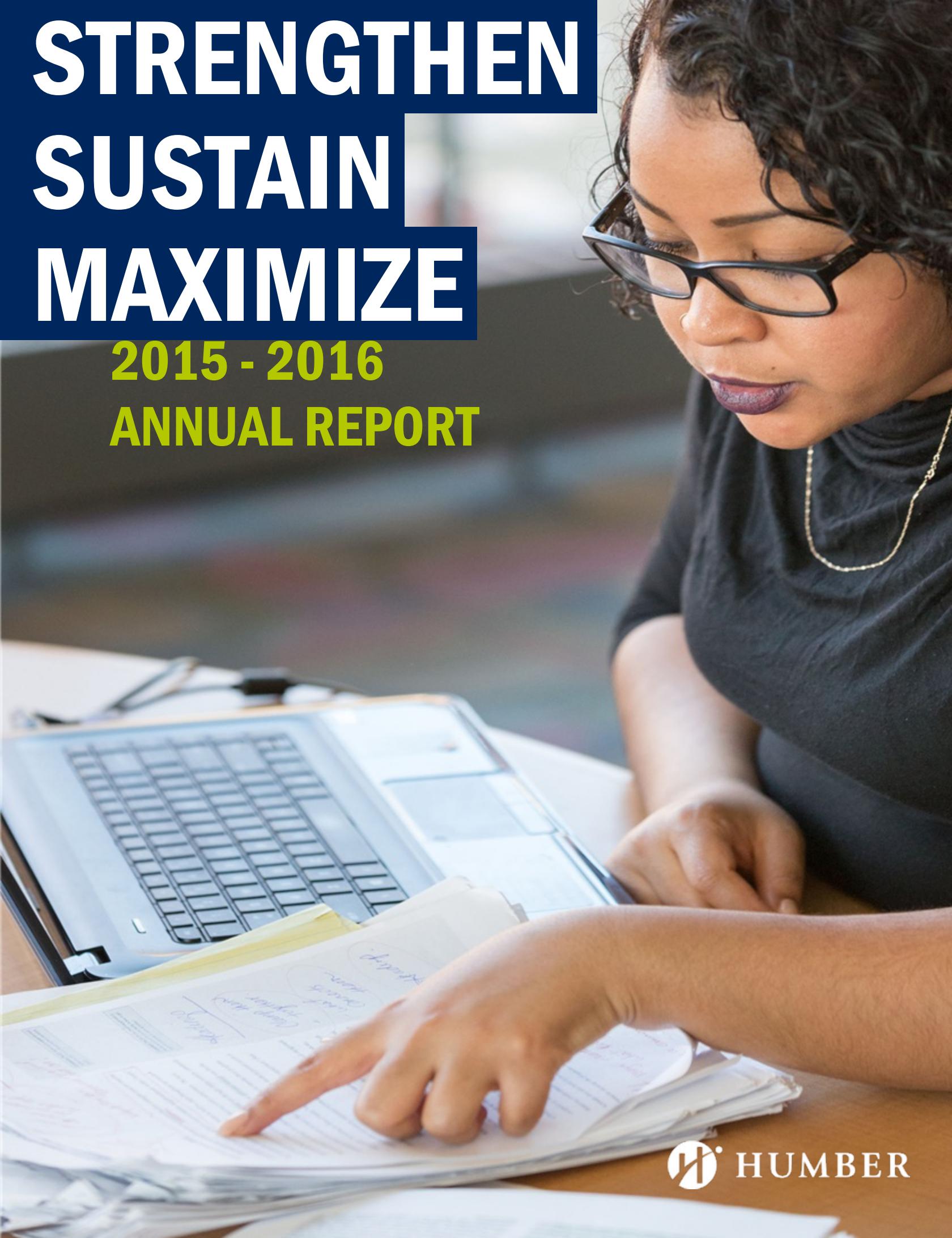


STRENGTHEN SUSTAIN MAXIMIZE

2015 - 2016
ANNUAL REPORT



NAL:
- less appetite
- accumulation of fluid in peritoneal cavity
- numbness / gurgling noise from fluid in the intestines
- difficulty passing stool / urine / passage of blood stool
- frequent passage of loose / H₂O stools
- "maggot" - like feeling of opaque discharge (flange / fever)
- diff. swallowing
- vomiting
- belching
- or / gas / see thin / wheezes - breathing / etc.
- white / bloody stool - not a molecule for hemophysis
- swollen veins in anus
- enlargement of liver
- protrusion of organ through abdominal opening of muscle wall
- normal black / sticky stool in digestive blood
- absence of peritonitis (abscess / no fever)
- inflammation of peritoneal cavity, mostly by bacteria
- eating non-food substances
- burn
- perforator wall of stomach / duodenum / ulcer
- enlargement of spleen
- hem / white lines
- above / point here
- perforator / small / or / combined / duodenum / ulcer
- protruding / bulging of abdominal cavity

