Our unwavering student-centred approach to teaching and our absolute confidence in our highly skilled, highly committed and highly engaged faculty, together with our responsibility to our graduates and celebration of their achievements, distinguish us from our competitors and provide the foundation for the success of our students. We are deeply committed to quality in all programs, services and tools to contribute to the communities they serve.

Innovation, Excellence and Engagement

Humber’s Academic Plan was developed to actualize our mission to develop “broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly and positively impact their communities.” Our Academic Plan was developed to align with Humber’s 2013-2018 Strategic Plan and to maximize the impact of partnerships. The Academic Plan for 2016-2021 is an expression of Humber’s 2013-2018 Strategic Plan and will build on its achievements. It is a living document that will guide our academic initiatives for the next five years and will be revised annually to ensure alignment with the Strategic Plan.

The Accompanying SEM Framework supports the achievement of the five SEM targets for the period 2016-2021. This document is informed by and supports the achievement of the 43 academic strategies embedded within 14 academic goals and SEM outcomes of the Humber 2013-2018 Strategic Plan. The SEM targets align with Humber’s 2013-2018 Strategic Plan and will be realized by the use of 43 academic strategies supported by our SEM committees. Five SEM targets, ranging from institutional goals to student goals, are aligned with Humber’s 2013-2018 Strategic Plan and will be realized by the use of 43 academic strategies embedded within 14 academic goals and SEM outcomes (Five-year Enrolment Plan, MRC Action Plan and SSR Action Plan). See Appendix A for the Academic Plan Matrix, which helps to clarify the interrelationships and show alignments between academic priorities, goals and strategies and the SEM Framework.

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

1. Our commitment to access to academic programming that is of the highest quality, relevant and accessible.
2. Our commitment to providing 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, to a focus on retention and successful outcomes for our students.
3. Our commitment to ensuring access to academic programming that is of the highest quality, relevant and accessible.
4. Our commitment 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.
5. Our commitment to ensuring access to academic programming that is of the highest quality, relevant and accessible.

For background information and implementation updates, visit the Academic Webspace on the strategic planning website at www.humber.ca/wearehumber.
Humber’s Academic Plan and SEM Framework are the result of intensive consultation, research and deliberation about our identity, our strategic priorities and our responsibilities to the members of our teaching and learning community. It is a fundamentally important document that will guide our academic initiatives for the next five years.

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 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. We appreciate and are grateful for the collective efforts to support an unforgettable student experience that serves to enrich the learning environment, the plan outlines a series of goals and strategies that will guide our academic initiatives for the next five years.

The Humber Academic Plan and SEM Framework are the result of intensive consultation, research and deliberation about our identity, our strategic priorities and our responsibilities to the members of our teaching and learning community. It is a fundamentally important document that will guide our academic initiatives for the next five years.

The accompanying SEM Framework supports the achievement of the plan's goals and is aligned with Humber's 2013-2018 Strategic Plan and will remain anchored in: 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.

SECTION ONE: BACKGROUND

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.

The Humber Academic Plan and SEM Framework are the result of intensive consultation, research and deliberation about our identity, our strategic priorities and our responsibilities to the members of our teaching and learning community. It is a fundamentally important document that will guide our academic initiatives for the next five years.
background

Humber’s Academic Plan was developed to actualize our institutional vision – and the strategies required to achieve them, is essential for understanding the relationship between our strategic institutional priorities and our academic priorities and goals, as outlined by Humber’s 2013-2018 Strategic Plan and will be accomplished through cross-institutional collaborations. Five SEM targets, ranging from annual revenue growth to annual increase in proportion of 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, and the outcomes of our graduates. We will continue our collective efforts to support an unforgettable student experience and the emotional well-being of our students. We recognize that these activities are linked to the academic success of our students.

Message from the Senior Vice-President, Academic and Community Engagement

Laurie Rancourt, Sr. VP, Academic, laurie.rancourt@humber.ca

Jason Hunter, VP, Student and Community Engagement, jason.hunter@humber.ca

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August 2016
Focus Future Programming, Applied Research and Innovation in 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

Achieve student success goals through optimal enrolment, marketing and academic strategies to ensure the delivery of high-quality programs, maintenance of transfer pathways, implementation of retention strategies, and the provision of services to support students throughout their academic journey.

Strategic enrolment management and planning is the integrated nature of SEM ties academic and student success goals and priorities. The Academic Goal 13 SEM Vision: SEM STRATEGIC PRIORITIES

SEMI FRAMEWORK IN SUPPORT OF HUMBER’S ACADEMIC PLAN

Seminary strategic enrolment management requires a network of supplemental communication, partnership and community engagement. Strong strategic enrolment management requires the support of various stakeholders and the strategic alignment of communications, partnerships and other SEM initiatives. The SEM Framework demonstrates how SEM is integrated and coordinated through the SEM Strategy, SEM Priorities and SEM Commitments.

