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VISION

Leadership in Polytechnic Education

MISSION

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

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. 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
MESSAGE FROM THE BOARD CHAIR

On behalf of Humber's Board of Governors, I am proud to present Humber's 2014-2015 Annual Report to the college, the Ontario Ministry of Training, Colleges and Universities and the community. We are well into the implementation phase of the 2013-2018 Strategic Plan, and I am pleased to note that Humber faculty, staff, students and community partners continue to live the values of excellence, innovation, respect, inclusion and sustainability within the context of our polytechnic identity.

The Board of Governors applauds Humber's student-centered culture with its focus on creating optimal learning spaces, programming and services to support and inspire learning, creativity and entrepreneurship. With an ever-changing economic and demographic environment, Humber's ability to promote student success and engagement is key to the future of Ontario's workforce.

On behalf of my colleagues, I would like to thank President Whitaker and the executive team. Under their leadership, Humber is well-positioned to flourish into the future. It is also my great pleasure to acknowledge the commitment, creativity and competence of Humber's faculty and staff. The results and success stories highlighted in this annual report celebrate the achievements of a passionate and engaged community, and I am pleased to congratulate all who made them possible.

Audrey McKinney, Chair
Humber Board of Governors
This 2014-2015 Annual Report reflects the progress made and milestones achieved over the past year. With our 2013-2018 Strategic Plan having reached its midpoint, we have embraced new processes and practices to achieve our goals, and we are reflecting on our development and measuring progress against the success outcomes we have set for ourselves.

Our commitment to polytechnic education includes building and maintaining partnerships with industry and the community, forging pathways between a broad range of programs and credentials and the ongoing pursuit of student and faculty engagement in applied research and innovative learning experiences. The results presented in this annual report demonstrate our commitment to the relevance of our curriculum, the importance of providing students with state-of-the-art facilities and our responsibility to provide integrated and inclusive services to support achievement. The new six-storey, 264,000 square foot Learning Resource Commons at the North Campus is our newest student-focused capital development project. The facility houses enhanced student services including the Registrar’s Office, Student Recruitment, Student Success and Engagement, the International Centre, the Aboriginal Resource Centre, the School of Liberal Arts & Sciences and the library.

As we celebrate the achievements of the past year, I would like to thank our colleagues in government, the community and industry for their ongoing partnership, and to acknowledge the Board of Governors, which continues to be engaged, thoughtful and supportive. As well, on behalf of the executive team, I am humbly appreciative of this opportunity to recognize the professionalism, energy and enthusiasm of Humber faculty and staff, each of whom make our success possible. Thank you.

Chris Whitaker, President & CEO
Humber College Institute of Technology & Advanced Learning
ABOUT HUMBER

Established in 1967 by the province of Ontario, Humber College Institute of Technology & Advanced Learning is a leading Canadian postsecondary educational institution. We offer a full range of programming that is responsive to the needs of government, our students and our partners in industry. Our student population includes international students from more than 100 countries across the globe, and reflects the diversity of the communities we serve. In addition to approximately 2,000 apprentices and 4,000 students enrolled in seven unique and innovative joint programs offered at the University of Guelph-Humber, Humber’s three campuses serve almost 30,000 full-time students and thousands of part-time learners.

We are proud to offer more than 160 full-time programs across a wide variety of disciplines. Our credentials include apprenticeship training, certificates, diplomas, degrees and graduate certificates. Humber is the preeminent institution for college degree programming in Ontario, offering 22 degree programs and educating approximately one-third of all college degree students in the province. Humber also has a long-standing and successful partnership with the University of New Brunswick to deliver the four-year Bachelor of Nursing curriculum, the largest nursing program of any college in Ontario.

Our partnerships also extend beyond Canada. Through our International Development Institute and academic schools, Humber has a number of partnerships to deliver joint programming internationally, providing opportunities for faculty, staff and students to engage in research and development activities around the globe. Humber is currently partnering with seven universities in Sulawesi, Indonesia on a five-year, $4.6 million initiative to develop Indonesia’s capacity to deliver entrepreneurial curricula. This project is jointly funded by the Canadian International Development Agency (CIDA) and Humber College. Humber also has significant institutional partnerships in China, Taiwan and countries in Europe and Africa.

Humber is the only Canadian board member of the prestigious League for Innovation – an international organization dedicated to excellence in education and training in community colleges – and is also a founding member of Polytechnics Canada, an association of Canadian postsecondary institutions committed to producing career-ready graduates based on the polytechnic model of education.

Humber is one of the largest colleges in Canada, and our enrolment has grown substantially in recent years thanks to a combination of new programming and increased demand. Humber received more than 59,000 distinct applications for fall 2014, introduced new programming and developed new delivery models for existing programs.
INTRODUCTION

This 2014-2015 Annual Report is a companion document to the 2014-2015 Business Plan, and highlights the results achieved during the second year of our five-year institutional strategic plan.