BAKESALE

@ Government Express
till 1pm

SMILE



TABLE OF CONTENTS

2	VISION, MISSION, VALUES
4	MESSAGE FROM THE BOARD CHAIR
5	MESSAGE FROM THE PRESIDENT
6	ABOUT HUMBER
7	INTRODUCTION
10	2015-2016 RESULTS AND SUCCESS STORIES
	<ul style="list-style-type: none">• STRENGTHENING OUR POLYTECHNIC IDENTITY• SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE• MAXIMIZING THE IMPACT OF PARTNERSHIPS• FOUNDATIONS FOR SUCCESS
30	MEASURING OUR SUCCESS
37	EXECUTIVE TEAM AND BOARD OF GOVERNORS

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. As a collection of communities, 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 exceptionally proud to present Humber's 2015-16 Annual Report to the Ontario Ministry of Advanced Education and Skills Development and the broader community. Having passed the mid-point of our strategic plan, the college has made significant progress in achieving its objectives and is well-positioned to reflect on its progress and plan for the future.

The Board of Governors commends Humber faculty and staff for maintaining a strong, vibrant, student-focused culture. This is evidenced by the passion and commitment to excellence that enables state-of-the-art learning environments and innovative academic programming that inspires inquiry and prepares students for successful careers. Humber offers a broad range of programs that have been informed by industry partnerships and provide students with both theoretical learning and hands-on experience to ensure that they are ready for their future careers.

I would like to thank President Whitaker and the executive team, under whose leadership Humber continues to thrive. It is also my great pleasure to acknowledge the hard work and dedication of Humber's excellent faculty and staff. The 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



MESSAGE FROM THE PRESIDENT

Humber is a very exciting place to be. Each year – indeed, each new semester – brings change and invention to our community. Continually refreshed by the new ideas, passions and curious spirit of our students, faculty and staff, Humber is a vibrant and engaging learning environment. This 2015-16 Annual Report reflects on the third year of our five-year strategic plan and we are making significant progress in achieving our institutional objectives.

In many cases, this progress is revealed through new ways of doing and being. Subtle changes to practice can have a large impact, such as thinking differently about the space that we occupy and mapping the future of our academic programs and services. In other cases, our progress is reflected in our physical environment. At our Lakeshore Campus, cranes and concrete trucks are tangible examples of growth and demonstrate our focus on providing leading-edge facilities and services for our students. Within the context of these strong foundations, we remain committed to our identity as a provider of polytechnic education, and are living our values of excellence and innovation through our strong and vital relationships with employers and community agencies.

This document, serving as a report on the commitments we set down in our 2015-16 Business Plan, is an opportunity to tell some of our stories and celebrate our collective achievements. Nevertheless, it reflects but a small sample of the activity on our campuses, and I invite you to connect with us to learn more about the inspiring and innovative work we are engaged in.

As we celebrate the achievements of the past year, I would like to thank our partners in government, the community and industry, as well as our bright, energetic and inspiring students. Finally, on behalf of the executive team, I am pleased to recognize our committed, passionate and professional Humber faculty and staff. It is you who 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 the 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 170 full-time programs across a wide variety of disciplines. Our credentials include apprenticeship training, certificates, diplomas, degrees and graduate certificates. Humber is the pre-eminent institution for college degree programming in Ontario, offering 24 degree programs. Approximately one-third of all college degree students in the province study at Humber. 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 extend beyond Canada as well. 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 the only Canadian board member of the prestigious League for Innovation in the Community College – an international organization dedicated to excellence in education and training in community colleges – and is 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 59,200 distinct applications for Fall 2015, introduced new programming and developed new delivery models for existing programs.

INTRODUCTION

This 2015-16 Annual Report is a companion document to the 2015-16 Business Plan, and highlights the results achieved during the third year of our five-year strategic plan.

