WE HAVE MUCH TO BE PROUD OF IN TERMS OF ACHIEVING OUR AMBITIOUS GOALS.
MESSAGE FROM THE PRESIDENT

The 2016-17 Business Plan marks the fourth year of our five-year strategic plan. Passing the mid-point of the plan has triggered a shift in approach as we begin to transition from wide-spread planning for new initiatives that meet our strategic goals to implementing and measuring the success of these efforts over the first three years of the 2013-18 Strategic Plan. We have much to be proud of in terms of achieving our ambitious goals. We have advanced many of the initiatives we established in support of our commitments to students, and I am enthusiastic about the opportunities that are emerging for the next phase of our development.

This business plan identifies the new and transformative activity we will undertake over the next year as we work to operationalize the key pillars of our strategic plan – strengthening our polytechnic identity, sustaining our focus on teaching and learning excellence, and maximizing the impact of partnerships – all within the context of the essential foundational services necessary to support our success.

Our ability to continue to achieve quality outcomes within a challenging fiscal environment and shifting trends in the demographic, economic and political spheres requires focused effort to ensure that we maintain our capacity to invest in core operations as well as emerging and innovative initiatives.

To ensure that we are well-positioned to respond to a changing environment and our growing student population, some of our areas of focus over the next year will include expanding our range of flexible learning opportunities and revenue growth and diversification, for example through the development of new markets and entrepreneurial activities.

I am pleased and grateful to acknowledge the hard work and dedication of Humber faculty, staff and partners who make achievement of our goals possible. I would like to thank the Board of Governors and Humber’s leadership team for their big-picture thinking and thoughtful guidance, our partners in government and the community who continue to help us stay attuned to needs of the labour market, and finally, our dedicated, creative and caring faculty and staff, who unfailingly ensure that students remain Humber’s top priority.

Thank you.

Chris Whitaker, President & CEO
WHAT IS POLYTECHNIC EDUCATION?

Humber’s polytechnic education prepares students for future careers by providing hands-on experience within a dynamic and progressive learning environment. Within a full range of credentials supported by academic pathways – certificates, diplomas, degrees, graduate certificates and apprenticeships – students acquire essential employability skills through experiential learning opportunities including applied research, community and clinical placements, industry partnerships and entrepreneurial activities. Our unique blend of theoretical, applied and breadth learning ensures students are ready for success in a competitive employment market.
VISION
WHERE WE'RE GOING...

Leadership in Polytechnic Education

MISSION
WHAT WE DO...

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
HOW WE DO IT...

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.
Humber understands that every student arrives with different expectations, different learning styles and different needs. We aim to create an unforgettable learning experience for our students. Our high-quality polytechnic education and full range of support services assist students to make the most of their educational experience and prepare them for life after graduation. Our commitments to Humber students include:

- 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.
EFFECTIVE, INTEGRATED PLANNING IS CRITICAL TO OUR ABILITY TO INVEST WISELY IN THE FUTURE SUCCESS AND WELLBEING OF OUR STUDENTS.

The 2016-17 Business Plan and Budget were developed through an integrated process established during the first year of the strategic plan. Key among the internal groups and processes which contribute to the development of the plan is the cross-functional Executive Advisory Council (EAC). This group of senior academic and administrative leaders focuses on continuously improving our planning activities.

Effective, integrated planning is critical to our ability to invest wisely in the future success and wellbeing of our students. Faced with a dynamic labour market and a shifting demographic picture, our ability to make evidenced-based decisions is increasingly important. We will continue to adapt our planning approaches to ensure we are making the best investments possible for our community.
Our business planning is guided by our institutional Strategic Mandate Agreement (SMA) with the Ontario Ministry of Training, Colleges and Universities (MTCU). The SMA identifies institutional areas of strength and differentiation and indicates areas of focus for future program development.