Humber’s planning documents include the 2013-2018 Strategic Plan, as well as a yearly business plan and annual report, and complement our Multi-Year Accountability Agreement and Strategic Mandate Agreement with the Ontario Ministry of Training, Colleges and Universities (MTCU). These reports are key elements of our accountability as a publicly funded postsecondary institution in Ontario and demonstrate the importance we place on the collection and analysis of data to support decision-making, investment and strategy development.

The annual report provides an opportunity to highlight some of our many successes, while acknowledging that much of the innovative, inspiring and exciting activity happening at the college cannot be adequately captured in this document. Nonetheless, we are very proud to showcase the efforts of students, faculty and staff by sharing examples of the innovative and inspiring work that happens every day at Humber.
Humber is a full-service postsecondary education institution with a comprehensive range of credentials, services to support student success and meaningful partnerships with employers and community agencies.

We offer more options and pathways for students than any other college in Ontario, from graduate certificates and bachelor’s degrees to diplomas, certificates and apprenticeships. We are attuned to the needs of our stakeholders, committed to supporting student success and responsive to the evolving needs of the labour market.
GOAL ONE
Optimize and differentiate Humber's programs, credentials and services

SUCCESS OUTCOMES

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

- Humber is recognized for at least three dynamic, interdisciplinary Centres of Innovation (COI) 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 polytechnic identity
- Humber consistently assesses all programs and services against clearly identified criteria and demonstrates commitment to continuous improvement and evidence-based decisions

SUCCESS STORY

We are designing success. Through both internal funding and MTCU Productivity and Innovation Fund support, The Centre for Teaching and Learning built an impressive 29 fully online courses, four hybrid courses and redesigned three existing online courses. Using a unique team approach that included a graphic designer, programmer, instructional designer, content expert and project manager, these online courses are robust, engaging, mobile-friendly, AODA compliant and designed for student success.

YEAR 2 INITIATIVES

- Build institutional understanding and commitment to strategic enrolment management (SEM); identify and communicate institutional SEM goals
- Enhance integrated planning and decision-making through development of cross-institutional SEM committees
- Develop business plans for Humber’s Centres of Innovation
- Identify performance indicators for programs and services and build integrated “dashboards” based on agreed upon metrics and benchmarks
- Refine and augment the “We Are Humber” initiative

YEAR 2 ACCOMPLISHMENTS

- The membership and mandate of the SEM committees were revised and aligned with the work of the Core SEM Team to reflect the maturing state of Humber’s SEM activities. Highlights of committee work over the past year include: updating the institutional environmental scan as well as student behaviour research, an enrolment projection model, and frameworks to support the co-curricular record and First Year Experience initiatives.
- The business case for a COI in Health & Wellness was finalized and set to launch in 2015-2016. A competitive analysis was conducted for the development of a new COI in Transmedia.
- Humber Communications is managing content and messaging for the Humber Communique and Humber TV to ensure consistency of messaging and use of brand standards.
- A vendor was selected in January 2015 and work is actively under way to re-develop humber.ca. The development team is working with content holders in preparation for site migration and web launch in fall 2015.
- The SEM Data Committee, in collaboration with the office of Strategic Planning and Institutional Analysis, conducted foundational work to support strategic enrolment management including research identifying students at risk for attrition and a framework for portfolio analysis.
We are collaborative. Faculty and students from the Criminal Justice, Game Programming, 3D Animation, Music, and Film and Television Production programs at Humber teamed up to develop a simulated crime game “3rd Degree: Our Day Starts when Your Day Ends.” Based on an actual murder case, the game leads students through a series of crime solving activities using real policing techniques. Having won second place at the Polytechnic’s Canada Student Applied Research Showcase in November, it will now be pilot tested with Humber students with future plans for collaboration with Toronto Police Services as a potential training tool for officers.

GOAL TWO
Leverage the range of Humber’s programs to lead the system in providing pathways

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 2 INITIATIVES
- Develop a comprehensive and integrated model for assessing, improving and building awareness of internal and external academic pathways

YEAR 2 ACCOMPLISHMENTS
- Pathways for related programs between credentials have been developed for all new and existing degree programs and guidelines for the future identification of pathways have been built into the program renewal process.
- Humber participated in the launch of a credit transfer agreement among Ontario colleges offering diplomas and advanced diplomas in accounting, business, human resources and marketing. This initiative will ensure that transfer opportunities between colleges are easily identified by students via the Ontario Council on Articulation and Transfer.