Like the business plan and the 2013-18 strategic plan, this document is structured around three strategic pillars – Strengthening Our Polytechnic Identity, Sustained Focus on Teaching and Learning Excellence and Maximizing the Impact of Partnerships – underscored and supported by our essential Foundations for Success. Finally, we articulate some of the high-level, institutional outcome measures we use to gauge the success of our initiatives.

Humber's planning documents include our Strategic Mandate Agreement (SMA) with the Ontario Ministry of Training, Colleges and Universities, the 2013-18 Humber Strategic Plan, the 2016-21 Academic Plan and SEM Framework as well as an annual institutional business plan and annual report. These documents 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, resource allocation and strategy development.







STRENGTHENING OUR POLYTECHNIC IDENTITY

As a polytechnic postsecondary institution, Humber provides 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.



GOAL ONE

Optimize and differentiate Humber’s programs, credentials and services

BUILD HUMBER’S CENTRES OF INNOVATION

Launch Centre of Innovation in Health and Wellness and identify additional Cols

ACCOMPLISHMENTS

The dynamic new Col in Health and Wellness is the first of its kind to be launched and will be a catalyst for collaborative innovation by students, faculty, industry and community stakeholders to improve health outcomes, population health and revolutionize the student-faculty experience. Students will gain unique work-integrated learning experience with an interdisciplinary focus. Work will begin to establish Humber’s second Col in Technology and Innovation supported by a generous donation from The Barret Family Foundation. The focus of the new Col will be on programs in Applied Technology which support development of sustainable building practices and human-centred, technology-enabled solutions for today’s problems.

ACADEMIC AND SEM PLANNING

Develop and implement an integrated Academic Plan and Strategic Enrolment Management (SEM) Plan

Humber’s first institutional Academic Plan and SEM Framework were developed through a comprehensive consultation process with stakeholders. With a focus on future programming, applied research and innovation, industry and community engagement, teaching and learning excellence, and the importance of the student and faculty experience, the Academic Plan will guide Humber through 2021.

USE DATA TO INFORM DECISION-MAKING

Enhance institutional data holdings to support monitoring and decision-making through development of performance indicators related to program and service outcomes, and prototypes of key institutional performance measures

A newly developed institutional dashboard provides college leaders with interactive web-based data to understand trends in enrolments, student retention, satisfaction and the competitive landscape. Monitoring of institutional performance measures is key to effective planning and decision-making.

Establish administrative service standards to support Humber’s diverse student population

The results of a detailed service review of Humber’s Registrar’s Office will inform documentation of comprehensive service standards in support of consistent high-quality service to students and clients.

GOAL TWO

Leverage the range of Humber's programs to lead the system in providing pathways

PATHWAYS AND CREDIT TRANSFER – MAKING IT EASIER FOR STUDENTS

Identify the program pathways, data requirements and business processes necessary to implement the credit transfer initiative

Pathways between programs and credentials – both internal and external – are essential to improving student access to postsecondary education and enabling movement within Humber and across institutions nationally and globally. Humber is helping students transfer credits through a revitalized Transfer Options website. Student perspectives on credit transfer – gathered through a survey of eligible students – reveal challenges and identify opportunities to enrich and enable credit transfer at the college. This valuable feedback will inform the development of additional academic pathways as well as systemic improvements.



GOAL THREE

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

OFFER NEW PROGRAMS IN AREAS OF ACADEMIC STRENGTH

The following new programs were launched in 2015-16:

- Bachelor of Digital Communications (degree)
- Biotechnology (diploma)
- Nutrition and Healthy Lifestyle Promotion (diploma)
- Art Foundation (certificate)
- Mechanical Techniques - Millwright (certificate)
- Welding Techniques (certificate)
- Professional Writing and Communications (graduate certificate)
- Addictions and Mental Health (graduate certificate)
- Post Productions (graduate certificate)

Humber continues to develop and launch academic programming in areas of labour market demand. We provide our learners with a broad range of options in terms of areas of study as well as type of credential. Options for part-time, online and hybrid study, as well as opportunities to participate in applied research and experiential learning are key components of our polytechnic identity.

ENGAGE IN APPLIED RESEARCH AND INNOVATION

Publish a comprehensive research plan that supports the Centre of Excellence in Entrepreneurship and our emerging CoIs

With new leadership in applied research and innovation, the strategic research plan will be completed in 2016-17.

