

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY PUBLIC MEETING OF THE BOARD OF GOVERNORS AGENDA

Date: Wednesday, October 9, 2019, 6:00 p.m.
Location: DC Boardroom, Gordon Willey Building, A-144

Learn More Series: Tour of Energy Innovation Centre at 4:30 p.m.
Dinner available at 5:30 p.m.

Pages

1. **CALL TO ORDER**
2. **INTRODUCTION OF GUESTS**
3. **ADDITIONS/DELETIONS TO THE AGENDA**
4. **CONFLICT OF INTEREST DECLARATIONS**
5. **PRESENTATIONS**

5.1 Durham College's Access to Justice Hub

Presenters: Stephanie Ball, Executive Dean, School of Justice and Emergency Services & School of Interdisciplinary Studies, Ralph Hofmann, Associate Dean, School of Justice and Emergency Services and Laurie Marshall, Faculty, School of Justice & Emergency Services.

5.2 Update on Durham College Students Inc.

Presenters: DCSI's Executive Team

6. **CHAIR'S REPORT**

6.1 Review of Ministry Binding Policy Directive on Conflict of Interest

5 - 16

6.2 Establishment of Retreat Planning Committee

7. **CO-POPULOUS GOVERNORS' REPORT**

8. **CONSENT AGENDA**

The following items will be addressed through the Consent Agenda unless specifically removed for separate attention, by request.

Recommendation

That all items listed under the heading of consent agenda be adopted as recommended.

- | | | |
|-----|--|-----------|
| 8.1 | Approval of the Public Minutes of the Board of Governors Meeting of June 19, 2019 | 17 - 24 |
| | <u>Recommendation</u>
That the public minutes of the Board of Governors meeting of June 19, 2019 be approved as read. | |
| 8.2 | Report of the Governance Review Committee - September 9, 2019 | 25 - 29 |
| | <u>Recommendation</u>
That all actions taken at the September 9, 2019 meeting of the Governance Review Committee be adopted as recommended and the minutes be approved as read. | |
| 8.3 | Durham College Students Inc. 2018-2019 Audited Financial Statements | 30 - 45 |
| | <u>Recommendation</u>
That Report BOG-2019-65, providing Durham College Students Inc.'s 2018-2019 Audited Financial Statements, be received for information. | |
| 8.4 | Durham College Students Inc. 2019-2020 Operating Budget | 46 - 47 |
| | <u>Recommendation</u>
That based on BOG-2019-75, Durham College Student Inc.s' 2019-2020 operating budget, be received for information. | |
| 8.5 | Durham College Foundation By-law | 48 - 67 |
| | <u>Recommendation</u>
That based on Report BOG-2019-67, the revised by-law for the Durham College Foundation be approved. | |
| 8.6 | Program Advisory Committee Semi-Annual Report (October 2019) | 68 - 118 |
| | <u>Recommendation</u>
That Report BOG-2019-76, providing the Program Advisory Committees semi-annual reports be received for information. | |
| 8.7 | President's Report - June to September 2019 | 119 - 130 |
| | <u>Recommendation</u>
That BOG-2019-66, providing an update on the President's activities and significant college initiatives from April to June 2019, be received for information. | |
| 8.8 | Revised Board of Governors Meeting and Events Calendar for 2019-2020 | 131 - 132 |
| | <u>Recommendation</u>
That based on BOG-2019-68, the revised Board Meeting and Events Calendar for 2019-2020 be approved. | |

8.9	Ancillary Fee Protocol 2019	133 - 149
-----	-----------------------------	-----------

Recommendation

That based on Report BOG-2019-72, the changes to the Ancillary Fee Protocol be approved.

8.10	Revised Sexual Violence Policy	150 - 174
------	--------------------------------	-----------

Recommendation

That based on Report BOG-2019-74 the College's revised Sexual Violence policy be approved.

8.11	Sexual Violence and Harassment Action Plan: Annual Board Report	175 - 180
------	---	-----------

Recommendation

That Report BOG-2019-84, presenting the data required by the Sexual Violence and Harassment Plan Act (Bill 132), be received for information.

9. DISCUSSION ITEMS

9.1	Fall 2019 Domestic and International Enrolment Update - L. Shepard & A. De Freitas	181 - 182
-----	--	-----------

Recommendation

That Report BOG-2019-73, providing an enrolment update for fall 2019 at day 10 of classes, be received for information.

