



The Digital Campus of Tomorrow

2023-2026

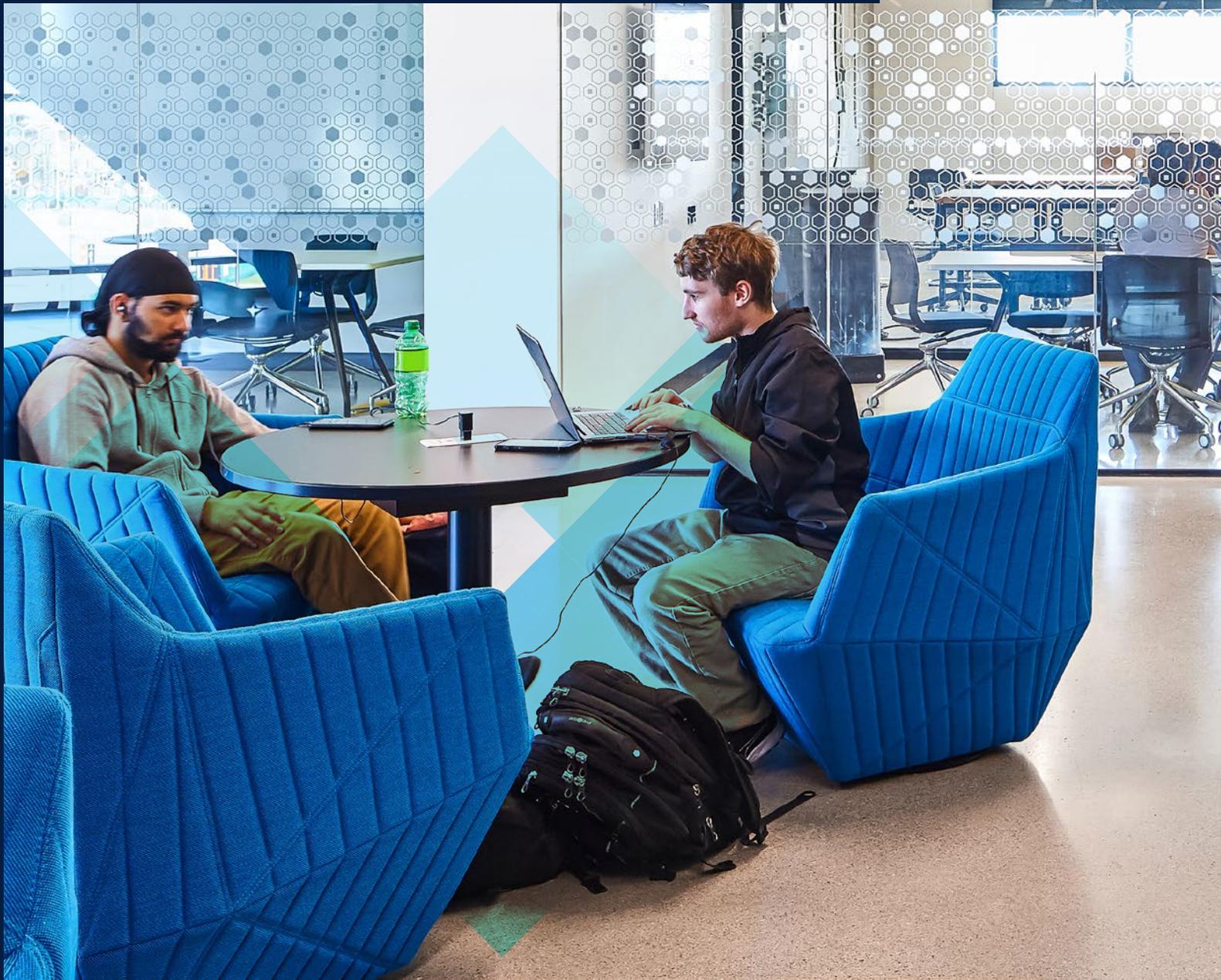


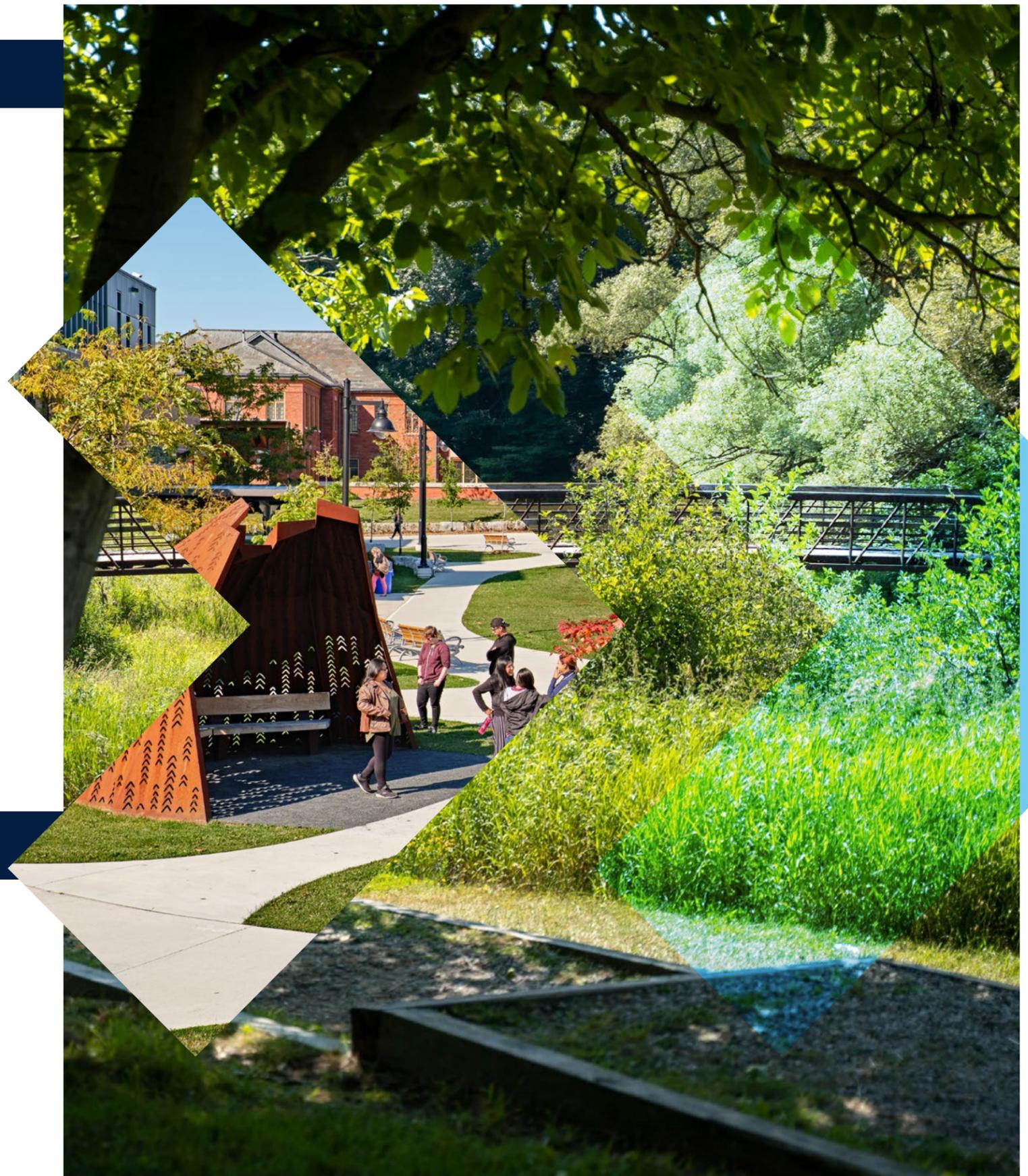
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For more information, visit humber.ca/digital-campus

Land Acknowledgment

Humber College is located within the traditional and treaty lands of the Mississaugas of the Credit. Known as Adoobiigok, the “Place of the Alders” in Michi Saagiig language, the region is uniquely situated along the Humber River watershed, which historically provided an integral connection for Anishinaabe, Haudenosaunee, and Wendat peoples between the Ontario Lakeshore and the Lake Simcoe/Georgian Bay regions. Now home to people of numerous nations, Adoobiigok continues to provide a vital source of interconnection for all.