Demographic projections from the Ontario Ministry of Finance indicate that growth in the population of traditional-age postsecondary students will continue – albeit at a much slower rate – in the Greater Toronto Area (GTA). The needs of our student population continue to shift as well. A growing proportion of our enrolment is comprised of those who are returning to postsecondary education after years in the workforce. These students/learners come to us eager to expand their skills, gain a competitive edge in the labour market or change career direction completely. As well, our students have increasingly complex educational and support needs, as they may be first generation, Aboriginal, newcomers to Canada, supporting families and living with disabilities, for example. These are just a few of the trends that are influencing our planning and decisions for future programs and services.
Humber Enrolment
FISCAL 2014-15 TO FISCAL 2016-17 - ACTUAL AND PROJECTED FULL-TIME
SOURCE: HUMBER FINANCE

<table>
<thead>
<tr>
<th>YEARS</th>
<th>ENROLMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit 2014-15</td>
<td>51,871</td>
</tr>
<tr>
<td>Projected 2015-16</td>
<td>54,259</td>
</tr>
<tr>
<td>Plan 2016-17</td>
<td>55,298</td>
</tr>
</tbody>
</table>
Humber Enrolment by Credential
FISCAL 2014-15 TO FISCAL 2016-17 - ACTUAL AND PROJECTED FULL-TIME
SOURCE: HUMBER FINANCE

<table>
<thead>
<tr>
<th></th>
<th>Audit 2014-15</th>
<th>Projected 2015-16</th>
<th>Plan 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grad Certificate</td>
<td>51,871 (9.8%)</td>
<td>54,259 (9.8%)</td>
<td>55,298 (10.0%)</td>
</tr>
<tr>
<td>Degree</td>
<td>18.4%</td>
<td>19.4%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Diploma and Advanced Diploma</td>
<td>64.7%</td>
<td>63.7%</td>
<td>62.6%</td>
</tr>
<tr>
<td>Certificate</td>
<td>7.1%</td>
<td>7.1%</td>
<td>7.9%</td>
</tr>
</tbody>
</table>

Humber Enrolment by Domestic and International
FISCAL 2014-15 TO FISCAL 2016-17 - ACTUAL AND PROJECTED FULL-TIME
SOURCE: HUMBER FINANCE

<table>
<thead>
<tr>
<th></th>
<th>Audit 2014-15</th>
<th>Projected 2015-16</th>
<th>Plan 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>51,871 (15.0%)</td>
<td>54,259 (15.0%)</td>
<td>55,298 (15.7%)</td>
</tr>
<tr>
<td>Domestic</td>
<td>85.0%</td>
<td>85.0%</td>
<td>84.3%</td>
</tr>
</tbody>
</table>
Our goal is to ensure alignment between our program and service offerings, student demand and the needs of the labour market. Central to this goal is the execution of our strategic enrolment management (SEM) framework, its structures and its action plans. We will focus on establishing institutional performance indicators and the development of an academic plan, as well as the identification of Centres of Innovation (COIs) within the context of our polytechnic identity. We have taken care to better understand how potential, current and former students – as well as parents and guidance counsellors – understand our mission and strengths and are using this knowledge to shape both our messaging and our product.

**GOAL 1**

Optimize and differentiate Humber's programs, credentials and services

**STRATEGIES**

- Identify and focus Humber programs and credentials in areas of demonstrable strength, excellence and distinctiveness that are relevant to student interest, as well as current and future labour market demands

- Develop and implement a strategic enrolment management framework to continuously assess and improve programs and services against key student success and outcomes measures

**SUCCESS OUTCOMES**

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

- Humber is recognized for at least three dynamic, interdisciplinary Centres of Innovation 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

**YEAR 4 INITIATIVES**

- Establish Humber’s Centre of Innovation in Health and Wellness as a sustainable model of education, innovation and technology

- Establish a second interdisciplin ary Centre for Innovation employing a sustainable and integrated infrastructure

- Implement Strategic Enrolment Management (SEM) action plans aimed at enhancing student recruitment, retention and success
GOAL 2
Leverage the range of Humber’s programs to lead the system in providing pathways

STRATEGIES

- Be the institution of choice for college diploma graduates pursuing degree completion in affinity program areas
- Be the system leader in providing options and opportunities for degree graduates seeking career-specific graduate credentials

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 4 INITIATIVES

- Enhance students’ ability to transfer between programs and credentials by establishing technological solutions and business processes for assessing and awarding credit transfers

GOAL 3
Demonstrate Humber’s distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

STRATEGIES

- Position Humber’s polytechnic focus – range of career-focused credentials and pathways, strong industry connections, applied research and innovation – as a leading model of postsecondary education that delivers results for students, the labour market and the province

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 4 INITIATIVES

- Develop and launch new programming that reinforces Humber’s polytechnic identity
  - Bachelor of Commerce - Health Care Management
  - Bachelor of Behavioural Science
  - Business Management – Entrepreneurial Enterprise (graduate certificate)
  - Multi-Platform Storytelling (online graduate certificate)
  - Journalism (graduate certificate)
- Continue to build and assess the “We Are Humber” brand
- Celebrate Humber’s 50th anniversary and history as a provider of polytechnic education
Focus on Teaching and Learning Excellence

Our focus on teaching and learning excellence aims to create and live the values of the “learning organization.” A learning organization is one which facilitates the development of its entire community – students, faculty, staff, and volunteers – and continually transforms itself to adapt to a changing environment. Our key initiative for 2016-17 is strengthening organizational capacity for continuous improvement and innovation in an environment of rapid change.

