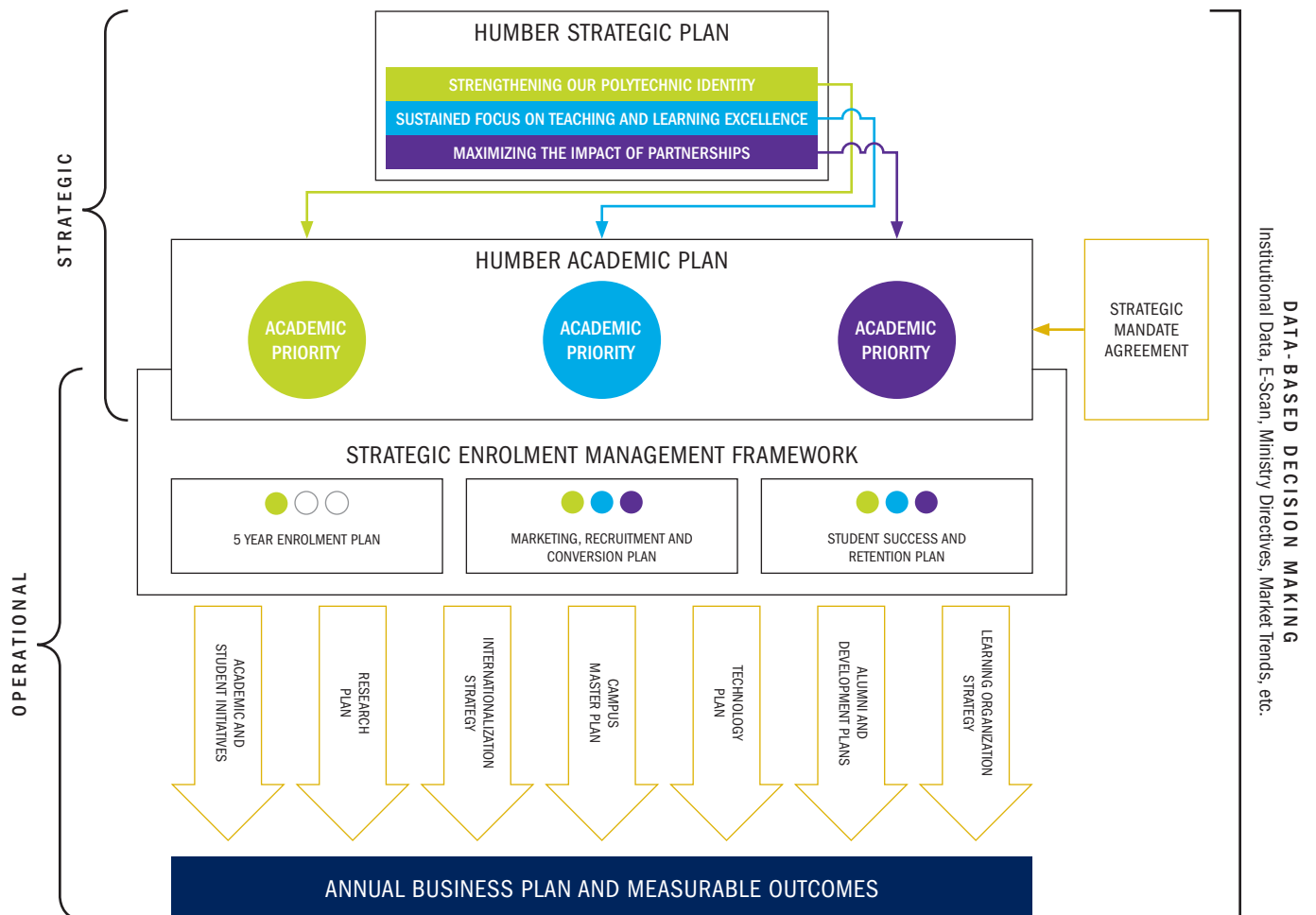
¹ On June 13, 2016, the Provincial Government of Ontario announced the renaming of the Ministry of Training, Colleges and Universities to the Ministry of Advanced Education and Skills Development. Both names may appear in this publication.