COMMUNICATE OUR POLYTECHNIC IDENTITY

Redesign Humber's website to enhance our unique polytechnic identity

The re-designed Humber website was launched in September 2015. The new website is focused on prospective students and employs "audience-based navigation." This improved search function enhances the student experience by helping users find the information they need, faster. The website was designed for flexibility and accessibility, and is serving the institution as a more comprehensive and user-friendly recruitment tool.

Develop communications and marketing tools to promote polytechnic identity

Informed by an institutional brand study, Humber continues to reinforce the polytechnic identity in communications and marketing materials. For example, highlighting student experiences and successes demonstrates the impact of polytechnic education and programming.

Develop a comprehensive institutional government relations and advocacy strategy

The framework of a government relations strategy for Humber has been developed. It includes a focus on Humber's advocacy priorities, as well as the review and analysis of provincial postsecondary education policy.

SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE

As the needs of our learners, employers and the community evolve, Humber continues to explore best practices and innovations in teaching, learning and program delivery. Our faculty and staff are committed to the values of a learning organization and demonstrating leadership in postsecondary education.



GOAL ONE

Live the values of a "learning organization"

SUPPORT INSTITUTIONAL CHANGE

Pilot Change Management Framework and Toolkit through implementation of the Human Resources Management System (HRMS) project

ACCOMPLISHMENTS

With new leadership of the change management portfolio in Human Resources Services, steps will be taken in 2016-17 to facilitate an institutional approach to change management across the college.



GOAL TWO

Ensure an exceptional student experience for a diverse student body

UPHOLD A CULTURE OF SAFETY AND RESPECT

Implement bystander intervention training and engage in campus dialogue about sexual assault

Humber is committed to a campus culture in which there is zero tolerance for sexual and gender-based violence. As part of a broader strategy to prevent sexual violence, an evidence-based campaign to address sexual violence awareness was introduced in September 2016 which included the Bringing in the Bystander program, as well as the Consent is Sexy Crew (a peer-led education initiative) and a digital media campaign (#wedontstandby). More than 600 students and 200 faculty and staff have received Bystander Intervention training, building a culture and campus that resists sexual violence.

HELP OUR LEARNERS MAKE A STRONG START

Launch the renewed First Year Experience (FYE) program

More than 1,300 first year students joined the First Year Experience program in Fall 2015, participating in initiatives including the “Your First 6 Weeks” program with 450+ participants and an “Emotional Intelligence” workshop series; the program will be monitored for effectiveness and reviewed for its impact on improved student outcomes.

Develop a strategic communications plan for interaction with students, leveraging the successful launch of the We Got You campaign

An audit of digital communications for prospective and current students is in the final stages, and will inform development of an improved student communication strategy in support of student enrolment, success and retention.

IMPROVE THE STUDENT EXPERIENCE

Establish the new Academic and Career Success Centre

The Academic and Career Success Centre opened in September 2015, providing students with a clear point of access to advising services and delivering a more coordinated approach to advising. The Centre co-locates career advising, pre-enrolment advising and some academic advising services in an accessible location within the new Learning Resource Commons.

Develop a strategy to support access, retention and achievement for Aboriginal learners

Humber’s commitment to the Colleges and Institutes Canada Indigenous Education Protocol was the framework for developing our 2016-17 action plans to enhance enrolment, graduation and employment outcomes for indigenous students.

Evaluate current-state wayfinding and signage on all campuses

An evaluation and analysis of Humber’s current wayfinding and signage was completed.

RECOGNIZE THE IMPORTANCE OF LEARNING OUTSIDE THE CLASSROOM

Launch the Co-Curricular Record

The Humber Co-Curricular Record was launched in September 2015, providing an opportunity for students to have their co-curricular involvement formally documented and validated by the institution.

INTERNATIONALIZE OUR COMMUNITY

Promote international mobility and increase enrolment in courses with an international focus

More than 350 students took advantage of study abroad programming in 2015-16, and Humber celebrated 20 years of partnering with Ningbo University and more than 10 years with Jimei and Kaohsiung Universities. In line with our commitment to internationalization, Humber also signed 12 new Memorandums of Understanding with international partners that include degree completion, faculty exchanges, semesters abroad and joint applied research opportunities.



GOAL THREE

Demonstrate leadership in innovative teaching and learning strategies

DEVELOP LEADING-EDGE LEARNING SPACES

Implement the Classroom Redesign Initiative

Humber opened some of its new interactive classroom spaces as part of the implementation of the Classroom Redesign Initiative, featuring innovative labs and classrooms that are reflective of professional work settings and showcase the latest trends and methodologies in teaching and learning. Over the past year, Humber has conducted exciting research on the impact of classroom design on student engagement, attitudes and behaviour in the new learning spaces, as well as changes in faculty teaching practices and experiences. A second area of focus has been on learning from faculty and students about the efficacy of the new spaces – related both to curriculum delivery methods and the use of technology in teaching and learning.