**Goal 1**

Live the values of a “learning organization”

**Strategies**

- Encourage an adaptable, flexible working and learning environment that allows for the creation, acquisition and transfer of knowledge
- Demonstrate our commitment to collaboration and integration by building cross-institutional forums that foster innovation and support effective and aligned decision-making

**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 4 Initiatives**

- Enhance institutional capacity to successfully adapt to and effect change through the launch of the Change Management Framework
GOAL 2

Ensure an exceptional student experience for a diverse student body

STRATEGIES

- Identify and meet the diverse needs and aspirations of all of our learners by:
  - Providing integrated advising from pre-entry to post-graduation
  - Leveraging early intervention programs to ensure student success
- Ensure that co/extra-curricular activities are well integrated into the student experience and assessed/valued as an essential element in supporting student success

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 4 INITIATIVES

- Establish a case management model to enhance the quality and integration of student advising
- Develop a strategic communication plan to enhance student and community engagement
- Establish service standards and delivery targets to maximize consistency and quality of student experience and service
- Establish new international partnerships that promote faculty and student exchange and support Humber’s internationalization strategy
GOAL 3

Demonstrate leadership in innovative teaching and learning strategies

STRAATEGIES

- Attract and retain outstanding, diverse faculty who embody our commitments to students and are empowered to reach their full potential as innovative teachers
- Ensure all Humber students have high-impact, relevant learning experiences such as:
  - Meaningful workplace or experiential learning opportunities
  - Participation in applied research projects with faculty and/or industry partners in targeted programs
  - Opportunities to develop and practice entrepreneurial skills
- Excel at the application of technology to support student learning and success
- Introduce flexible and innovative program and service delivery options that provide greater choice for students
- Focus on teaching and learning that develops graduates’ essential skills, as well as job-specific skills

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 4 INITIATIVES

- Establish a Humber Academic Integrity framework to identify, promote and affirm the values of academic integrity among students, faculty, staff and administrators
- Operationalize Humber’s Teaching Excellence framework to enhance curriculum and student experience
- Establish a strategic research plan that integrates with Humber’s existing centres of innovation and excellence
- Create flexible learning opportunities by employing technology for classroom learning and curriculum development
- Expand fully online and hybrid course offerings across the college
- Launch the Centre for Entrepreneurship as a hub for networking, experiential learning and interdisciplinary industry pollination
- Integrate employability skills into curriculum delivery and assess student learning outcomes
Building on and maximizing partnerships with other educational institutions, community agencies, industry partners and corporate training clients are key to our ability to understand and respond to our changing environment. We will build on our Program Advisory Committees as they are essential to our ability to gauge and understand the needs of the labour sector and we will work with industry partners to meet their needs for corporate training.

**GOAL 1**

Ensure essential linkages with industry and key external stakeholders

**STRATEGIES**

- Enhance and strengthen relationships that serve and support the needs of employers, industry partners and the labour market
- Build a broad range of mutually beneficial partnerships with 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 4 INITIATIVES**

- Develop a corporate training business plan to meet the changing needs of industry and employers
- Through Program Advisory Committees, engage a broad range of industry, community and academic partners to guide current and future program planning
GOAL 2
Build and maintain beneficial relationships with alumni

STRATEGIES
- Celebrate the success of our graduates, and ensure their continued involvement with Humber as mentors, employers and bridges into the workplace and community

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 4 INITIATIVES
- Engage alumni in Humber life as valued supporters, advocates and lifelong learners who contribute to and benefit from the college’s culture and sense of community

GOAL 3
Enhance creative connections with education and community partners

STRATEGIES
- Effective outreach to the elementary and secondary education sector to develop innovative pathways into Humber programs and credential options
- Develop and sustain creative partnerships with other postsecondary institutions - provincial, national and international
- Cultivate relationships with existing and emerging community partners and stakeholders

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 4 INITIATIVES
- Develop a Client Relationship Management (CRM) strategy outlining practices, strategies and technologies that will enhance communication with and retention of students
- Investigate new opportunities to expand programs and services that meet the needs of students at both Humber College and the University of Guelph-Humber
In order to ensure that we are setting up our students, faculty and staff for success, it is essential that we invest in our foundations – technology, space, capital development, integrated planning, human resource management and employee engagement. In 2016-17 we will commence the final component of the Enterprise Systems Project through the selection of a Human Resources Management System (HRMS). Early stage implementation for this important software will begin, and will be supported with new change management tools and practices. This system will enhance all aspects of human resource management in the coming years and is an important and high-profile institutional initiative.