SECTION ONE: BACKGROUND

Humber's Academic Plan was developed to actualize our institutional vision – *leadership in polytechnic education* – and our mission to develop “broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve.”

Understanding the relationship between our strategic institutional priorities and our academic priorities and goals, as well as the strategies required to achieve them, is essential for the effective implementation of the plan.

Figure 1: Integrated Academic Planning and Implementation



VISION

INSTITUTIONAL VISION:

Leadership in polytechnic education.

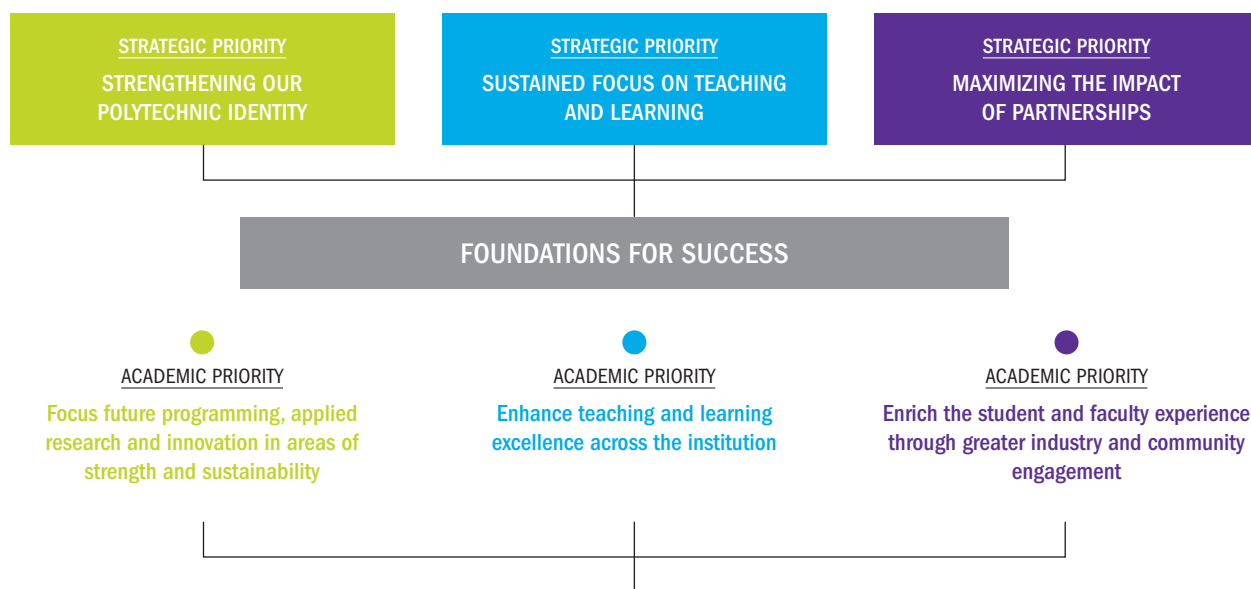
INSTITUTIONAL MISSION:

Develop broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve.

ACADEMIC VISION:

Provide all Humber learners with a polytechnic postsecondary education and experience that prepares them for success in work and life and leads to the fulfilment of our institutional mission.

PRIORITIES



SEM PRIORITIES

Leverage data and cross-functional expertise to:

- Develop and maintain sophisticated and accurate annual and long-term enrolment plans and projections
- Expand market-share and competitive advantage through focused marketing, recruitment and conversion activities
- Improve retention and success outcomes for all students, with a priority on scalable approaches to those identified as at greater risk based on either provincial/MTCU¹ guidance or institutional data reflecting our unique demographic mix

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ACADEMIC PRINCIPLES

Several principles form the foundation upon which our academic goals and priorities are built. Whether guiding our strategic approach to managing enrolment growth and new program development, or serving as a foundation upon which to develop innovative initiatives and resources for our learners, these principles reflect who we are as a teaching and learning community.