SAFEGUARD ACADEMIC INTERGRITY

Implement Institute of Academic Integrity review process to study academic integrity practices

With survey data from more than 3,000 students and 500 faculty and staff, Humber has gleaned a rich perspective on attitudes toward academic misconduct at the college. This baseline data will help identify how closely students and faculty align on this important issue and shape plans for education, communication and policies related to academic integrity.

DEVELOP THE 21st CENTURY EMPLOYEE

Develop an inventory of work-integrated learning opportunities in Humber's academic programs

The inventory is under way and will contribute to the development of institutional definitions and further work-integrated opportunities for students.

Conduct review of essential skills to include global citizenship, digital literacy and sustainability

The review is complete and a multi-year plan for renewal of essential skills was developed. The working group also identified research opportunities to measure the impact of essential skills within the curriculum.

SUPPORT THE 21ST CENTURY LEARNER

Implement a comprehensive e-Learning strategy

Humber's first Digital Learning Plan details a strategy to support 21st-century learning and identifies a plan to increase the number of fully online and hybrid programs and courses and the digitization of resources.

SUPPORT FACULTY ENGAGEMENT IN APPLIED RESEARCH AND INNOVATION

Facilitate strategic faculty involvement in applied research activities

Humber faculty continue to engage in applied research projects funded by internal programs meant to support faculty participation, such as the Developing Activities and Ideas for Research (DAIR) and Staff Initiated Research Fund (SIRF). Development of an applied research strategy was deferred until 2016-17.



MAXIMIZING THE IMPACT OF PARTNERSHIPS

Humber has long maintained productive and reciprocal relationships with our industry partners and local community-based organizations. Our eight academic schools work closely with industry to ensure that our programs provide students with the skills and knowledge they need to be successful in the labour market. 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

DEVELOP MEANINGFUL RELATIONSHIPS WITH INDUSTRY PARTNERS

Develop an employer engagement strategy and partnerships to support research and investment in the emerging Centres of Innovation

ACCOMPLISHMENTS

Collaboration with employers is an essential component of our business. These partnerships provide applied research opportunities, student placements, awards and scholarships, graduate employment opportunities and alumni relations engagement. Components of an integrated employer engagement strategy include a web portal to facilitate student placements and jobs for grads, a partner/employer database and industry advisory groups. Collaboration with industry partners is a key element of Humber's emerging Centres of Innovation.

CONNECT STUDENTS AND EMPLOYERS

Enhance access to job ads for students, grads and local employers through development of a new job portal

En route to launching a single source for employers and students to access job postings, the functional requirements of a centralized job portal have been mapped and a fit/gap analysis conducted on existing technology.

ENHANCE RELATIONSHIPS WITH INDUSTRY

Evaluate the effectiveness of Program Advisory Committees (PACs)

A review of PAC membership, policies and processes was undertaken and areas for improvement identified; next steps include development of an updated Advisory Committee policy and orientation manual.

Review corporate training opportunities and develop a business case to enhance corporate training at Humber

A corporate training business plan has been completed and a dedicated business unit is currently being executed.

Review best practices for industry engagement and establish President's Advisory Council within context of an industry partnerships strategy

Establishment of a President's Advisory Council has been deferred until 2016-17.

ENGAGE OUR PARTNERS IN OUR FUTURE

Commence early-stage fundraising campaign

Completed early stage of fundraising campaign in order to provide opportunities for, and enhance the experience of, Humber students.

GOAL TWO

Build and maintain beneficial relationships with alumni

CONNECT ALUMNI AND CURRENT STUDENTS

Implement the multi-year Alumni Engagement Strategy

Focused effort to stay in touch with Humber grads has expanded opportunities for alumni to engage with current students for networking and mentorship. Growth of the increasingly robust online alumni community is a key facilitator and helps programs and schools to stay connected with their grads.

GOAL THREE

Enhance creative connections with education and community partners

SUPPORT WOMEN IN STEM

Improve the experience for women in STEM (science, technology, engineering and math) and other non-traditional careers.

