

# FOUNDATIONS

## The 21<sup>st</sup> Century Institution

**Create an innovative and differentiated educational experience by continuously improving academic and administrative processes, programs and services.**

- Establish institutional outcome measures and dashboards to provide precise and transparent feedback on Humber's progress and performance.
- Design and execute strategies to review and optimize structures and processes across divisions and departments.
- Coordinate and improve planning at all levels by developing and executing a comprehensive integrated planning framework.

**Plan for a financially sustainable future.**

- Respond to changing domestic and international demand for postsecondary education by developing and implementing viable enrolment plans.
- Diversify revenues through new initiatives in fund-raising, corporate education and entrepreneurial activity.

**Strategically invest in infrastructure that supports an innovative, collaborative and welcoming campus.**

- Create a Digital Campus Plan to deliver the many advantages of digital solutions to the Humber community.
- Expand and continuously improve Humber's learning and working spaces.

## VISION

Transforming postsecondary education through global, polytechnic leadership.

## MISSION

Humber develops global citizens with the knowledge and skills to lead and innovate.

## VALUES

### Courage

We are bold in charting a new course in high quality education.

### Innovation

We drive innovation and creative enterprise.

### Equity

We cultivate an environment where all individuals can achieve their full potential.

### Health & Well-being

We nurture the health and well-being of our communities.

### Sustainability

We preserve our collective future.

# LEAD TRANSFORM DIFFERENTIATE

## 2018-2023 STRATEGIC PLAN

*In a rapidly evolving world that often pushes the boundaries of possibility, conventional practices in postsecondary education are not enough. It will take a bold approach, the courage to transcend tradition and a pioneering spirit to reimagine our future.*

# STRATEGIC PILLARS AND PRIORITIES

## PILLAR 1

### Career-Ready Citizens

**Transform education by creating opportunities for all students to participate in meaningful experiential learning, with a focus on work-integrated learning and applied research.**

- Integrate core, 21st century global citizenship and employability skills into all program curricula.
- Expand the value and availability of experiential learning by establishing a tiered organizational framework to promote, develop, implement and manage experiential learning opportunities.
- Engage students in innovation by leveraging our world-class Centres of Innovation network to promote and support interdisciplinary, multi-school applied research.
- Create a closer integration of applied research, program curriculum and experiential learning outcomes.
- Prepare students for changing work environments by teaching and engaging them in new digital technologies.

**Establish strong, sustainable collaborations with industry, community, international and alumni partners that create unique learning experiences for our students and reciprocal benefits for our partners.**

- Engage and support industry and community providers of experiential learning through clearly defined roles and responsibilities, a seamless Humber experience, and mutually beneficial communication and interaction.
- Promote excellence in teaching and learning by fostering balanced and diverse faculty teams with expertise in industry, teaching, applied research and partnership.

## PILLAR 2

### Accessible Education

**Lead the province in developing programs, credentials and pathways that enhance student choice, mobility and access to higher education.**

- Expand mobility by developing new pathway partnerships and system collaborations with other postsecondary institutions.
- Develop a unique mix of credential and non-credential programs that meet the needs of our students, communities and the labour market.

**Empower students by transforming the learning environment to offer more choices in how, what, when and where they learn.**

- Develop personalized and adaptive learning experiences that facilitate student success and engagement.
- Improve accessibility for all students by adopting universal design principles in teaching and learning.

**Expand and enhance Indigenous programming, methodology, research, practice and delivery.**

- Implement the Indigenous Education Plan, which outlines programs and services in support of Indigenous learners and communities.
- Honour authentic Indigenous voices by enacting the Protocol for Indigenous Community Engagement, which advances cross-cultural engagement, mutual respect and understanding.

## PILLAR 3

### Healthy and Inclusive Community

**Optimize student success by embedding health and well-being into all aspects of campus culture.**

- Adopt the Okanagan Charter, an international charter to advance health promotion in colleges and universities.
- Through research and outreach, identify students at risk of attrition and provide early intervention.
- Enhance our vibrant campus communities by supporting students' needs for social and cultural opportunities.

**Continue to build a diverse and inclusive community of exceptional students, faculty and staff.**

- Establish and implement an institutional framework and strategy for equity, diversity and inclusion that addresses the needs of both students and employees.
- Inspire excellence by developing an employee engagement plan that promotes well-being, enhances motivation and facilitates a commitment to organizational goals and values.
- Encourage new and existing employees to achieve their highest potential by implementing Humber's Talent Management Strategy.

**Provide national leadership in developing sustainable campuses.**

- Develop and implement a new 5-year sustainability plan.
- Apply universal design principles to ensure Humber's products and environments enable accessibility, functionality and social inclusion.