SUCCESS STORY
GOAL THREE
Demonstrate Humber’s distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

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 2 INITIATIVES

- Extend the revitalized Humber brand to all aspects of Humber’s marketing and develop a cross-institutional integrated approach to marketing and communications
- Develop a comprehensive Humber Research strategy
- Through the Strategic Mandate Agreement (SMA), capitalize and build upon identified institutional strengths and program areas of strategic growth
- Enhance opportunities for research-based baccalaureate degrees and graduate programming through the unique partnership of the University of Guelph-Humber
- Advocate for Humber’s differentiated identity as a leader in polytechnic education

YEAR 2 ACCOMPLISHMENTS

- Humber Marketing conducted a Brand Study with current and prospective students, parents and guidance counselors in spring 2014. Aspects of the study inform college outreach initiatives and communications.
- Humber signed a SMA with MTCU in April 2014 that reflects our unique polytechnic identity and identifies areas of growth and strength such as transmedia and design.
- The Office of Research and Innovation initiated the development of a strategic research plan that will articulate priorities for applied research at Humber. The plan will focus on entrepreneurship, industry partnerships and capacity building.

SUCCESS STORY

We are real-world learners. A collaborative project between several programs within the School of Applied Technology and PCL Contractors Inc. had students design a hypothetical linking structure between the North Campus’ new Learning Resource Commons and an existing building. The project provided students an opportunity to practice their design and project management skills with a real company, working with real timelines, budgets and client requests. Meeting with PCL bi-weekly, students provided updates on the project’s advancement, without actually building the link. This innovative, applied learning strategy has now been built into the curriculum and will benefit students annually.
As the needs of our learners, employers and the community continue to evolve, Humber is committed to ongoing innovations in teaching and learning options and delivery.

We are building our polytechnic identity by expanding opportunities for students and faculty to engage in applied research and scholarship activities. We strive to deliver an excellent educational experience to all of our students, and we are committed to providing quality work-integrated learning and personal development opportunities.
GOAL ONE
Live the values of a ‘learning organization’

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 2 ACCOMPLISHMENTS

- The Human Resources department developed and piloted a Management Essentials program for 32 new managers and the “Coaching for High Performance” program for campus leaders.
- The Executive Advisory Council designed a process for collaborative planning and decision-making and delivered its first annual business plan.
- More than 350 staff participated in five Town Hall meetings on topics relevant to Humber’s strategic goals and direction such as: the use of data to support strategic enrolment management, the results of the Employee Engagement Survey, and the Academic Plan.
- The Academic and Administrative Leaders Forum met to provide opportunities for cross-institutional networking, innovation and information-sharing on topics such as Humber’s SMA, the budget development process and an alumni relations strategy.
- A change management framework and accompanying toolkit was developed to support implementation of the Human Resources Management Software project.

SUCCESS STORY

We are creating classrooms of the future. The “Future of Classroom Design” project surged ahead to revitalize our classroom spaces to meet the learning needs of today’s students. Seeking input from students, staff and faculty through social media, Humber TV, email, Humber’s student newspaper, town halls and interviews, The Centre for Teaching and Learning collected more than 400 responses with which to inform the development of Humber’s Learning Spaces Design Principles. Three central classrooms were renovated under the new standards during the summer of 2014.

YEAR 2 INITIATIVES

- Develop a plan for innovative staff and faculty training that reinforces a culture of innovation, builds organizational capacity and promotes collaboration in areas essential to a learning organization
- Build collaborative leadership, dialogue and decision-making through the Executive Advisory Council (EAC) and SEM committee structures
- Deliver Town Hall meetings to include employees, students and community/industry partners as appropriate on topics relevant to the successful implementation of the strategic plan
- Develop the Academic and Administrative Leaders Forum (AALF) as an effective information-sharing and networking forum to encourage innovation
- Develop and pilot a change management strategy to support transformational institutional change
GOAL TWO
Ensure an exceptional student experience for a diverse student body

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

YEAR 2 INITIATIVES
- Launch planning of an integrated student advising model
- Build tools and metrics to assess impact of early intervention services; conduct best-practice research and develop a Humber-specific early leavers survey; map the first-year experience and identify strategies for advancing success outcomes
- Deliver the first year of Humber's integrated Internationalization Strategy
- Improve the student experience through key investments in technology, including: upgrades to the campus wireless network; audio visual technology in the North Campus student centre; and expansion of the data centre at North Campus
- Implement the first phase of development of a co-curricular record

