



INTERNATIONALIZATION STRATEGY

2018 - 2023



Internationalization at Home



Bringing the World to Humber



Taking Humber to the World



Globalization of Humber's
Polytechnic Identity



humber.ca



A MESSAGE FROM THE DEAN OF INTERNATIONAL

Our new Internationalization Strategy represents both a celebration of where we've come from and an invitation to continue our journey as a community of people committed to fostering global citizenship by connecting people, places, ideas and opportunities.

As we look forward towards the myriad opportunities we have at Humber to internationalize, it's important to reflect on the many milestones achieved through our first Internationalization Strategy. Our path ahead would not be possible without what's come before. It's also been a journey made by many members of our community – students, faculty, staff – and yielded significant results as measured by national and international awards and recognition received.

Our new strategy was designed to build upon the accomplishments of our first strategy. It is very much an invitation to every member of the Humber community, regardless of role, academic affiliation location or background, to connect and engage on an international level. As we move forward with renewed focus and drive towards achieving the goals, please do reach out to us. We would be happy to find ways for everyone at Humber to enhance their global connectedness, for the betterment of our country and all around us.

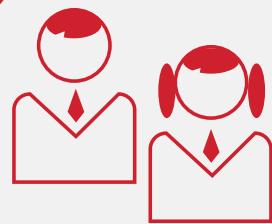


ANDREW NESS

Dean, International Centre



HUMBER'S GLOBAL PERSPECTIVE



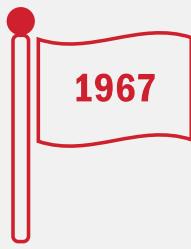
31,000+

FULL-TIME
STUDENTS



6000+

INTERNATIONAL
STUDENTS



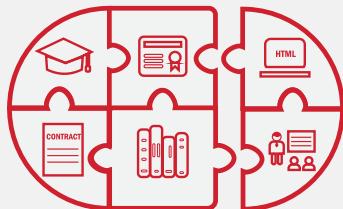
50+

YEARS OF LEADERSHIP
EXPERIENCE IN POST-
SECONDARY EDUCATION



130+

NATIONALITIES
ON CAMPUS



40+

GLOBAL ACADEMIC
PARTNERS IN 6 CONTINENTS



3000+

STUDENTS PARTICIPATED
IN GLOBAL LEARNING
SINCE 2010



300+

GLOBAL CITIZENSHIP
CERTIFICATE PARTICIPANTS

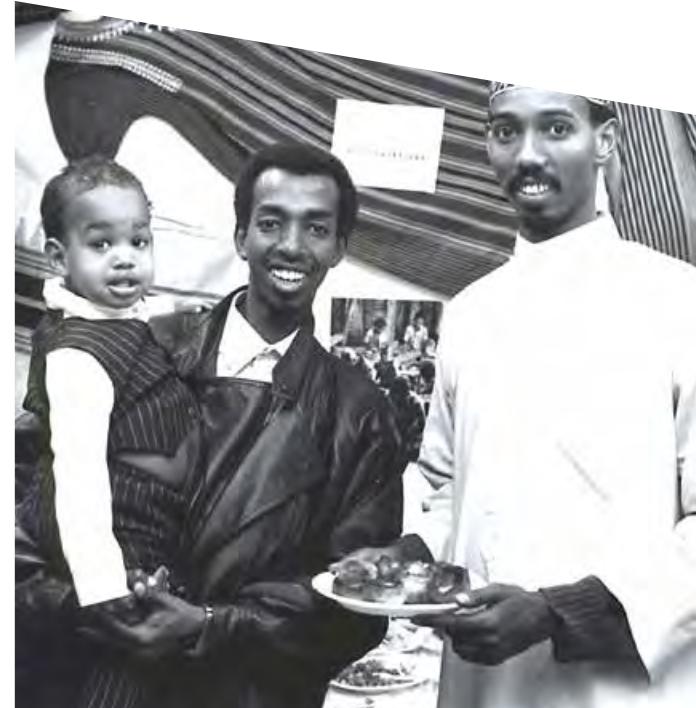


30+

YEARS OF INTERNATIONAL
DEVELOPMENT WORK IN
COLLABORATION WITH
PARTNERS IN 30+ COUNTRIES

119% GROWTH

The Canadian Bureau for International Education reported a 119% growth in international students in Canada between 2010 and 2017 with growth estimated at 20% in 2017-2018.