**GOAL 1**

Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience

**STRATEGIES**

- Ensure all employees understand, and are well supported to deliver on, their roles in promoting student success
- Demonstrate appreciation for the skills, knowledge and values of all employees

**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 4 INITIATIVES**

- Establish a faculty and staff recruitment plan and process to attract and retain highly skilled personnel
- Establish a Leadership Plan that will ensure that Humber’s leaders are well-equipped to support the implementation of the college’s strategic goals
- Complete and implement action plans aimed at enhancing employee engagement
- Review the effectiveness of overall talent management processes including performance management
GOAL 2

Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success

STRATEGIES

- Consolidate, align and enhance investments to support high-quality academic and student service facilities, equipment and technology, as well as key priority initiatives

- Develop and implement an integrated, transparent and flexible framework for prioritizing the allocation of resources towards both short- and long-term projects that will deliver on our commitments to students

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 (ESP) has been successfully implemented and is supporting good business practices throughout the organization

YEAR 4 INITIATIVES

- Expand physical capacity through strategic infrastructure projects including:
  - Welcome Centre at Lakeshore (Aug 2016)
  - Athletics Centre at Lakeshore (Aug 2016)
  - Centre for Entrepreneurship (Aug 2016)
  - North Campus Backfill Projects (Dec 2016)

- Complete five-year Campus Development Plan to meet program and service priorities and commitments

- Develop an Information Technology Plan to guide strategic technology investments related to college academic and enrollment goals

- Continue the review and implementation of the Human Resource Management System (HRMS) and implement Enterprise Systems Project (ESP) 3.0

- Complete the review of business requirements for disaster recovery and begin implementation of recommended services
GOAL 3

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.

STRATEGIES

- Enhance and fully implement an integrated business planning, resource allocation and reporting model
- Ensure Humber’s commitment to sustainability is reflected in planning and decision-making

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 4 INITIATIVES

- Achieve a silver designation in the Sustainability Tracking Assessment & Rating System (STARS) through the development of a Master Energy Plan
- Develop a plan to grow and diversify revenues through new market development, fundraising, corporate training and entrepreneurial activities
- Achieve a balanced or surplus financial position while delivering on current and future strategic priorities
SUCCESS MEASURES
Humber is committed to collecting, analyzing and reporting on information that allows us to assess our progress toward achieving our goals. The performance measurements listed below are important elements of our accountability to the Ministry of Training, Colleges and Universities, our Board of Governors, our students and many other stakeholders. However, the measures below are not the only indicators against which we monitor our performance. Through processes such as business planning, we identify the key deliverables and expected outcomes associated with specific activities and initiatives. In all cases, we aim to demonstrate quality and improvement.

**OUR STUDENTS**

**Learning Outcomes**
- Evidence of progressive achievement in the skills identified as being essential for successful work and life
- Key Performance Indicators (KPI) for Student Satisfaction with key teaching and learning outcomes

**Retention Rates**
- Student retention by year, credential, and priority population
- KPI Graduation rates

**Graduate Outcomes**
- KPI Graduate Employment, Graduate Employment in a Related Field, Graduate Satisfaction, Employer Satisfaction

**OUR FOUNDATIONS**

**Employee Engagement**
- Internal Employee Engagement Survey
- Continued recognition as an “Employer of Choice” by external organizations

**Infrastructure**
- KPI student satisfaction with facilities, resources, and services
- Square feet of facility per student

**Financial Stability**
- Balanced budgets or surpluses that are demonstrably targeted/invested in institutional improvements related to student success and strategic priorities
WE ARE READY WHEN YOU ARE
EXECUTIVE TEAM

Chris Whitaker  
President and CEO

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

Laurie Rancourt  
Senior Vice-President, Academic

Jason Hunter  
Vice-President, Student and Community Engagement

Alister Mathieson  
Vice-President, Advancement and External Relations

Lori A. Diduch  
Vice-President, Human Resources

2015-2016

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