Foreword – Vice-President, Digital Innovation and CIO

Welcome to Humber's Digital Campus of Tomorrow.

Throughout the pandemic, so much of the way we teach, learn and work evolved.

As noted in [Humber Tomorrow](#), we have accelerated approaches to teaching, learning and service delivery that may have only recently seemed years away from full implementation. Now, as we move away from emergency response and toward intentional design, we are working to meet students and employees where they are and provide them with the tools, access, and skills to be as successful as possible.

A digital campus is really about our relationship with technology. How does it improve our experiences, create efficiencies in our lives and foster connection and community?

We asked these questions as part of the consultation process for this plan and our community answered. This refreshed plan is built and will be delivered through collaboration across the College. It is focused on organizational changes that are enabled by technology – for the benefit of students, faculty, and staff.

The new Academic and Digital Campus Plans were developed jointly due to the important connection of our academic mission and technology. To fully understand our aspirations, these complementary plans should be reviewed together. They will be executed in tandem to ensure that we never lose sight of the interdependence and can maximize our potential for innovation.

We will achieve this through a deepening of relationships with our digital partners, training for staff and faculty, evaluating and updating our technology, and facilitating changes that support the future of work.

The digital capabilities and competencies developed in recent years have laid the groundwork for the future. Institutions need to plan to harness these new competencies to innovate and develop equitable access to remarkable experiences for students, faculty and staff.

One of Humber's hallmarks is our deep sense of community. This plan aims to enhance the experience for our community across our physical and digital campuses today and tomorrow.



Scott R. Briggs
Vice-President, Digital Innovation and Chief Information Officer



Introduction

The creation of a Digital Campus Plan was one of the action items outlined in [Humber College's 2018-2023 Strategic Plan](#). Digital is evident throughout the Strategic Plan, particularly in the pillars of Career-Ready Citizens and Accessible Education. Humber Tomorrow, a vision document that builds on our existing Strategic Plan and identifies priorities for the next few years, including Digital Campus as one of the five renewed strategic priorities.

Humber College's first Digital Campus Plan was presented to the Board of Governors in 2019. Since that time, and throughout the COVID-19 pandemic, we have learned a great deal about the ways in which students, staff and faculty engage with digital and we have identified gaps both in fluency and in access. As we look ahead, we are tasked with reviewing and adapting our initiatives to continue to meet the changing needs of the diverse Humber community.

We are working to ensure that students are engaged with new technologies and have the opportunity for personalized learning with more choices in how, what, when and where they learn.



The Digital Campus Plan focuses on the technology that enhances teaching and learning and allows us to be more agile, connected, impactful and sustainable.

This plan is a refreshed set of future-focused priorities that will enable us to take advantage of new opportunities, improve processes and enhance student and staff experiences across our physical and digital campuses.

"Humber continues to build on the strengths of our unique model of polytechnic education while always seeking to improve and foster local and global partnerships and strengthen capacity for innovation. We are focused on the future and creating educational and campus experiences that set students and employees up for success today and tomorrow."

Dr. Ann Marie Vaughan, President and CEO



Consultation Process and Intersection with Other College Plans

The Academic Plan and Digital Campus Plan consultations were conducted together, reflecting the interconnection between teaching and learning and technology.

Consultations for both the Academic Plan and the Digital Campus Plan were conducted with students, faculty, staff, alumni, Program Advisory Committees, College Council, College leadership, Academic and Student Affairs, and the Board of Governors.

The Academic and Digital Campus plans were then developed simultaneously and with close integration.