INTERNATIONALIZATION AT HUMBER

Building on more than 40 years of international initiatives, Humber launched its first integrated comprehensive internationalization strategy in 2013.

The first Internationalization Strategy confirmed the institution's commitment to creating a global-ready community of students, faculty, and staff through the provision of diverse, global perspectives, and opportunities to support the development of intercultural skills and global citizenship. The plan was aligned with the institutional strategic and academic plans to ensure intentional engagement in international initiatives across the campus. As we launch our new Internationalization Strategy, it is helpful to reflect on the current environment in international higher education and our accomplishments over the past five years. Most notably, the strategy was awarded a Gold medal for Internationalization Excellence by Colleges and Institutes Canada in 2015.

Canada's role in international higher education has changed significantly over the last two decades with more and more students choosing Canada as a study destination. The Canadian Bureau for International Education reported a 119% growth in international students in Canada between 2010 and 2017 with growth estimated

at 20% in 2017-2018. In Europe and other parts of the world, there is a growing emphasis on opportunities to spend time abroad in-credential with greater recognition from employers of the benefit of these experiences. Internationalization at Home (IaH) has become a core focus of institutions globally with the aim of ensuring all students have the benefit of international activities. International program and provider mobility continues to expand as institutions seek more and more opportunities to deliver programs in partnership with other institutions or collaborate in new and innovative areas.

In Canada, the launch of the first federal international education strategy in 2014 signaled the importance of international initiatives from both an economic and human resources perspective as the country seeks to compete globally for talent. At the provincial level, the Ontario government launched their first international education strategy in the spring of 2018 with an emphasis on inbound and outbound student mobility.

Above left: 1970s – A faculty member works with International students in an English as a Second Language classroom.

Above right: 1986 – An event marking the expansion of international development projects to over 30 countries.

HIGHLIGHTS FROM THE INTERNATIONALIZATION STRATEGY 2013-2018

Humber's first strategy (2013-2018) was accomplished with many milestones met and goals surpassed. The plan was comprehensive in that it provided a breadth and depth of international engagement for student, staff, and faculty while taking steps to increase access and engagement.

- International student recruitment and admissions is now a key element in the institution's strategic enrolment management (SEM) strategy with a focus on market diversification and attracting academically strong and ambitious students through scholarships and targeted recruitment efforts.
- The launch of the Global Citizenship Certificate was recognized by academic colleagues across the country. The program was a recipient of a College Innovation of the Year award in 2015. The certificate provides students from across the campus the opportunity to engage in international learning from a reflective perspective with links to their professional practice.
- Drawing participants from across Canada, the United States, Europe and Australasia, the Culturally Inclusive Educators Certificate launched in 2014 to support faculty and staff working in a culturally diverse environment. In 2017, the certificate was recognized and accredited by the Educational Developers Caucus (EDC), which is a sub-group of the Society for Teaching & Learning in Canada (STL), and the Society for Educational and Staff Development (SEDA), a UK based association with worldwide membership and reach.
- The development of a global partnership strategy with identified countries of focus provided the basis for meaningful engagement for student, faculty, and staff through faculty practicums, study abroad, and summer programming.
- The re-alignment of the International Development Institute (IDI) within the international portfolio engaged a wider breadth of faculty, staff, and students from across the college. Project activity expanded to include applied research and innovation, applied technology and program planning, and development.

Right: CIEC Instructor Melissa Wilson presents on the program at the 2016 CCID Conference.

Below: Neal Mohammed, Director of the Centre for Technology Innovation, sharing videos and inspiration from Humber's state-of-the-art engineering labs to faculty and students from the KEFEP Project.



KINLEY OM
Associate Lecturer,
Royal Institute of
Management, Bhutan

I was really impressed with the importance Humber College places on international partnerships. So, it was really impressive that Humber College goes out of its way to fund, to work towards enhancing this partnership and to make it more stronger. This is what I would like to see my institute do as well.