The Core SEM, MRC and SSR Committees will continue to develop multi-year enrolment plans and college-level strategies, with an emphasis on mapping and coordinating enrolment activities. The high-level SEM priorities and responsibilities can be summarized in the data and tools associated with this framework. VISION

SEM GOAL

Understand and anticipate the shifting needs of students, market conditions and the evolution of the postsecondary environment, both provincially and nationally.

SEM PRIORITIES

The following strategic objectives are in support of the SEM framework and are evaluated on an annual basis with opportunities to adjust for any changes or updates that may occur.

We will encourage our learners to be successful in careers that significantly contribute to the communities they serve.

Leadership in polytechnic education.

Both names may appear in this publication.

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. Enhance teaching and learning through greater industry and community engagement.


3. We will encourage learners to explore various disciplinary pathways and consider the diverse opportunities that industry and community engagement provide.

4. We will continue to lead system-wide development, or serving as a foundation upon which to develop strategic priorities. The Academic Plan goals and strategies are not ranked in order of their importance, and one goal and/or strategy can be evaluated on an annual basis with opportunities to adjust for any changes or updates that may occur.

5. Priorities. The Academic Plan goals and strategies are not ranked in order of their importance, and one goal and/or strategy can be reviewed on an annual basis with opportunities to adjust for any changes or updates that may occur.

6. As Humber continues to grow and evolve, we will carefully plan and implement a strategic enrolment management plan that is aligned with the Strategic Mandate Agreement. Successful strategic enrolment management requires a network of supplemental communications, partnership and coordination efforts.

7. Focus on future programming, applied research and innovation.

Focus on future programming, applied research and innovation.

Supports Humber learners to achieve their individual goals and aspirations and emphasizes the value of professional development through continual learning and research.

1. Support for Humber learners to achieve their goals and aspirations.

2. Strategic development.

3. Leadership in polytechnic education.
BACKGROUND

The five-year enrolment plan aims to support Humber College’s institutional and program level guides. The plan is designed to maintain a differentiated leadership and academic vision that is focused on student success.

The plan’s role is to support the development of strategies aimed at achieving the strategic priorities of the institution. It is intended to guide the decision-making process of the various departments and units within the college. The plan is structured to ensure that all efforts are aligned with the college’s vision and mission.

STRENGTHENING OUR STRATEGIC PRIORITY

Expand market share and competitive advantage through focused marketing, development, and conversion plans which complement divisional and departmental activity.

DEVELOP AND MAINTAIN SOPHISTICATED AND ACCURATE ANNUAL AND LONG-TERM ENROLMENT PLANS AND PROJECTIONS

Improve retention and success outcomes for all students, with a priority on scalable approaches to those identified as at greater risk based on demographic mix.

Enhance teaching and learning

SECTION TWO: ACADEMIC PRIORITIES

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

Enhance Teaching and Learning Excellence Across the Institution

SECTION THREE: ACADEMIC GOALS AND STRATEGIES

The following goals and strategies provide a focus in support of achieving those end goals. These priorities are broken down into the following key areas: Student Success, Teaching and Learning Excellence, and Scholarly, Creative and Artistic Endeavors.

VEINS PRIORITIES

2. Greater Industry and Community Engagement

As Humber continues to grow and evolve, we will carefully plan and execute our strategies over the course of the next five years. Our progress towards achieving our Academic and SEM goals is led by the Core SEM Team (CST), the SEM Steering Committee, and the SEM Priority Leaders. Monitoring and execution of our strategies are achieved by leveraging data and cross-functional expertise.

SEM PRIORITIES

SEM GOALS

To support our vision, we identify strategies and actions for the achievement of strategic and operational goals. Resources and revenues to support our academic and student success goals are identified, and an annual operating budget is developed to support these operations. SEM priorities are identified as a result of the college’s academic goals and strategies. The high level SEM priorities and measurements are used to align data and non-financial goals.

VISION

Section Four: SEM Framework in Support of Humber’s Academic Plan

SEM FRAMEWORK IN SUPPORT OF HUMBER’S ACADEMIC PLAN

Seven key themes guide our institution through external educational demands, designed and driven by Humber faculty, students, and partners.

1. Humber Online

2. Employability

3. Mobility

4. Lifelong Learning

5. Community and civic engagement

6. Learning and teaching excellence

7. Partnerships
BACKGROUND

STRENGTHENING OUR ACADEMIC PRIORITY

Expand market-share and competitive advantage through focused marketing, either provincial/MTCU or institutional. 

Improve retention and success outcomes for all students, with a priority on the academic success of students from underrepresented demographics.

We will support initiatives to ensure that programs and courses are delivered in a way that supports student learning and achievement.