The Digital Campus plan also intersects with many other College Plans that have helped to inform the path forward and the considerations highlighted in this document.



Refresh Process

The process of determining Humber College's 2023-2026 teaching, learning and digital campus priorities involved four phases:

1. **Planning (November 2021-January 2022):** Development of a stakeholder engagement plan, background documents, and key consultation questions.
2. **Consultation (January-April 2022):** Implementation of stakeholder consultations with students, faculty, staff, alumni, community and industry partners, College leadership, and Humber's Board of Governors.
3. **Integration and Analysis (March-May 2022):** Integration and analysis of stakeholder input.
4. **Finalization and Approvals (May-June 2022):** Validation of strategic priorities and document creation.



Consultation Phase

Between January and April 2022, Humber held consultations with students, faculty, staff, alumni, community and industry partners, College leadership, and Humber's Board of Governors. More than 1,200 members of the College community shared their vision for the future of education at Humber through 19 participation options ranging from virtual forums to online forms.

Humber students participated in nine virtual focus groups. Specific sessions were held for those from equity-deserving groups and those involved in student leadership initiatives with the assistance of Humber's Student Success and Engagement, Black Student Support and Engagement, Indigenous Education and Engagement, LGBTQ+ Resource Centre, IGNITE, and domestic and international student ambassador programs.

College employees (faculty, support staff, and administrative staff) were offered four virtual forums, with one session held specifically for faculty.

Humber's industry and community partners, including Humber alumni, were invited to three virtual forums for the College's Program Advisory Committees.

In addition, all stakeholder groups were given the option to provide input through online forms.

Fifty Humber staff from across the College helped in the planning and implementation of the consultation sessions.

A note of appreciation for those who helped to create this plan:

- The Institutional Planning and Analysis team were instrumental in the consultation process and ensured that we were able to gather all the insights needed to bring this plan to life.
- The members of the Technology and Information Management Steering Committee, now renamed the Digital Campus Committee, invested a great deal of time and expertise for the refresh of this plan, particularly during the Integration and Analysis stage.
- The Government Relations, Marketing and Communications team was key in developing this document and its accompanying web presence.





Guiding Principles

All of the initiatives in the Digital Campus of Tomorrow will be rooted in the following guiding principles.

People First

We meet the needs of our community by offering digital services that deliver greater personalization, simplicity, connection and ease of use.

Our approach to digital will enhance human connection through simple, consistent and personalized experiences. We will work to find the right balance of on-campus and online experiences for students and employees.



Equity and Inclusion

We create digital services that are accessible and inclusive.

To help close the digital divide, services will be accessible, reducing barriers, not creating them. We will value and advocate for solutions that advance Equity, Diversity and Inclusion, and address digital equity and fluency to ensure no one is left behind.



Digital Ethics and Privacy

We promote ethical data and technology use, are open and transparent on how data is used, and respect privacy commitments.

We maintain and grow trust with the community through our ethical use of data and new and emerging technology.



Safe and Secure

We serve to protect the Humber community from emerging cyber threats.

We continue to make our systems secure and private by design with a risk-based approach to cybersecurity. Our approach will be comprehensive including policy, education and training, and communications to build awareness with post-secondary partners.



“A digital campus should be invisible - an integrated part of your overall experience. With the infrastructure we have in place and have planned for the future, we can provide flexibility and options that we weren't able to previously. For example, if someone is lost on campus, they have the option to ask someone for directions or use Campus Compass for navigational help. We are working to provide a more holistic digital and physical experience for the Humber community.”

David Neumann, Professor, Faculty of Media & Creative Arts



Priorities and Actions

PRIORITY 1 – DIGITAL FLUENCY

We will develop the digital fluency of our students, faculty and staff so they can be engaged global citizens. Growing digital fluency will increase equity, opportunity and innovation.

We will work to ensure that students and employees have both access to technology and the skills to use it. We will also help ensure that students and employees can develop future-looking skills related to data science, the cloud, artificial intelligence, the metaverse and more, and build on those over time at the beginner, intermediate and advanced levels. This will mean different things to different people. You may need to develop skills to cross the digital divide, or you might be ready to expand your existing skills and learn about data science.