50 YEARS IN 2017

Half a century – that's how long Humber has been offering amazing learning experiences.



GLOBAL FORUM

The Global Forum was held at Humber's Lakeshore campus in May 2018. This 2-day forum brought together global partners with the aim of showcasing approaches to entrepreneurship education and innovation as demonstrated through strong linkages with industry and approaches to problem-based learning.

Humber's first
Global Forum
drew 116
delegates from
13 countries.



116 delegates from 13 countries and 39 institutions attended the forum, the first-of-its-kind in the sector. Delegates participated in sessions to share and learn how colleagues across the globe are incorporating design thinking, entrepreneurship and international opportunities into their curriculum. Students from partner institutions participated in a design thinking workshop, which set the stage for a collaborative initiative that they will continue to pursue from their home countries.

Participants heard from the keynote speaker Sheldon Levy, CEO of NEXT Canada, and a long-time innovator in postsecondary education in the province as well as Dr. Chris Whitaker, president and CEO of Humber, Professor Wen, dean of entrepreneurship and innovation at Shenzhen Polytechnic and Mr. Jens Meyer Pedersen, president of Lillebaelt Academy University of Applied Sciences in Denmark. This two-day event provided the chance to hear from colleagues from around the globe and strengthen global partnerships while starting a dialogue about common issues, challenges and opportunities for polytechnic institutions globally.



GLOBAL POLYTECHNIC ALLIANCE

In May 2018 Humber College (Canada), Otago Polytechnic (New Zealand) and VIA University College (Denmark) established the Global Polytechnic Alliance (GPA).

The GPA will provide new learning and collaborative opportunities for students and staff while strengthening the understanding of the benefits of polytechnic education across the globe. This alliance increases opportunities for students at each institution to gain international experience and develop intercultural skills. Humber students and staff will benefit from the expertise of the GPA at home and abroad.

Left: Fireside chat with Dr. Chris Whitaker, Humber College, Jens Mejer Pedersen, Lillebaelt University of Applied Sciences in Denmark and Professor Wen Shouwen, Shenzhen Polytechnic in China facilitated by Eileen De Courcy.

Right: Artist Lynne Dalgleish captures the day of workshops.

Below: Signing of the Memorandum of the Global Polytechnic Alliance by Chris Whitaker, Humber College (right) Phil Ker, Otago Polytechnic (centre) and Harald Mikkelsen, VIA University College (left).





INTERNATIONALIZATION STRATEGY 2018-2023

Aligned with the institution's vision of transforming postsecondary education through global, polytechnic leadership and mission of developing global citizens with the knowledge and skills to lead and innovate, the 2018 - 2023 Internationalization Strategy positions Humber as a global leader in polytechnic education.

It will focus on creating a new generation of global citizens that will contribute to the social and economic development of society as a whole. It will create opportunities for global learning for students, faculty and staff on campus and abroad.

This new strategy builds upon Humber's international history

with a focus on expanding engagement and providing system and global leadership in international initiatives. Through the International Development Institute (IDI), Humber's global partners, and the creation of the Global Polytechnic Alliance, Humber is well positioned not only to provide greater engagement on campus but also provide training, mentoring, and be the partner of choice on international initiatives.

Humber is well recognized as a source of creative and critical thinkers, a progressive leader in industry and community partnerships and connections, and home to a comprehensive range of programs and credentials. This Internationalization Strategy builds on these known strengths and provides a focused approach to providing our stakeholders with unforgettable and life changing global learning experiences.

STRATEGIC PILLAR 1

Internationalization at Home



Enhance opportunities for every member of the Humber community to contribute to, and be engaged in, the internationalization of our campuses and communities.

STRATEGIC PILLAR 2

Bringing the World to Humber



Be the polytechnic institution of choice for the academically curious and creative from around the world to learn from, and contribute to Humber.

STRATEGIC PILLAR 3

Taking Humber to the World



Connect members of our community to worldwide learning opportunities.