WE WILL ENSURE THAT LEARNING COMES FIRST

Teaching and learning remain at the core of all that we do and all that we are at Humber.

WE WILL UPHOLD INTEGRITY IN ALL ENDEAVOURS

We believe that a key element of the teaching and learning environment is the creation of a climate of academic integrity in which academic work is evaluated fairly, and hard work is valued and recognized.

WE WILL FOSTER THE MATURATION OF OUR POLYTECHNIC IDENTITY

Our polytechnic identity is as much about what we do as how we do it. Our objective is to provide a distinct postsecondary educational experience by enabling interdisciplinary collaboration and career-focused learning opportunities in a variety of formats.

WE WILL RECOGNIZE THE IMPORTANCE OF PLACE AND SPACE

As Humber continues to grow and evolve, we will carefully plan the location and co-location of programming and activities, with the goal of promoting interdisciplinary collaboration and providing opportunities for the creation of valuable communities of inquiry wherever possible.

WE WILL PROVIDE A TEACHING AND LEARNING ENVIRONMENT THAT RESPECTS AND IS ENRICHED BY OUR DIVERSE LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY

We will encourage learners to explore various disciplines and concepts from diverse perspectives.

WE WILL FULFILL OUR ROLE AS A LEADER IN THE PROVINCIAL AND NATIONAL POSTSECONDARY EDUCATION SECTOR

In alignment with our institutional vision of leadership in polytechnic education, we will continue to lead system-wide initiatives aimed at developing teaching and learning practices that effectively bridge theory and practice.

SECTION TWO:

ACADEMIC PRIORITIES

Focus Future Programming, Applied Research and Innovation
on Areas of Strength and Sustainability

Enhance Teaching and Learning Excellence Across the Institution















Enrich the Student and Faculty Experience Through
Greater Industry and Community Engagement

SECTION THREE:

ACADEMIC GOALS AND STRATEGIES

The following goals and strategies provide a structure to support delivery of the three Academic Plan priorities aimed at operationalizing Humber's 2013-18 Strategic Plan and its priorities. The Academic Plan goals and strategies are not ranked in order of their importance, and one goal and/or strategy can address more than one Academic Plan priority.

Our progress towards achieving our Academic and SEM goals will be evaluated on an annual basis with opportunities to adjust our strategies over the course of the next five years.

ACADEMIC GOAL 1 	Position Humber as the provincial leader in the scholarship of teaching and learning.
ACADEMIC GOAL 2 	Develop and support teaching and learning practices that are informed by technology, including e-learning and <i>Humber Online</i>.
ACADEMIC GOAL 3 	Live the values of a 'learning organization' by ensuring that all employees are supported to develop new skills and engage with their field of practice in support of student success.
ACADEMIC GOAL 4 	Increase access to applied learning opportunities within and outside of Humber that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.
ACADEMIC GOAL 5 	Develop teaching and learning elements that provide opportunities for students to explore concepts from diverse perspectives.
ACADEMIC GOAL 6 	Build relationships with industry and sector councils through the Humber Centre for Entrepreneurship (CfE) in support of students and faculty across all disciplines.
ACADEMIC GOAL 7 	Ensure that all Humber graduates are able to demonstrate mastery of essential employability skills through development and implementation of an institutional learning outcome framework.
ACADEMIC GOAL 8 	Implement a Centre of Innovation (CoI) strategy that increases Humber's reputation as a regional, provincial and national leader in learning and innovation, and meet the goals of its differentiation agenda.
ACADEMIC GOAL 9 	Implement a research and innovation strategy and build a research culture that nurtures the production and dissemination of new knowledge and original works, and supports faculty and students to solve real-world problems.
ACADEMIC GOAL 10 	Ensure that Humber learners receive timely and accurate information and have access to relevant support services and personal development opportunities at all stages of the student experience—from point of first contact to graduation and beyond.
ACADEMIC GOAL 11 	Drive strategic growth and differentiation by targeting new program development in areas which respond to student and industry need within the context of Humber's Strategic Mandate Agreement.
ACADEMIC GOAL 12 	Increase the number of Humber students and alumni accessing internal pathways between credentials.
ACADEMIC GOAL 13 	Implement a flexible learning strategy that provides clear direction and processes for the delivery of compressed, accelerated, part-time and evening programs, relevant general interest, and professional development programming.
ACADEMIC GOAL 14 	Strengthen Humber's connections and links with relevant industry and community partners to ensure that our programming remains relevant.