YEAR 2 ACCOMPLISHMENTS
- The Integrated Advising Working Group of the SEM Student Success Committee completed a literature review and inventory of best practices in student advising to guide the development of an integrated case-management approach to student advising at Humber.
- Major investments in technology were made to enhance the student experience. Projects included: substantial upgrades to the campus wireless network, enhanced audio visual technology in the North Campus student centre, piloting of virtual desktop technology in open access computer labs and the expansion of the North Campus data centre.
- The Student Success Committee conducted a needs assessment for early intervention programming and advising strategies.
- The First Year Experience program was redeveloped as a gateway program to connect first-year students to services, communities and resources. It is anticipated that linking students to appropriate services will improve their success and retention.
- Humber's Internationalization Strategy was launched and the design of the Global Citizenship Certificate was completed. These initiatives will expand international opportunities for students and increase the internationalization of curriculum.
- The first phase of the co-curricular record initiative was completed with the selection of a vendor and hiring of a project co-ordinator.
We got you. In September 2014, Humber’s Student Success and Engagement office launched the “We Got You” campaign to increase awareness of services that support student success and retention. The campaign brought visibility to the challenges and issues that postsecondary students face, from finding health care services to getting help with housing. The re-vamped website (humber.ca/student-life/we-got-you) was a resounding success, with a 117 per cent increase in traffic over fall 2013 and a substantial decline in the amount of time spent searching the homepage, indicating that it’s easier for people to find what they need.
GOAL THREE
Demonstrate leadership in innovative teaching and learning strategies

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 2 INITIATIVES

- Advance components of the Centre for Teaching & Learning (CTL) workplan, including:
  - Design and deploy a Service Learning Model that enhances the curricular and co-curricular student experience
  - Launch Faculty Development and Renewal Framework to support the creation of individual development plans
  - Redevelop the Teaching Excellence Standards framework and awards
  - Implement faculty “exchange” pilot program with industry partners
  - Develop guidelines and policies to promote Academic Integrity
- Enhance inclusive instructional design principles to remove barriers to learning
- Develop policies and practices to support faculty engagement in scholarly teaching and research
- Implement the Humber Online strategy
- Finalize learning space and technology standards
- Develop and implement an integrated strategy for enhanced work-integrated learning experiences to support student success
- Implement strategy to enhance entrepreneurial opportunities within the context of academic programming as well as extra-curricular activities, and expand the Humber Launch Incubator to North Campus
- Extend learnings from HEQCO-funded pilot of “essential skills” beyond pilot and expand membership of the Steering Committee
YEAR 2 ACCOMPLISHMENTS

- The Centre for Teaching and Learning (CTL) continues to be a catalyst for change within the Ontario college system, sharing resources and information and engaging faculty from 18 other colleges in training opportunities. Highlights include the design of the Faculty Development and Renewal Framework, development of an Academic Integrity Task Force, and expansion of the Multimedia Studio to enhance teaching practice. Using a broad consultative process, the Humber Online strategy was developed and an Online Course Review Committee was established to ensure excellence in the delivery of these programs.

- Humber Applied Research and Innovation has initiated a strategic research plan that will determine areas of focus for the college as well as encourage faculty and student engagement in applied research.

- The Learning Space and Technology Standards were finalized and will provide the framework by which existing and new spaces will be assessed.

- HumberLaunch – the college’s centre for entrepreneurial innovation – expanded its services and resources aimed at cultivating innovation and business ventures. Some of its key activities included the opening of the Makerspace prototype lab, the launch of Startup Weekend and the first HumberLaunch Entrepreneur Awards.

- To ensure continued development of students’ essential skills, a scorecard was developed to measure and monitor student outcomes in reading, writing and critical thinking.

SUCCESS STORY

We are making a difference. Students in Humber’s Practical Nursing, Bachelor of Nursing and Early Childhood Education (Advanced Studies in Special Needs) programs travelled to Guatemala in February to assist healthcare professionals in providing care to 240 children living at the Valle de los Angeles orphanage, as well as more remote communities in the country. The experience provided students with the opportunity to develop skills, grow their cultural understanding and global perspective, and make a positive difference in the lives of others.
Humber has long maintained excellent relationships with our industry partners and has maintained many unique and creative partnerships with community-based organizations. Our eight academic schools work closely with industry to ensure that our programming meets the evolving needs of employers. These current and growing partnerships are extremely important to us, providing essential workplace experiences for our learners and connections that help our graduates achieve success beyond our doors.
GOAL ONE
Ensure essential linkages with industry and key 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 2 INITIATIVES

- Develop and implement an industry engagement strategy
- Establish President’s Advisory Council of senior industry partners to support successful delivery of Humber’s vision of Leadership in Polytechnic Education
- Mobilize national and international corporate training opportunities as Canada’s only member of the Global Corporate College (a League for Innovation affiliate)
- Design and launch a Humber-specific fundraising strategy

YEAR 2 ACCOMPLISHMENTS

- An integrated industry engagement strategy was developed and implementation has begun.
- The President’s Advisory Council is a component of the industry engagement strategy and will be implemented in Year 3.
- As the sole Canadian member of the Global Corporate College, Humber has engaged in training activities with its corporate partners. The Global Corporate College will be a key element of the emerging Corporate Training strategy.