STRATEGIC PILLAR 4

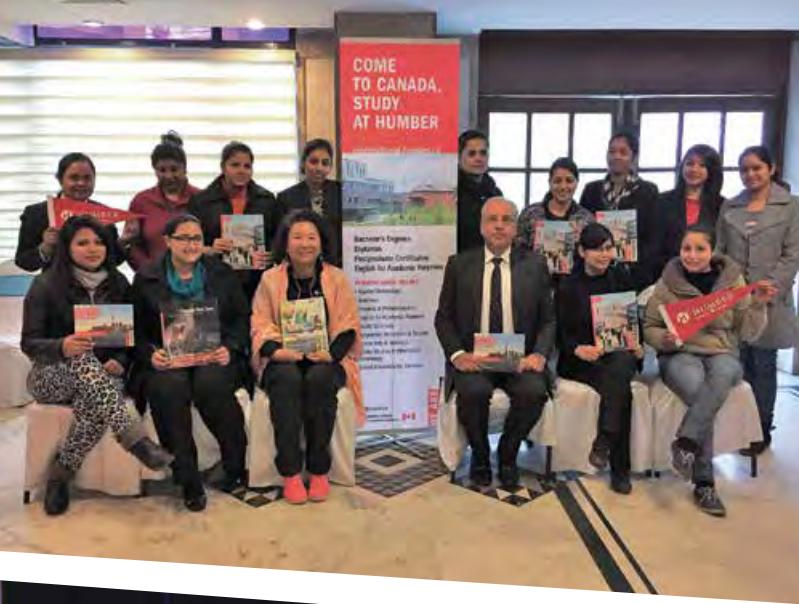
Globalization of Humber's Polytechnic Identity



Maximize global learning opportunities through strong and deep strategic partnerships.

The new plan will continue to involve, engage and benefit three main stakeholder groups. These are:

1. Our students
2. Our community (faculty, staff, administrators, local communities and industry)
3. Our global partners (both existing partners and future partners)





STRATEGIC PILLAR 1

300+ Global citizenship Certificate participants.



Enhance and expand opportunities for the Humber community to contribute to, and be engaged in, the internationalization of our campuses and our communities.

SUPPORTING ACTIONS:

1. Mobilize campus and community resources to prepare students for life in Canada both at Humber and globally.
2. Expand current certifications and programming to maximize institutional and system level participation in internationalization.
3. Expand the internationalization of curriculum in all programs and credentials through the institutional learning outcomes project and indigenous programming.
4. Develop and execute a comprehensive communications strategy to support and highlight opportunities for participation and engagement in internationalization.
5. Establish a sustainable strategic reinvestment plan to provide financial support for student, faculty and staff participation in internationalization and global learning initiatives.

Right: Matthew Keefe, International Student Advisor, presenting at an international student orientation.



Above: Instructors of the Culturally Inclusive Educator Certificate present the program at the 2016 CCID Conference.

RICKMEET KAUR, INDIA
Advanced Diploma – Business Administration – Accounting

Living in Canada has made me more independent and has also helped me build a sense of responsibility. Humber offered me a variety of different and meaningful experiences to help me learn and grow, both academically and personally.



STRATEGIC PILLAR 2

Be the polytechnic institution of choice for the academically curious and creative from around the world to learn from, and contribute to the Humber community.

More than 6,000 students from 130+ countries are currently studying at Humber.



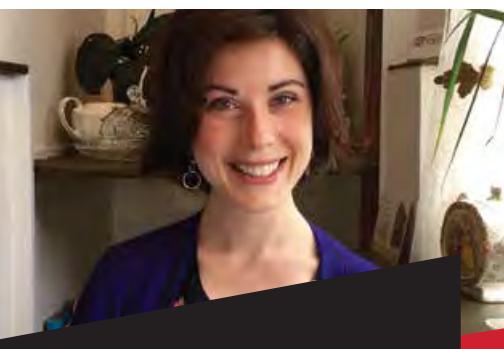
SUPPORTING ACTIONS:

1. Evolve an institutional visiting scholar framework and executive in residence program.
2. Establish an institutional framework through the Strategic Enrolment Management process to develop targeted inbound and outbound articulation opportunities with a focus on baccalaureate and graduate credentials.
3. Adopt and deploy an integrated international enrolment management/admissions plan including strategic market modelling and yield management techniques to support ongoing enrolment diversity and quality.
4. Continue to evolve a strategic international recruitment plan focusing on market diversification retention and new market development.
5. Lead the establishment of a branded, integrated international summer school for all academic schools with programming for students, faculty and staff.