Along with community partners, Humber is working to increase access and improve the experience of women in STEM and other non-traditional careers. Ensuring that women are represented in marketing materials for programs in which they are traditionally under-represented is the kind of initiative designed to impact the ability to recruit and retain women in these program areas. We are measuring the impact of programs such as the Pre-Service Firefighter Education and Training program, as well as the Electrical and Horticulture Pre-Apprenticeship programs for women. Humber plans to expand this type of programming based on best practices from other jurisdictions.

UNIVERSITY OF GUELPH-HUMBER

Launch new programming through the University of Guelph-Humber partnership that meets student and employer needs

A new degree completion option in Family and Community was launched through the University of Guelph-Humber in 2015, providing a part-time study option that recognizes work experience and allows practitioners to complete a degree through online or hybrid courses and weekend intensives.



FOUNDATIONS FOR SUCCESS

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

INVEST IN ENGAGED EMPLOYEES

Develop action plans based on the results of the Humber Employee Engagement Survey

ACCOMPLISHMENTS

Results of the first Humber Employee Engagement Survey, conducted in Fall 2014, highlighted three key areas of focus for the college: communication, change management and recognition.

A cross-institutional planning committee and issue-specific working groups have made recommendations for college-wide solutions for improvement in these three areas and implementation is ongoing. To improve communication across the college, a daily Communiqué bulletin is distributed to employees to ensure that college events and announcements are widely shared. A change management framework is under development, and research is ongoing to identify ways to enhance both corporate and employee-to-employee recognition in ways that are meaningful to our faculty and staff.

SET THE TEAM UP FOR SUCCESS

Develop an improvement plan to enhance the college recruitment process in conjunction with the Human Resources Management System (HRMS)

Vendor selection for the HRMS project is in progress and will inform the college recruitment and onboarding processes.

Develop a Leadership Plan for Humber personnel based on an assessment of essential leadership skills and competencies

A Leadership Competency Model has been developed, reflecting detailed leadership competencies and behavioural expectations for all levels of staff; using this new model, talent review and succession planning tools and templates have been developed for use across the college.

Enhance the performance management system

Performance management is a key factor in the deployment of the HRMS solution, planned for 2017-18.

GOAL TWO

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

PLAN FOR FUTURE GROWTH

Develop a Campus Development Plan

Consultations have begun for the Campus Development Plan, which is targeted for completion by October 2016.

Expand physical capacity through strategic infrastructure projects.

At the North Campus, infrastructure enhancements have included the opening of the LRC and the HIVES as well as construction to re-fit vacated space through the Backfill Project.

At Lakeshore Campus, the Arts Academy is complete, and other major development projects are under way, including construction of the Student Welcome and Resource Centre, the Humber Fitness Centre and the Centre for Entrepreneurship, all of which are slated for completion in August 2016.

Establish space standards that will guide the development of the Campus Development Plan, and a process for space allocation

Widespread consultation and best-practice research have contributed to the development of a space standards and planning process that will facilitate decisions related to the use of college space and will inform the Campus Development Plan; a new space management policy and procedure has been developed and will guide all space allocation decisions.

Conduct an assessment of back-office services that could potentially be located off campus

Assessment of back-office services for potential re-location has been deferred pending completion of the Campus Development Plan.

ENHANCE OUR TECHNOLOGY INFRASTRUCTURE

Fully deploy the unified communications system on all campuses

Implementation of a new unified communications platform has enhanced communication at Humber and is supporting new ways of working, including audio, video and web conferencing and improved mobility.

Launch final phase of Enterprise Systems Project, the Human Resources Management System (HRMS) and implement Banner 2.0

In addition to the HRMS Project, Banner 2.0 included launch of a new Client Relationship Management tool to support domestic and international admissions processes, enhancements to the Banner Student and Financial systems, implementation of the co-curricular record and integration of the Public Safety incident management system with Banner.

BUILD TEACHING AND LEARNING SPACES THAT ARE INSPIRING AND FUNCTIONAL

Expand physical capacity through strategic infrastructure projects

The Learning Resource Commons (LRC) is the new main entrance and gateway to the North Campus. Located at the front of the campus, the six-storey, 264,000 square foot building, which is visible from all approaches to the college, is a point of connection for student services and transit. In addition to the LRC, infrastructure enhancements over the past year have included the addition of 38,000 square feet of much-needed student study space and 13 new classrooms across two floors in the Humber Interactive Spaces (HIVES). This enhancement includes anatomy, biochemistry and cadaver labs, along with a full-suite of Funeral Services resources.