SUCCESS STORY

We are making headlines. The renowned environmental activist David Suzuki presented at Humber on issues surrounding food, the environment and the impact of modern agriculture. The event, which was held in partnership with the National Film Board of Canada (NFB) and the David Suzuki Foundation, showcased the film Island Green and featured a panel discussion between Suzuki, food justice activist Utcha Sawyers and journalist J.B. MacKinnon. With more than 500 students from Humber and the surrounding area attending the event, and an additional 130+ classrooms across Canada viewing via live streaming, the event was a resounding success.
GOAL TWO
Build and maintain beneficial relationships with alumni

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 2 INITIATIVES

- Complete and implement Humber’s Alumni Engagement Strategy
- Enhance mentorship and engagement opportunities between current students and alumni and expand alumni networking events

YEAR 2 ACCOMPLISHMENTS

- The development of alumni mentorship opportunities is underway and is a key element of the multi-year Alumni Engagement Strategy.

SUCCESS STORY

We are engaging our community. In September 2014, Humber’s Lakeshore Campus was recognized with a Community Partnership Award from LAMP Community Health Services, honouring our “outstanding excellence in collaboration, community health and leadership.” Projects undertaken to date include the Jean Augustine Legacy Scholarship, a city-funded community garden, participation in Doors Open Toronto and Culture Days, a collaborative literacy-through-drama program to help youth discover the magic of theatre and words, and a summer leadership camp for youth.
GOAL THREE
Enhance creative connections with education and community partners

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 2 INITIATIVES

- Coordinate and focus Humber’s outreach activities through a working group of the SEM Pathways Committee
- Explore opportunities to grow the University of Guelph-Humber partnership
- Identify new regions for international development and build partnerships that maximize intercultural exchange and research opportunities
- Implement new Community Outreach and Workforce Development initiatives focused on enhancing relationships with community organizations and industry

SUCCESS STORY

We are the arts. Humber’s L Space Gallery & Collection is a unique and progressive hub for innovation and learning that promotes the dynamic connectivity of curriculum, community and campus. Located at Humber’s Lakeshore Campus and the only model of its kind in Canada, all exhibition ideas come from students, faculty, staff and community partners. In 2014-2015, the gallery hosted 16 exhibitions and more than 25 events that attracted 30 per cent more visitors than in the previous year. A North Campus gallery is scheduled to open in September 2015.

YEAR 2 ACCOMPLISHMENTS

- In partnership with the University of Guelph, Humber submitted a proposal to the Ministry of Training, Colleges and Universities Major Capacity Expansion initiative to expand the University of Guelph-Humber.
- Humber’s International Office expanded its two-way partnerships with international PSE institutions that allow faculty and students to travel for work and study, and has worked to identify new international partnerships.
- Through the Humber Community and Partnership Fund, the college successfully invested in innovative pilot projects and partnerships with community agencies and supported almost 5,000 new clients through Humber’s Community Employment Services.
- The President and the Vice-President of Student and Community Engagement hosted a community engagement forum for local community partners such as Microskills, the City of Toronto, Rexdale Women’s Centre, Toronto Housing and Pathways to Education to discuss opportunities for new partnerships with Humber students, faculty and staff.
We are reaching out. With support from the Ministry of Training, Colleges and Universities, Humber’s Aboriginal Resource Centre offers Aboriginal Camp Choice, a fun-packed camp and outreach program to help Aboriginal youth build a successful future. The two-part program introduces Aboriginal students from both local and remote northern communities to college life. It also stays connected with participants during their high school years to provide support and encourage positive decisions related to postsecondary education.
Our ability to successfully deliver on our goals and strategies is dependent upon excellent infrastructure and services, integrated planning and the maintenance of our human and capital resources.

In order to provide the best possible educational experience for students, we must ensure that our faculty, staff and administrators have the tools and resources necessary to deliver on their individual roles. As we continue to evolve and grow, we must also align and integrate the planning and financial management functions to ensure that we are able to invest in our strategic priorities and meet the working and learning needs of our employees and students.
GOAL ONE
Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience

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 2 INITIATIVES

- Assess essential skills and competencies and identify professional development and training needs
- Conduct a Humber Employee Engagement Survey
- Continue the development of an enhanced performance management system

YEAR 2 ACCOMPLISHMENTS

- Humber undertook a process to identify essential leadership competencies in support of talent reviews that will set the stage for institutional succession planning.
- A revitalized Humber Employee Engagement Survey was developed by a cross-institutional working group and administered in fall 2014 with a 50 per cent response rate. The survey was conducted and results analyzed by an external research firm which benchmarked Humber against the other colleges in Ontario. The results were reviewed and discussed at a town hall attended by 200 staff as well as at divisional meetings across the college. Action plans are in development and a cross-functional team has been established to shepherd employee engagement initiatives across the college.