Right: Cristina Perez, International Recruitment Manager – The Americas Region, at a Canadian education fair in Mexico City, Mexico.



Above: Kirill Murakhtanov, International Recruitment Manager – EMEA Region, at an education fair in Ukraine.



REBECCA FITZGERALD
Associate Director, International Mobility and Partnerships, Humber College

Humber's Global Summer School offers a condensed semester experience for interdisciplinary students from around the world to collaborate in Toronto with industry and faculty leaders on creative solutions to local, national and global issues.



STRATEGIC PILLAR 3

Connect members of our community and our partners to worldwide learning opportunities.

3,000+
students
participated in
global learning
since 2010.



SUPPORTING ACTIONS:

1. Grow the number of students participating in international mobility opportunities through expanded programming, international development projects and partnership focus.
2. Streamline the transfer credit assessment process to support internationalization program expansion of all types.
3. In partnership with academic schools, coordinate the expansion of international experiential learning and international Work Integrated Learning opportunities.
4. Increase opportunities for all academic schools to leverage their expertise globally through more international development projects and global learning opportunities.
5. Mitigate institutional risk by developing consistent tools, policies and procedures to ensure safety and security of traveling faculty, staff and students.



Above: Farzad Rayegani, Dean, School of Applied Technology, working with students at Kisumu National Polytechnic in Kenya.



Above: Humber's students engage in intercultural learning at Parul University, India.



MACKENZIE WILSON, CANADA

Went to Nanjing, China for experiential learning (pictured in white Humber sweatshirt)

Instead of being in a classroom and working on a research paper or studying textbooks, I wanted first-hand experience of what it is like to learn in the real world. I was one of the 12 Humber students selected from the second-year Police Foundations program to study abroad in China. When I came back from China, I was able to share my story and teach my friends and family about the culture, break down stigmas and start important discussions.



STRATEGIC PILLAR 4

Maximize global learning opportunities through strong and deep strategic partnerships.

40+ global academic partners in 6 continents.



SUPPORTING ACTIONS:

1. Pilot global Learning and Teaching hubs in Asia to increase opportunities for faculty and staff development.
2. Launch and mobilize the Global Polytechnic Alliance.
3. Grow Humber's global presence by offering more Humber credentials offshore and by expanding pathways to Humber through the establishment of regional recruitment hubs with international partner institutions.
4. Position the International Development Institute (IDI) as the partner of choice both domestically and globally for international development projects and training.
5. Leverage Humber's Centres of Innovation to engage and expand international partnerships in industry collaborations, international development projects, applied research and joint academic programming.

Below: Humber is creating a network of multidisciplinary Centres of Innovation to help businesses and communities succeed and grow. The Barrett Centre for Technology Innovation (BCTI) will be a powerhouse of technological innovation.