The Humber Learning Outcomes (HLOs) are the skills and mindsets that allow our graduates to succeed. We will build on the HLOs, employee competency framework and existing activities to expand skills through virtual coaching and the Idea Labs.

Our focus on digital fluency supports the Strategic Pillar of Career-Ready Citizens from our Strategic Plan, which highlights the need to prepare students to succeed in a global, knowledge-based economy that is technology driven and changing at an unparalleled rate.

»» Digital fluency is defined within the Humber Learning Outcomes (HLOs) as skills that enable individuals to use digital tools, manage information, and create and communicate effectively and ethically in digital spaces.



“A digital campus is one that has the best technological resources for use by all staff and students, and that allows interconnectedness between people through the use of that technology. As digital fluency is one of the skills in action under the Humber Learning Outcomes, it seems only fair to enhance this aspect.”

Roma Mehta, professor, Faculty of Social and Community Services

PRIORITY 1: ACTIONS

- Review current offerings
- Update baseline definition of digital fluency
- Develop plans to grow digital fluency and align and integrate with the needs of the Academic, Digital and Future of Work plans and EDI Framework

“Students want to attend an institution that continues to develop the tools and technologies that prepare them for the future. Humber’s digital campus is a major factor for Humber Athletics. Students, staff, and the Humber community need to be connected to take advantage of all the health and wellness programs offered by the department. Gym and fitness class registration and fitness archives for exercising at home are some of the ways digital technology plays an important role. For the fans of Humber Varsity, digital connectivity allows our community to follow the progress of all the hard-working student athletes that represent the College.”

Brian Lepp, Sports Information and Marketing Specialist



PRIORITY 2 – STUDENT EXPERIENCE

Enhancing the student experience through the Digital Campus Plan is based on simplifying and personalizing the Humber student journey from prospect to alumni.

PRIORITY 2: ACTIONS

Enterprise Web Strategy

- Humber’s website is one of its most important sources of information for prospects, students and employees. A modern platform for web services will improve the user experience for visitors of Humber websites, while providing more capabilities to content creators across Faculties and departments. Enhancing our shared ability to easily update content will help ensure *Accessibility for Ontarians with Disabilities Act (AODA)*-compliant web properties display current, relevant information and act as efficient marketing tools. A centralized digital experience platform and content management system will allow content to be used across multiple websites and digital end points (e.g. digital signage; and the Campus Compass, the digital ONECard and the Humber Guardian apps etc.).

Enrolment and Admissions Rethinking

- The Enrolment and Admissions Rethinking project will ensure that the admissions process for domestic and international post-secondary applicants at Humber will be engaging, automated, timely and accurate. It will also be integrated seamlessly with enrolment management processes. Personalized communication with applicants and enhanced data and analytics will enable our strategic enrolment management goals.

Student Journey and Service Excellence

- We will build and adapt services that are available to assist students when they need it most, wherever they may be. Personalized customer service enabled through technology will help increase student satisfaction and enhance overall experience. Recent initiatives include the Campus Compass wayfinding app, digital ONECard, new Page 1+ library platform, and the TechZones at North Campus and the Humber IGS.

Digital Identity

- We will ensure that new platforms enable the full range of digital identity information and support us in creating, managing and securing digital identities for all members of the Humber community. This will take into consideration the complexities and experiences of our current and future partners, including Continuous Professional Learning, the Real Estate Education Program, and the University of Guelph-Humber. An equity, diversity and inclusion lens will be applied to this work to ensure new platforms enable the full range of digital identity information to be accurately captured and reflected. Digital security is critical, and our digital identity system will be supported by a strong information security framework.

“Going digital means keeping up with our constantly evolving world, where technological advances are being made every day. Moving our current processes and systems to a digital platform presents several benefits, such as sustainability, scalability, and easier accessibility. Digital innovation impacts my student experience by allowing me to access solutions faster and more efficiently. As an example, thanks to Blackboard I’m able to access my course materials and submit assignments from any device - as long as I have an internet connection.”