SUCCESS STORY

We are addressing sexual violence. Humber enhanced its commitment to student safety with the development of a policy, protocols and resources to support any community member who has experienced sexual assault or violence. With a focus on safe-reporting and prevention, this work will empower survivors to feel safer on our campuses, as well as change the social dialogue about the elimination of sexualized violence. A new, interactive website was launched to complement efforts already underway to emphasize important issues like consent and clear communication: humber.ca/student-life/sexual-assault.
GOAL TWO
Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success

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 supports 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 has been successfully implemented and is supporting good business practices throughout the organization

YEAR 2 INITIATIVES

- Invest in projects recommended by the Capital Planning Steering Committee, SEM Advisory Council, and Executive Advisory Council (EAC) as approved by the Executive Team
- Update Humber’s Campus Master Plan to reflect changing internal and external realities (e.g. demographics, labour market demand, provincial policy frameworks)
- Launch the student information system throughout 2014; initiate planning and procurement for new Human Resources Management System
- Begin roll-out of a unified communications and telephony strategy to enhance communications and collaboration
- Build shared understanding of Humber’s integrated enterprise systems that improves student services, creates efficiencies, supports enrolment management and provides a foundation for evidence-based decision-making

YEAR 2 ACCOMPLISHMENTS

- There are multiple capital development projects under development, as envisioned in the 2008-2013 Campus Development Plan. At the North Campus these include the Learning Resource Commons, which reached substantial completion in March 2015, and the Building F expansion. Currently, a backfill process is also underway to fill vacated space at North Campus. At Lakeshore, the Welcome Centre and Athletics Centre are in progress.
- A baseline report of current occupancies and space standards was finalized in February 2015 in conjunction with an external consultant. This report will advance the creation of the next five-year Campus Development Plan.
- Humber has completed the first phase of deployment of a new unified communications platform including all Humber contact centres and all departments moving to the Learning Resource Commons.
- The student registration and application systems were implemented and the final phase of the Enterprise Systems Project has commenced with the selection of a vendor for the Human Resource Management System.
We are proud of our people. Fundraising Management program co-ordinator, Denny Young, was named the 2014 Outstanding Fundraising Professional award by the Toronto chapter of the Association of Fundraising Professionals. Young started in fundraising in the early 1980’s before academic programs in this field existed. Over the course of more than 30 years, he has volunteered and fundraised for the United Church of Canada, the AIDS Committee of Toronto, the Toronto Symphony Orchestra, the National Ballet of Canada and the Sherbourne Health Centre.
SUCCESS STORY

We are supporting talent. Humber Press encourages and guides potential authors within the Humber community and helps them to develop their literary, authorial and creative talents. Supporting a variety of works including books, journals, case studies and teaching notes, potential publications are peer-reviewed by an editorial committee comprised of internal and external experts. In 2014-2015 Humber Press published three books, an e-book and a journal all written by Humber staff, faculty and graduates.
GOAL THREE
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

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 2 INITIATIVES

- Refine integrated business planning and resource allocation processes that are transparent, effective, evidence-based and promote delivery of Humber’s approved strategic priorities, goals and strategies
- Implement the Humber Sustainability Strategy with a focus on reducing our campus footprint, integrating sustainability into the curriculum, and engaging the college community to create a culture of sustainability
- Develop Humber’s balanced scorecard approach on key performance indicators
- Implement Humber’s integrated risk management framework

YEAR 2 ACCOMPLISHMENTS

- Various cross-institutional committees such as the Capital Planning Steering Committee, the North Campus Backfill Steering Committee, the Core SEM Team, Executive Advisory Council and an Ad Hoc Space Standards Committee are developing, documenting and executing processes and evaluation criteria to ensure that principles of integration, transparency and evidence-based decision-making are upheld in institutional planning processes.
- An integrated planning timeline was developed and approved by the Executive Advisory Council and the executive team.
- Implementation of the Sustainability Plan has begun. Highlights include the development of inclusive committees to support implementation of plan goals and outcomes, the startup of a carpool matching program with preferred carpool parking and the publication of the college’s first-ever Energy and Water Conservation and Demand Management Plan.
- An integrated risk management framework was developed and initiated.
OVERARCHING SUCCESS MEASURES

Humber’s commitment to evidence-based decision-making has been important to our achievement and will continue to be critical as we measure and monitor the impact of our strategic initiatives on student success.

As outlined in the 2013-2018 Strategic Plan, these metrics and indicators are also important elements of our accountability to the public, to our Board of Governors and to the MTCU.