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

DEVELOP EFFECTIVE PLANNING PROCESSES

Enhance integrated planning

In the spirit of continuous improvement, refinements have been made to strategic and business planning processes, including the integration of the risk management process with institutional planning and budget development.

Develop prototypes of Humber's institutional performance metrics and enhance processes to ensure the integrity and quality of institutional data holdings and reports

An institutional Data Reference Group has been established to address issues related to data access, integrity and quality.

Establish the Integrated Risk Management (IRM) framework and policy, and implement risk mitigation action plans

Humber has fully implemented a best-practice approach to risk management, including development of an Integrated Risk Management policy and framework and the ongoing maintenance of risk mitigation plans.

INVEST IN OUR FUTURE

Achieve a balanced or surplus financial position while delivering on current and future strategic priorities

Humber maintained its reputation for excellent fiscal management and achieved a surplus financial position for the year ending March 31, 2016.

GROW A MORE SUSTAINABLE CAMPUS

Implement the Humber Sustainability Plan

Humber is a leader in green initiatives within the Ontario college system. As part of the Humber Sustainability plan, a greenhouse gas emissions inventory was completed in March 2015 and the results indicate that total emissions decreased by 10.7 per cent between 2005-06 and 2015-16. The data gathered from this inventory will inform campus development and growth planning and speak directly to Humber's institutional value of sustainability.



MEASURING OUR SUCCESS

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.

These metrics and indicators are also important elements of our accountability to the public, to our Board of Governors and to the Ministry of Advanced Education and Skills Development.

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

Outcome measures include:

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

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 2016, Humber administered 14,400 student satisfaction surveys, and is reporting results from more than 4,700 graduates and almost 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 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 and use this data to inform decision-making. Our institutional, school and departmental planning and priority-setting is heavily influenced by KPI 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; 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.

	2013 Baseline	2014	2015	2016
Humber	86.4%	86.9%	85.6%	85.4%
Province	87.2%	87.2%	87.0%	87.0%
GTA	85.4%	85.8%	85.1%	85.2%

QUALITY OF LEARNING EXPERIENCE

The overall quality of the learning experiences in this program.

	2013 Baseline	2014	2015	2016
Humber	80.1%	79.8%	78.6%	78.4%
Province	80.5%	80.0%	79.8%	80.0%
GTA	78.3%	78.2%	77.5%	77.8%

PERSISTENCE AND GRADUATION RATES

Outcome measures include:

- Retention Rates (by year and by credential)
- KPI Graduation Rates (by credential) ¹

Humber tracks both program retention and overall persistence. Our analysis follows students throughout their careers at Humber, tracking transfers to other Humber programs, graduation rate and attrition.

PERSISTENCE RATES BY YEAR				
(fall cohort)				
Program Year	2011-12	2012-13	2013-14	2014-15
1 - 2	74.9%	74.3%	77.2%	77.8%
2 - 3	87.5%	89.0%	91.3%	91.7%
3 - 4	96.0%	95.2%	94.2%	93.6%
Overall	78.6%	78.4%	81.3%	82.0%

Notes:
Humber persistence rates are calculated based on Fall to Fall for programs more than three semesters in length.

PERSISTENCE RATES BY CREDENTIAL				
Credential	2011-12	2012-13	2013-14	2014-15
Diploma and Advanced Diploma	75.4%	75.1%	77.9%	78.8%
Degree	88.0%	87.8%	89.0%	89.2%
Graduate Certificate	90.1%	87.2%	94.0%	93.2%

KPI GRADUATION RATES

(by credential)

	2013 Baseline	2014	2015	2016
CERTIFICATIES				
Humber	72.7%	71.5%	68.5%	66.3%
Province	70.9%	71.0%	70.5%	70.6%
GTA	70.2%	68.4%	68.0%	69.5%
DIPLOMAS				
Humber	57.1%	58.7%	59.5%	59.9%
Province	62.6%	63.7%	63.8%	64.8%
GTA	61.3%	62.7%	61.7%	62.2%
ADVANCED DIPLOMAS				
Humber	55.5%	55.0%	55.3%	53.9%
Province	59.3%	59.7%	60.7%	60.9%
GTA	58.1%	58.6%	58.8%	56.9%
GRADUATE CERIFICATES				
Humber	86.7%	86.3%	86.0%	89.3%
Province	85.8%	86.2%	86.9%	87.3%
GTA	88.1%	87.2%	86.7%	89.0%
DEGREES				
Humber	74.9%	66.2%	70.1%	66.0%
Province	69.4%	66.8%	67.3%	67.5%
GTA	70.9%	66.4%	68.5%	67.4%

Notes:

KPI graduation rate is calculated based on 200% of program length and reported in the following year

GRADUATE OUTCOMES

Outcome measures include:

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

All publicly-funded postsecondary institutions in Ontario participate 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 other GTA colleges, as well as the system as a whole.