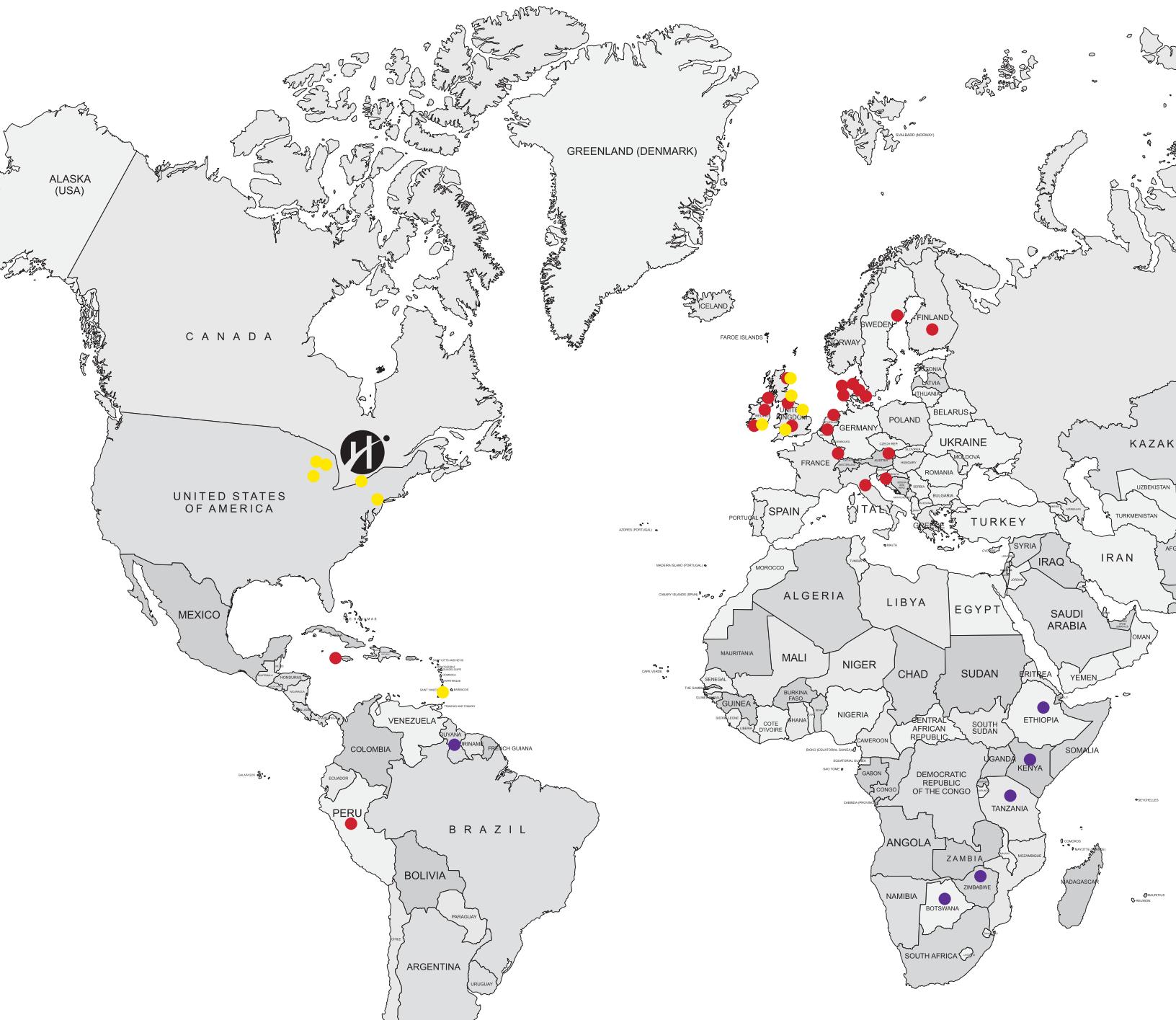
TINA LISBERG BUNDGAARD

Executive Senior Adviser,
Global Engagement
VIA University College

At VIA, we are excited to be working with Humber in a new alliance partnership for change. The Global Polytechnic Alliance will merge the strengths of each institution to impact the advancement of internationalization in polytechnic education around the world. We are proud to be part of an entrepreneurial partnership that supports new educational solutions and possibilities locally and globally.