SECTION FOUR:

SEM FRAMEWORK IN SUPPORT OF HUMBER'S ACADEMIC PLAN

Successful strategic enrolment management requires a network of sophisticated communication processes and academic procedures. We have long been active managers of the various components that make up a SEM process, notably: marketing and recruitment activity, development and launch of new programs, maintenance of transfer pathways, implementation of retention strategies, and the provision of services to support student success. The SEM Framework and associated committee structure situates these various activities, processes and functions within the context of a holistic approach to managing our student lifecycle from pre-enrolment through to graduation and beyond.

The integrated nature of SEM ties academic and student services together, allowing for achievement of institutional and student success outcomes. The SEM Framework operationalizes Humber's academic goals by focusing on three critical and inter-related priorities including:

- the five-year enrolment plan
- the development of institutional and program level retention strategies
- the development of institution-wide marketing, recruitment and conversion plans which complement divisional/departmental activity.

A series of Action Plans and related measures/outcomes form critical components of the SEM Framework and are available in the full version of this document. Monitoring and execution of SEM goals is led by the Core SEM Team (CST), the SEM Marketing, Recruitment and Conversion Committee (MRC) and the SEM Student Success and Retention Committee (SSR).

VISION

SEM VISION:

Achieve student success goals through optimal enrolment, integration of processes and facilitation of planning that:

- supports Humber learners to achieve their individual and diverse education and life goals at all stages of their postsecondary career
- guides Humber to maintain a differentiated leadership position as a quality education provider in a crowded postsecondary environment, both provincially and nationally.

SEM PRIORITIES

Strategic enrolment management and planning is the application of strategic and operational tools, processes and practices to actualize our academic and student success goals. The Core SEM, MRC and SSR Committees will continue to develop multi-year enrolment plans and college-level strategies, as well as institution-wide marketing, recruitment and conversion strategies. The high-level SEM priorities and desired outcomes are achieved by leveraging data and cross-functional expertise.

SECTION FIVE:

TYING IT ALL TOGETHER

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Humber's Academic Plan and SEM Framework are the result of intensive consultation, research and internal dialogue about our identity, our academic vision and our responsibilities to the members of our teaching and learning community. It is aligned with Humber's 2013-2018 Strategic Plan and will be accomplished through cross-institutional collaborations supported by our SEM committees. Five SEM targets, ranging from annual revenue growth to annual increase in proportion of international enrolments, will be realized by the use of 43 academic strategies embedded within 14 academic goals and three SEM outcomes (Five-year Enrolment Plan, MRC Action Plan and SSR Action Plan).

In all that we do and every decision that we make, our focus will remain anchored in:

- our unwavering student-centred approach to teaching and learning
- our commitment to quality in all programs, services and tools
- our responsibility to our graduates and celebration of their achievements
- our absolute confidence in our highly skilled, highly committed and highly engaged faculty.

These are the foundational building blocks of our approach to polytechnic education.



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For background information and implementation updates, visit the Academic Webspace on the strategic planning website at www.humber.ca/wearehumber

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