9.2	Government Relations and Federal Election Update - P. Garrett	183 - 187
-----	---	-----------

Recommendation

That Report BOG-2019-70, providing an update the 2019 federal election, be received for information.

9.3	Update on Strategic Planning Process for 2020-2023 - P. Garrett (verbal)	
-----	--	--

9.4	Strategic Mandate Agreement 3.0 - E. Popp (verbal)	
-----	--	--

9.5	First Business Plan Update for 2019-2020 - D. Lovisa	188 - 227
-----	--	-----------

Recommendation

That Report BOG-2019-71, providing the first update on the 2019-2020 Business Plan, be received for information.

9.6	Public-Private Partnerships - D. Lovisa	228 - 229
-----	---	-----------

10. UPCOMING EVENTS

- Global Cyberlympics 2019 - October 26, 2019
- Fall Convocation Ceremonies, Tribute Communities Centre - October 30, 2019
- Fall Open House - November 2, 2019
- Higher Education Summit - November 30 to December 2, 2019

11. MOVE TO IN-CAMERA SESSION
12. ADJOURNMENT

Conflict of Interest

TABLE OF CONTENTS

Purpose and Application	1
Principles.....	2
Glossary	2
Binding Policy Directive.....	3
Summary of Responsibilities	4
Colleges of Applied Arts and Technology	4
Ministry of Training, Colleges and Universities	4
Appendix A: Some Commonly Asked Questions	6

Purpose and Application

The purpose of this Minister's Binding Policy Directive on Conflict of Interest is to enable a college board of governors to:

- Assist an individual board member in determining when his or her membership on the board has the potential to be used for personal or private benefit, financial or otherwise;
- Protect the integrity of the board as a whole and its individual members who follow conflict of interest provisions; and
- Ensure that an individual is not disqualified from being nominated for or running for a board position because of a potential for conflict of interest.

This binding policy directive is intended to protect the integrity and ethical standards of college boards and, as importantly, protect the integrity of a board member who may face a conflict of interest.

The binding policy directive is issued pursuant to the authority in the [Ontario Colleges of Applied Arts and Technology Act, 2002](#), which gives the Minister the authority to issue binding policy directives in relation to the manner in which colleges carry out their objects or conduct their affairs.

This binding policy directive does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). This binding policy directive does not apply where the issue is one of general or public information.

The intent of a conflict of interest policy is to assist individual board members to fulfill their duties in the interest of the public and to demonstrate high personal standards of moral responsibility, character, and ethics, which also protect the integrity of the board of governors as a whole.

For further information regarding this binding policy directive, click on the Contact link to consult with the appropriate [ministry contact](#), listed in the Contacts section on the web site.

Principles

Members of the board of governors are expected to act honestly and uphold the highest ethical standards.

Members of boards of governors are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and subject to more public scrutiny than private organizations.

Members of boards of governors shall not have private interests, other than those permitted pursuant to this binding policy directive, laws, or statutes, that would be affected particularly or significantly by college decisions or actions in which they participate.

When appointed, members of boards of governors must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.

Each governor, regardless of how he or she becomes a member, has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the board, not as a member of any particular constituency.

Glossary

Actual conflict of interest: a situation where a governor has a private or personal interest that is sufficiently connected to his or her duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.

Governor: a member of a college board of governors.

Internal governor: one student, one academic staff member, one administrative staff member, and one support staff member elected to a college board of governors from their constituent group in accordance with procedures and conditions established by the board of governors in consultation with the college students and staff. The president of the college is also an internal member by virtue of his or her position in the college.

Perceived conflict of interest: a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.

Potential conflict of interest: a situation where a governor has a private or personal interest that could influence the performance of a governor's duties or responsibilities, provided that he or she has not yet exercised that duty or responsibility.