The metrics presented in this document are primarily systems-level indicators which benchmark Humber against our key comparators in the Greater Toronto Area (GTA) as well as against all colleges in the province. We aim to demonstrate improvement over the baselines identified in the strategic plan and to demonstrate leadership both within the GTA and across the province. Where the data reveal opportunities for improvement, we will continue to develop initiatives and dedicate resources to improve our results. This annual report is both an acknowledgement of our achievements and a reflection of our conscious, strategic effort towards continuous improvement.
OUR STUDENTS

LEARNING OUTCOMES

Overarching Measures indicated in the 2013–2018 Strategic Plan:

- Evidence of progressive achievement in the skills identified as being essential for successful work and life (take current projects to scale by 2018)

- Key Performance Indicator (KPI) Student Satisfaction/Engagement with key teaching and learning capstones

Like all publicly-funded postsecondary institutions in Ontario, Humber participates annually in the Key Performance Indicator (KPI) survey of students, graduates and employers. Every year since 1999, the provincial government has mandated administration of the surveys to assess the performance of Ontario colleges in five key areas: student satisfaction, graduate employment, graduate satisfaction, employer satisfaction and graduation rate. In 2015, Humber administered 14,200 student satisfaction surveys, and is reporting results from more than 5,300 graduates and 1,000 employers. KPI results are important indicators of Humber’s performance in key areas related to student satisfaction and engagement and are benchmarked against our other colleges in the GTA, as well as the system as a whole.

In line with evidence-based decision-making and our commitment to continuous improvement, we conduct extensive analyses on our KPI results. Our institutional, school and departmental planning and priority-setting is heavily influenced by these trends. Based on KPI results, recent improvements related to student satisfaction include: the launch of the “We Got You” campaign for student services; improved sustainability initiatives; expanded food options; textbook rental program and e-book program; additional Humber closed-circuit TVs on all three campuses; and the development and expansion of student support services such as pre-admission advising, program advising, peer tutoring and learning skills workshops.

KNOWLEDGE AND SKILLS

Overall, your program is giving you knowledge and skills that will be useful in your future career.

<table>
<thead>
<tr>
<th></th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>86.4%</td>
<td>86.9%</td>
<td>85.6%</td>
</tr>
<tr>
<td>Province</td>
<td>87.2%</td>
<td>87.2%</td>
<td>87.0%</td>
</tr>
<tr>
<td>GTA</td>
<td>85.4%</td>
<td>85.8%</td>
<td>85.1%</td>
</tr>
</tbody>
</table>

QUALITY OF LEARNING EXPERIENCE

The overall quality of the learning experiences in this program

<table>
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<tr>
<th></th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
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<td>79.8%</td>
<td>78.6%</td>
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<tr>
<td>Province</td>
<td>80.5%</td>
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<td>GTA</td>
<td>78.3%</td>
<td>78.2%</td>
<td>77.5%</td>
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### KPI Graduation Rates

#### (by credential)

<table>
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<tr>
<th></th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
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<td><strong>Certificates</strong></td>
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<tr>
<td>Humber</td>
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<td>71.5%</td>
<td>68.5%</td>
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<tr>
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<td>70.9%</td>
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<tr>
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<tr>
<td><strong>Diplomas</strong></td>
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<tr>
<td>GTA</td>
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<td>62.7%</td>
<td>61.7%</td>
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<tr>
<td><strong>Advanced Diplomas</strong></td>
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<tr>
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<tr>
<td>Province</td>
<td>59.3%</td>
<td>59.7%</td>
<td>60.7%</td>
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<tr>
<td>GTA</td>
<td>58.1%</td>
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<tr>
<td><strong>Graduate Certificates</strong></td>
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<td></td>
</tr>
<tr>
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<td>86.0%</td>
</tr>
<tr>
<td>Province</td>
<td>85.8%</td>
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</tr>
<tr>
<td>GTA</td>
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<tr>
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<tr>
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<td>66.8%</td>
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</tr>
<tr>
<td>GTA</td>
<td>70.9%</td>
<td>66.4%</td>
<td>68.5%</td>
</tr>
</tbody>
</table>

**Notes:**
- KPI graduation rate is calculated based on 200% of program length and reported in the following year.
GRADUATE OUTCOMES

Overarching Measures indicated in the 2013–2018 Strategic Plan:

- KPI Graduate Employment (and employment in related field), KPI Graduate Satisfaction, KPI Employer Satisfaction
- Measures from Humber-specific graduate and employer surveys

Like all publicly-funded postsecondary institutions in Ontario, Humber participates annually in the KPI survey of our graduates and their employers. The results from these surveys are important indicators of Humber’s performance in key areas related to graduate employment and employer satisfaction and are benchmarked against the direct competitors in the GTA, as well as the system as a whole.