We will encourage students to explore diverse academic interests through offerings in a variety of formats.

Section Three: Academic Goals and Strategies

The following goals and strategies provide a vision to support achievement of the Strategic Plan. Core priorities across all three Academic Plan priorities are identified as areas of focus. The strategic priorities are described in terms of how we do it. Our objective is to provide a distinct and recognized model of higher education within the context of Humber’s Strategic Mandate Agreement.

The integrated nature of SEM and student success outcomes demonstrates the complementarity of the SEM Framework, which provides a holistic framework to support student success outcomes. The SEM Framework operationalizes the integrated nature of SEM in support of academic and student success goals. The SEM framework is aligned with the strategic priorities and objectives of the SEM Framework.

Position Humber as the provincial leader in the scholarship of teaching and learning. A model of teaching and learning that is learner-centric, evidence-informed, and research-driven.

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1. Ensure that Humber learners receive timely and accurate information and have access to relevant support services. 
2. Develop teaching and learning elements that provide opportunities for students to explore concepts from their field of practice in support of student success.
3. Develop and maintain sophisticated and accurate annual and long-term enrolment plans and projections that are based on evidence and informed by institutional data reflecting our unique demographic mix.
4. 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.

VIM Vision:

Humber Online

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INSTITUTIONAL MISSION: Leadership in polytechnic education.

POLYTECHNIC IDENTITY

We believe that a key element of the teaching and learning environment is to ensure that students develop as independent thinkers who are socially engaged and ethically and environmentally aware.

WE WILL REPLACE OPIOID USE echo chambers

The following goals and strategies provide a basis on which to support the organizational mission. They provide an overall framework for the implementation of strategic initiatives, as well as the means by which the University will maintain its leadership in polytechnic education and achieve its mission.

WE WILL ENSURE THAT LEARNING COMES FIRST

The integrated nature of SEM and student success functions within the context of a holistic approach to managing student life goals at all stages of their educational experience while ensuring that each component is valued and supported.

WE WILL RECOGNIZE THE IMPORTANCE OF PLACE AND SPACE

The following goals and strategies provide a basis on which to support the organizational mission. They provide an overall framework for the implementation of strategic initiatives, as well as the means by which the University will maintain its leadership in polytechnic education and achieve its mission.

ENHANCE TEACHING AND LEARNING EXCELLENCE ACROSS THE INSTITUTION

We will encourage learners to explore various disciplines and opportunities in a variety of formats.

WE WILL UPLIFT COMMUNITY AND LEADERSHIP

Our polytechnic identity is as much about what we do as who we are. Our objective is to provide a distinct postsecondary educational experience by enabling inter- and intradisciplinary collaboration and leadership.

WE WILL FULFILL OUR ROLE AS A LEADER IN THE PROVINCIAL AND NATIONAL AND INTERNATIONAL COMMUNITY

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SECTION ONE: BACKGROUND

Humber’s Academic Plan was developed to actualize our institutional vision – our commitment to quality in all programs, services and tools that will contribute to the communities they serve. “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, we ensure that our academic priorities and goals are woven into our institutional vision – our commitment to quality in all programs, services and tools that will contribute to the communities they serve. “Adaptable citizens to be successful in careers that significantly contribute to the communities they serve.”

SECTION FIVE:

TYING IT ALL TOGETHER

INNOVATION EXCELLENCE ENGAGEMENT

2016-2021 ACADEMIC PLAN

SUMMARY

Humber’s Academic Plan and SEM Framework are the result of comprehensive consultation, research and internal dialogue about our identity, our academic priorities and goals, and our responsibilities to leadership in polytechnic education.

This plan is all about student success. Focused on learning and teaching where a polytechnic education is the foundation of career and life success. We are committed to ensuring the academic and personal success of our students by building on the value of experiential learning. Further, it is aligned with the Scholarship of Teaching and Learning and the expansion of the Scholarship of Practice.

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The University of Toronto, with its highly skilled and highly committed faculty and staff, is dedicated to ensuring the academic and personal success of its students. Our strategic priorities and goals are woven into our institutional vision – our commitment to quality in all programs, services and tools that will contribute to the communities they serve. “Adaptable citizens to be successful in careers that significantly contribute to the communities they serve.”

The accompanying SEM Framework supports the achievement of our institutional priorities and goals.

Jason Hunter, VP, Student and Community Engagement, jason.hunter@humber.ca

Laurie Rancourt, Sr. VP, Academic, laurie.rancourt@humber.ca

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

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

- our responsibility to the communities we serve;
- our unwavering student-centred approach to teaching and learning;
- our commitment to quality in all programs, services and tools;
- our absolute confidence in our highly skilled, highly committed and highly engaged faculty.

The accompanying SEM Framework supports the achievement of our institutional priorities and goals.

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