Chloe Chai, Computer Engineering Diploma student



PRIORITY 3 – DIGITAL WORKPLACE

We will support our employees in the transformation and future of work so they can collaborate, be effective and stay connected with campus culture.

Building on the learnings of the pandemic, we will be intentional in our actions to evolve the digital workplace and continue to adapt to the changing needs and capabilities of staff.

“As a communicator, it is extremely important that Humber innovates digitally in order to truly engage and connect with students and the community in a meaningful, timely and productive way. Being able to cut through the noise to get the right information to the right person at just the right time by leveraging smarter technology, digital tools and data could make all the difference in reaching someone at a critical point in their journey and ensuring they have equitable access to every opportunity that could help them succeed in achieving their goals at Humber and beyond.”

Melissa Durbano, Communications Advisor, Office of the Registrar

PRIORITY 3: ACTIONS

Future of Work – on-campus, hybrid, anywhere

- Humber’s workforce is multi-generational and includes people with varying comfort levels and experience with digital technology as well as different expectations about work. Our focus on digital equity will allow staff to access technology and equip them with the skills to use it successfully. Employee communication, engagement and connection to the campus culture and community will continue to be at the forefront of our focus on the Future of Work. This action is closely connected to the work that the Human Resources and Organizational Effectiveness department is leading on the Future of Work framework. That framework will assist with and enable new and flexible ways of working at Humber while supporting a people- and learner-centric transformation.

Recruitment and Talent Management (Human Resources Management System)

- The next phase of the Human Resources Management System will build on the learnings and wins from the earlier phase and focus on enhancing recruitment processes and introducing new talent management capabilities. We will update the recruitment system and adapt processes to improve the experience for applicants and hiring managers. Recruiting top talent and providing development and training opportunities to current employees is critical and new talent management capabilities will support our talent development goals.
- We will continue to build upon the Strategic Plan and Humber Tomorrow priorities of remote/hybrid work, flexible learning, digital campus, well-being, equity, inclusion and the ability to retain and recruit top talent.



Financial Information System review

- Following an assessment by an independent consultant, key institutional needs and requirements were identified for the next iteration of Humber's financial management system. A new financial information system along with functional enhancements will improve process workflow and efficiency.
- We will work to address gaps that currently exist in our processes in order to provide:
 - » additional functionality with easier management;
 - » increased support for modern financial services and practices;
 - » improved user experience;
 - » real-time data access, enhanced reporting and robust analytics;
 - » more opportunity for innovation.