KPI GRADUATE EMPLOYMENT

	2013 Baseline	2014	2015	2016
Humber	82.8%	81.8%	82.5%	82.4%
Province	83.6%	83.4%	84.0%	83.6%
GTA	80.3%	79.5%	80.0%	79.7%

KPI EMPLOYER SATISFACTION

	2013 Baseline	2014	2015	2016
Humber	94.3%	92.7%	91.0%	88.2%
Province	93.4%	92.2%	88.1%	91.4%
GTA	93.9%	93.3%	87.0%	89.6%

KPI GRADUATE SATISFACTION

	2013 Baseline	2014	2015	2016
Humber	79.4%	78.4%	77.2%	77.2%
Province	80.0%	80.1%	80.0%	80.3%
GTA	78.3%	78.4%	77.7%	78.1%

OUR FOUNDATIONS

EMPLOYEE ENGAGEMENT

Overarching Success Measures indicated in the 2013-18 Strategic Plan:

- Internal Employee Engagement survey (improvement over 2013-14 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 various stages of development and implementation.

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 Measures indicated in the 2013-18 Strategic Plan:

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

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, new student work and collaborative space, and revitalized Open Access computer labs for individual study.

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 was opened in Spring 2015, and the Building F addition for Health Sciences at the North Campus in Fall 2015. The Student Welcome and Resource Centre and Fitness Centre at Lakeshore are major capital development projects underway which will have a substantial impact on students. A new Campus Development Plan is in development to inform capital development decisions and address capacity.

SATISFACTION WITH FACILITIES/RESOURCES

The overall quality of the facilities/resources in the college

	2014 Baseline	2015	2016
Humber	70.2%	68.7%	74.5%
Province	73.8%	74.4%	75.6%
GTA	70.1%	70.0%	72.4%

SATISFACTION WITH SERVICES

The overall quality of the services in the college

	2014 Baseline	2015	2016
Humber	59.1%	55.0%	58.4%
Province	64.2%	63.8%	64.6%
GTA	59.6%	58.2%	59.3%

FINANCIAL SUSTAINABILITY

Overarching Success Measures indicated in the 2013-18 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 2015-16. Through prudent planning and responsible fiscal management, Humber has been able to invest for long-term strategic projects.

REVENUE FOR YEAR ENDING MARCH 31, 2016

Grants and Reimbursements	151,681,927
Tuition and Other Fees	172,763,458
Interest Income	5,873,293
Other	34,387,403
Total Operating Revenue	364,706,027
Ancillary	28,088,161
Amortization of Deferred Capital Contributions	13,663,448
TOTAL REVENUE	406,457,636

EXPENSES FOR YEAR ENDING MARCH 31, 2016

Salaries and Benefits	231,746,920
Contract Services	36,951,782
Maintenance, Utilities and Municipal Taxes	13,146,449
Advertising and Marketing	11,031,372
Supplies, Equipment and Other Expenses	40,159,421
Information Technology, Software and Licenses	6,413,223
Student assistance	6,523,123
Total operating expenses	345,972,290
Amortization of capital assets	30,816,472
TOTAL EXPENSES	376,788,762

The consolidated Financial Statements and Supplementary Schedules for fiscal year 2015-16 are available at humber.ca/content/publications

EXECUTIVE TEAM

Chris Whitaker
President and CEO

Rani K. Dhaliwal
*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 BOARD OF GOVERNORS

Mario Alessandro

Anthony Longo

Wanda Buote

Tony Mahabir

Franca Giacomelli

Audrey McKinney, *Chair*

Bob Goulais

Susan Ross

Brien Gray, *Vice Chair*

Gordon Schofield

Lianne Hannaway

Ahmed Tahir

Robert Hull

Chris Whitaker, *President*

Dan Lang





Year-end March 31, 2016

HUMBER STRATEGIC PLANNING & INSTITUTIONAL ANALYSIS

corrine.johnston@humber.ca

humber.ca/publications