<table>
<thead>
<tr>
<th>KPI GRADUATE EMPLOYMENT</th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>82.8%</td>
<td>81.8%</td>
<td>82.5%</td>
</tr>
<tr>
<td>Province</td>
<td>83.6%</td>
<td>83.4%</td>
<td>84.0%</td>
</tr>
<tr>
<td>GTA</td>
<td>80.3%</td>
<td>79.5%</td>
<td>80.0%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>KPI EMPLOYER SATISFACTION</th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>94.3%</td>
<td>92.7%</td>
<td>91.0%</td>
</tr>
<tr>
<td>Province</td>
<td>93.4%</td>
<td>92.2%</td>
<td>88.1%</td>
</tr>
<tr>
<td>GTA</td>
<td>93.9%</td>
<td>93.3%</td>
<td>87.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KPI GRADUATE SATISFACTION</th>
<th>2013 Baseline</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>79.4%</td>
<td>78.4%</td>
<td>77.2%</td>
</tr>
<tr>
<td>Province</td>
<td>80.0%</td>
<td>80.1%</td>
<td>80.0%</td>
</tr>
<tr>
<td>GTA</td>
<td>78.3%</td>
<td>78.4%</td>
<td>77.7%</td>
</tr>
</tbody>
</table>
OUR FOUNDATIONS

EMPLOYEE ENGAGEMENT

Overarching Success Measures indicated in the 2013–2018 Strategic Plan:

- Internal Employee Engagement survey (improvement over 2013-2014 baseline)
- Continued recognition as an “Employer of Choice” by external organizations

Led by Humber Human Resource Services, a cross-institutional project team with representation from all three employee groups was established to guide the engagement survey process from development through to action planning. A third party administered the first-ever Humber Employee Engagement Survey in November of 2014. Results from the survey have been shared across the institution and action plans are in development.

A cross-functional working group has been developed to focus on key areas of institutional improvement including change management, communications and awards and recognition.

INFRASTRUCTURE

Overarching Measure indicated in the 2013–2018 Strategic Plan:

- KPI Student Satisfaction with key facilities, resources and service capstones
- Square feet per student

In recent years, space needs have escalated on campus due to unprecedented enrolment growth and a steady increase in program offerings. To address capacity issues, Humber has numerous capital development projects recently completed or underway. The new Learning Resource Commons reached substantial completion in March 2015 and has now been opened to students. The Building F addition at the North Campus and the Welcome Centre and Athletics Centre at Lakeshore are all major capital development projects underway which will have a substantial impact on students. As well, development of a new Campus Development Plan and new classroom standards are underway to address capacity.

SATISFACTION WITH FACILITIES/RESOURCES

The overall quality of the facilities/resources in the college

<table>
<thead>
<tr>
<th></th>
<th>2014 Baseline</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>70.2%</td>
<td>68.7%</td>
</tr>
<tr>
<td>Province</td>
<td>73.8%</td>
<td>74.4%</td>
</tr>
<tr>
<td>GTA</td>
<td>70.1%</td>
<td>70.0%</td>
</tr>
</tbody>
</table>

SATISFACTION WITH SERVICES

The overall quality of the services in the college

<table>
<thead>
<tr>
<th></th>
<th>2014 Baseline</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humber</td>
<td>59.1%</td>
<td>55.0%</td>
</tr>
<tr>
<td>Province</td>
<td>64.2%</td>
<td>63.8%</td>
</tr>
<tr>
<td>GTA</td>
<td>59.6%</td>
<td>58.2%</td>
</tr>
</tbody>
</table>

In the spirit of continuous improvement, Humber uses the information gleaned from KPI results to inform decision-making and investment. Based on KPI results, recent improvements related to student satisfaction with facilities, resources and services include: the expansion of student study spaces across North and Lakeshore Campuses, expanded and updated facilities to meet the needs of students and population growth, upgrades and improvements to athletic facilities and equipment at Humber’s North campus, revitalized Open Access computer labs for individual study and additional collaborative study space in common areas at the North Campus.
FINANCIAL SUSTAINABILITY

Overarching Success Measures indicated in the 2013–2018 Strategic Plan:

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

As reflected in the audited financial statements, Humber achieved a surplus budget for 2014-2015. Through prudent planning and responsible fiscal management, Humber has been able to invest $3 million in Strategic Initiative Funding for 2014-2015 to support new and innovative initiatives to improve the experience and outcomes of our students. In addition, Humber continues to invest for long-term strategic projects.

The consolidated Financial Statements and Supplementary Schedules for the fiscal year 2014-2015, ending March 31, 2015 are available at humber.ca/about-humber/corporate-info/publications.
EXECUTIVE TEAM

Chris Whitaker
President

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

Jason Hunter
Vice-President, Student and Community Engagement

Alister Mathieson
Vice-President, Advancement and External Affairs

Deb McCarthy
Vice-President, Human Resources

Laurie Rancourt
Senior Vice-President, Academic

2014-2015 BOARD OF GOVERNORS

Mario Alessandro
Wanda Buote
Ruth Clark
Gerry Connelly
Franca Giacomelli
Brien Gray, Vice-Chair
Lianne Hannaway
Lily Khosla
Dan Lang
Anthony Longo
Tony Mahabir
Audrey McKinney, Chair
Susan Ross
Gordon Schofield
Chris Whitaker, President