Advanced Data Analytics

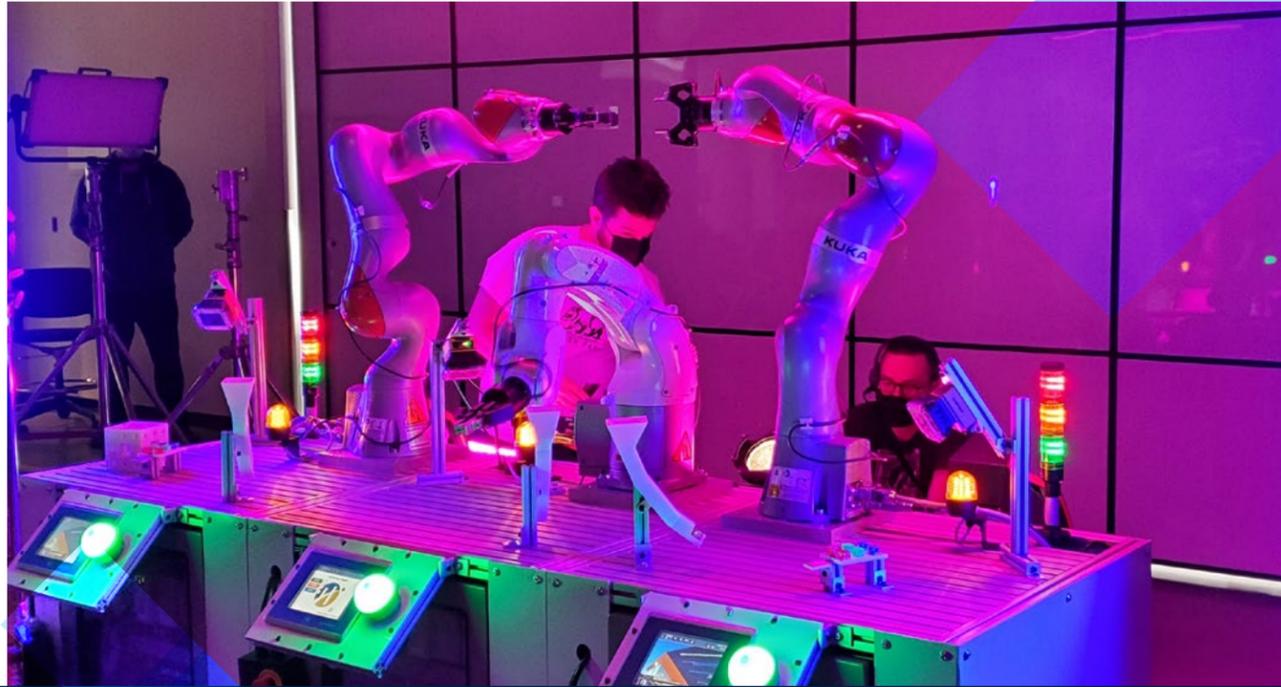
- Enhanced data analytics will provide better insights on students' learning and support needs, and their retention while informing strategic enrolment management. The increase in online activity including learning analytics will provide more data allowing us to better serve students. As part of Priority 1 – Digital Fluency, we will work to ensure that employees have the data skills necessary to collect and interpret this information and provide the insights to inform improvements.
- As Mark Schwartz, enterprise strategist, Amazon Web Services (AWS) states in his whitepaper entitled *The Data-Informed Institution: How Education is Using Data to Accelerate Digital Transformation*, "Data can be used by educational institutions to better retain students, foster diversity, support online and hybrid learning, drive fundraising activities, manage facilities more sustainably, personalize learning experiences, achieve operating efficiencies, and advance student outcomes." At Humber,

we will use an iterative approach to improving data tools and processes to modernize our data management platforms. Here are the key steps we will take to move toward a more data-informed organization:

- » Collect the data – ensure the tools are in place to gather the data.
- » Store the data – protect the information with safeguards for privacy and confidentiality.
- » Share the data – organizational data must be easily available for uses that are unexpected or changing and faculty and staff must have the tools at hand to work with the data and the skills to do so. This will include training and skills development for employees and faculty.
- » Tell the story with data – institutional data must be shared and presented in a way that allows faculty and staff to easily gain new insights. Data visualizations will help tell the story and ensure that employees are ready to use the data to guide their decision-making.*

"A digital campus must include an increase in data education and digital literacy amongst students and employees. The increased use of data and technology can allow employees to make more evidence-based business decisions that benefit the College and the student experience. This gives Humber a competitive advantage by offering students a college experience that is streamlined and effective."

Marwo Nour, Research Analyst graduate



Realizing the Plan

The Digital Campus Plan is a living document that will guide and inform our digital priorities at Humber College from 2023 to 2026.

The elements of the plan are in various stages of implementation, and we will move them forward when ready. Readiness is informed by detailed project scope, organizational change management plans, and approved budgets.

The initiatives outlined in this plan are organizational change projects, enabled by technology. Successful implementation of the plan will rely on continued collaboration across the College as we implement changes to create Humber's Digital Campus of Tomorrow.

REFERENCES

*The Data-Informed Institution: How Education is Using Data to Accelerate Digital Transformation, by Mark Schwartz, Enterprise Strategist, AWS





The Digital Campus of Tomorrow

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