Binding Policy Directive

- A. A conflict of interest arises when a board member's private or personal interest supersedes or competes with his or her official duties and responsibilities as a member of a college board of governors. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.**
- B. At the beginning of every board meeting, the chair of the board of governors is to ask and have recorded in the minutes whether any member has a conflict to declare in respect to any agenda item.**
 - I. When the agenda item arises in the open portion of the board meeting, the member(s) with an actual conflict of interest may remain in the room for the duration of the discussion and not participate in the vote on this item. The minutes are to record that the member(s) in conflict of interest remained in the room for the discussion and did not vote on this item. Should the matter occur in the in camera portion of a meeting, the board member(s) should withdraw while the matter is being discussed or voted on and the minutes should reflect this.**
 - II. When the conflict of interest is perceived or potential, the board of governors will determine whether the member or members remain for the discussion and vote on agenda items. The minutes should reflect what takes place.**
- C. In cases where a conflict cannot be avoided, a board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is declared prior to a board meeting, the declaration is to be made to the chair of the board and the board is to be informed.**
- D. Where a board member is unsure whether he or she is in conflict, the said member is to raise the perceived potential conflict with the board, and the board is to determine by majority vote whether or not a conflict of interest exists. The said board member must refrain from voting on whether or not a conflict of interest exists.**

- E. Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the board and appropriately recorded at the first opportunity. If the board determines that involvement of said member influenced the decision of the matter, the board is to re-examine the matter and may rescind, vary, or confirm its decision.**
- F. Any board member who perceives another member to be in conflict of interest in a matter under consideration is to raise this concern with the chair of the board. The chair, in turn, is to discuss the matter with the board member who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the board and the board is to determine by majority vote whether or not a conflict of interest exists. The member perceived to be in conflict is to refrain from voting.**
- G. Where there has been a failure on the part of a board member to comply with this binding policy directive, unless the failure is the result of a bona fide error in judgment, the board is to:**
- I. Issue a verbal reprimand; or**
 - II. Issue a written reprimand; and/or**
 - III. Request that a board member resign; and/or**
 - IV. Remove the board member through processes established in board by-laws.**

Summary of Responsibilities

Colleges of Applied Arts and Technology

The board of governors is responsible for:

- Opening each meeting with a call for disclosures of actual, potential, or perceived conflict of interest.

Ministry of Training, Colleges and Universities

The ministry is responsible for:

- Maintaining a current and relevant binding policy directive regarding conflict of interest.

- Reviewing, in consultation with college boards, in a regular and timely manner the effectiveness of this binding policy directive and issuing amendments as considered necessary.

Appendix A: Some Commonly Asked Questions

This appendix provides some examples of situations where conflict of interest commonly occurs in the operation of a college board of governors and suggests the best practices in dealing with such situations. The appendix is not intended to be an exhaustive or complete list. It is a guideline for colleges to assist boards in managing conflict of interest situations and to ensure relative consistency in the application of this binding policy directive across colleges.

1. Why is the Minister introducing a binding policy directive on conflict of interest at this time?

Conflict of interest is something all corporate boards need to address in a proactive manner. The intent of the binding policy directive is to promote a consistent approach to conflict of interest situations across the college system and to establish the standards expected for colleges as public sector institutions.

2. What is an example of an actual conflict of interest situation for internal governors?

An example of an actual conflict of interest for a student governor would be when an agenda item addresses an increase in the tuition fees for the particular program in which the student is enrolled. For staff, an example would be an agenda item where a faculty member would be faced with a decision to eliminate the program in which the faculty member taught. Another example is staff being involved in a discussion about providing confidential advice to the management collective bargaining position during the negotiation of a new collective agreement for the particular bargaining unit of which the staff person is a member.

Conflict of interest would not occur when the discussion of tuition fee increases was of a general nature or when the collective bargaining position being discussed was public information such as the discussion occurring during the public part of the board meeting.

3. Can internal governors – faculty, support staff, and administrators – be part of the president's evaluation or performance review?

This is an example of a perceived or potential conflict of interest, and it would be up to the board to establish how to proceed. It is recommended that college boards of governors discuss such issues in advance of the actual situation arising and establish a protocol or approach to use.

If it is the college's practice to involve college staff in the evaluation of the president through instruments such as surveys submitted anonymously and of which the results are collated electronically, it is not a conflict of interest situation to involve college staff board members in a discussion of the results of the survey, as this would fall within the area discussed in the [Purpose and Application](#) section of this binding policy directive, where it references that conflict of interest does not apply where a pecuniary or other interest is in common with a broad group of which the governor is a member.

It is not considered in the best interests of the college for staff to play a role in the actual writing or delivery of the president's evaluation.