HUMBER'S GLOBAL ENGAGEMENT AROUND THE WORLD

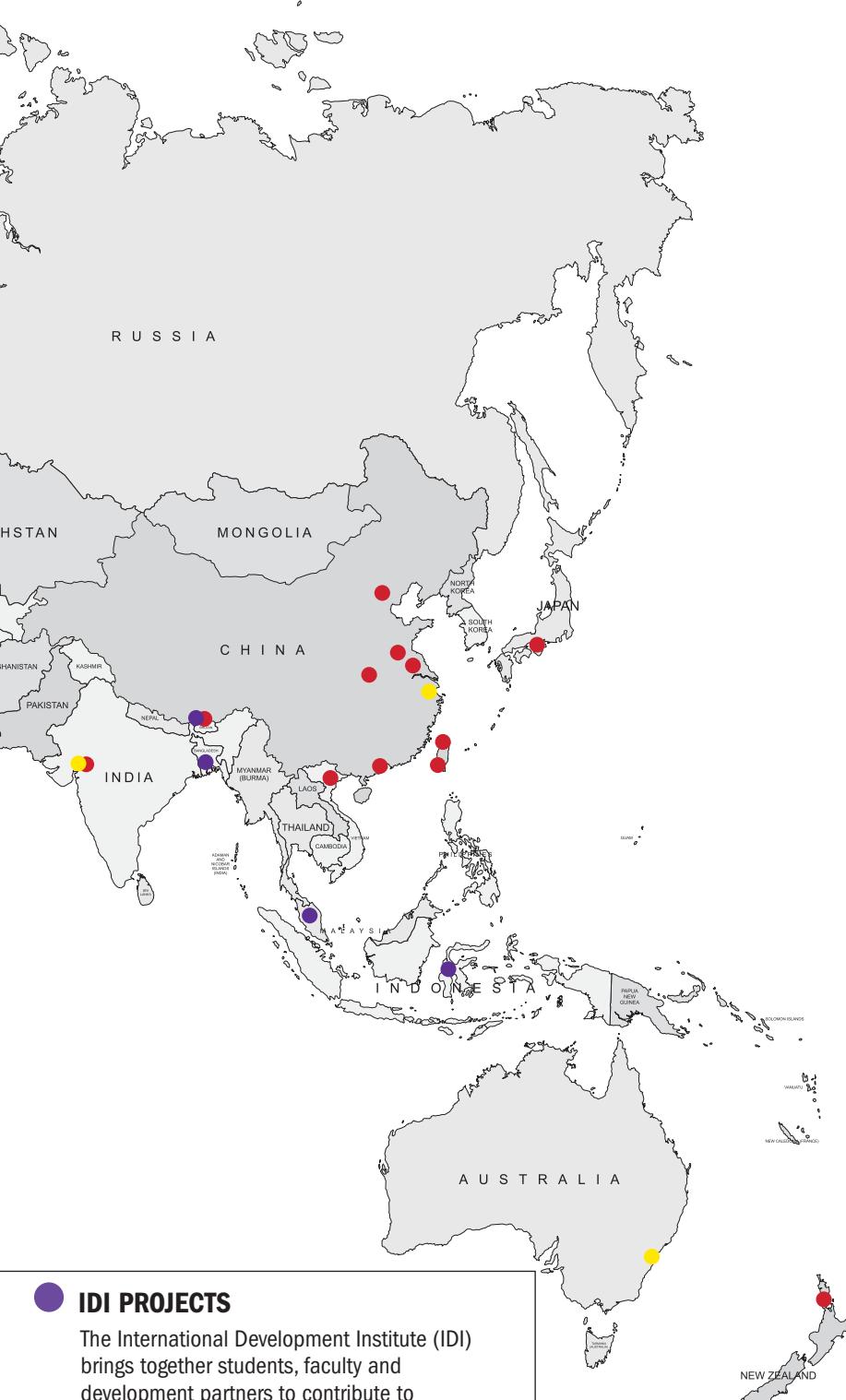


GLOBAL PARTNERS

Humber has developed a strategic partnership network with innovative institutions from around the globe. These connections expand the experiences of students, faculty and staff. Students broaden their academic experience through various international transfer agreements and study abroad and internship opportunities. Humber faculty and staff gain exposure to international academic and professional practices by taking part in global research and participating in the design and delivery of academic programs and projects.

ARTICULATIONS

Humber continually develops articulation agreements with institutions all over the world. Partners offer credit transfer opportunities to Humber students to move from diploma to Bachelor's degree, or graduate certificate to Master's degree. In turn, Humber welcomes articulation partnerships to encourage qualified international students to gain advanced entry into Humber programs.



IDI PROJECTS

The International Development Institute (IDI) brings together students, faculty and development partners to contribute to effective and sustainable development around the world. We have designed and delivered high quality international development education and programming in more than 30 countries.



NORTH CAMPUS

International Centre
Learning Resource Commons, 2nd Floor
205 Humber College Blvd.
Toronto, Ontario, Canada
M9W 5L7

LAKESHORE CAMPUS

International Centre
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3199 Lake Shore Blvd. West
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**WE ARE
HUMBER**



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WE ARE HUMBER



HUMBER
Global