4. Can students be part of the president's evaluation or performance review?

It is recommended that boards address the issue of perceived or potential conflict of interest in advance, and that similar principles, as in the response to question 3 above, be applied as they are with respect to other internal members.

5. What is an example of an actual conflict of interest with respect to the college president's evaluation or performance review?

The president's involvement would be considered an actual conflict of interest when matters relating either directly or indirectly to his or her compensation, perquisites, and/or benefits are being discussed and/or decided upon. The president should neither participate in any way in nor be present for any such discussions. The board may require certain information from the president to assist their deliberations, but these queries must be of a general nature or relate to providing performance-related information concerning the president's success in meeting agreed to objectives and must not in any way, either directly or indirectly, influence decisions on his or her compensation, perquisites, and/or benefits.

6. What am I supposed to do if I think a fellow governor is in a conflict of interest but he or she has not declared it?

It is the responsibility of the chair to ask and record in the minutes whether any governor has a conflict of interest to declare with respect to the agenda.

It is the responsibility of each governor to declare a conflict of interest and its general nature at the earliest opportunity. If a conflict is declared prior to a board meeting, the declaration should be made to the chair of the board. It is the responsibility of the governor with the conflict or the chair to declare the conflict at the board meeting.

If a governor does not declare a conflict when other board members believe one does exist, Section F of the binding policy directive makes it the responsibility of those who perceive that there is a conflict of interest to raise the issue with the board chair. It is the chair's responsibility to discuss the conflict of interest with the governor perceived to be in conflict. If the chair and the governor in question cannot resolve the issue, the matter must be brought to the full board for resolution and the issue be decided by a majority vote.

7. Does the board have to record declarations of conflict of interest in the minutes?

Yes, as recording declarations of conflict of interest protects both the integrity of the individual member and the board as a whole and is a matter of public record. As well, the board minutes should record that the member in conflict did not participate in any discussions or voting and, if applicable, left the room.

8. If a governor declares a conflict of interest, does he or she have to leave the room?

As outlined in [Section B](#) of the binding policy directive, the governor's presence or absence will depend on the nature of the conflict and whether the board is in closed or open session. Where there is an actual conflict (a situation where a governor has a private or personal interest that is sufficiently connected to his or her duties as a governor that it influences the exercise of these duties and responsibilities) and the board meeting is in camera or is a closed session, the binding policy directive requires that the board member not participate in the discussion by leaving the room. In the open portion of the meeting, the governor may stay but not participate in the discussion. Where a perceived or potential conflict of interest arises in a closed session, the board will decide whether the individual should remain in the room.

9. Can a member of a board of governors who owns a company submit a tendering proposal to the college?

Yes, a governor may submit a tendering proposal to the college. However, at the point in time when a governor becomes aware that his or her company might submit a tender, the governor should make the intention to do so known to the board chair. This situation could lead to either a perceived or actual conflict of interest, as the governor might have information not available to competitors in the tendering process. The board of governors will need to consider how to proceed to ensure an open, fair, and transparent process.

Should the governor's company actually submit a tender, the situation would then need to be treated as an actual conflict situation should the board be involved in a decision relating to the tender.

10. Can a governor apply for any position within the college?

The individual's position as a board member could be perceived as being of benefit in the competition for a position with the college. A board member would need to resign from the board before applying for a position at the college. He or she cannot apply as an active member of the board in the hopes of protecting his or her position on the board if he or she is not the successful candidate.

11. Is it appropriate for colleges to allow governors or members of their families to take courses or programs without paying tuition?

Governors are not entitled to any personal benefits from their participation on a board.

12. Can a board allow funds to be spent on special mementoes to governors retiring from the board?

Small incidental gifts may be appropriate in recognition of the services provided by governors. These mementoes should be appropriate as a common expression of courtesy, within the normal standards applicable to the use of public funds and acceptable upon public scrutiny.

13. Can a politician sit on a college board?

Yes, in fact, when the colleges were first established, one seat was reserved for municipal politicians. However, as there may be instances in which the person may be in an actual, potential, or perceived conflict of interest, the board would

need first to carefully consider whether the benefits outweigh the costs of losing one board member's input and vote from time to time.

- 14. There is a quorum at the beginning of a board meeting, but due to an actual conflict of interest a governor has to withdraw, leaving the board without the designated number of members present for a quorum. Are the remaining members able to pass a motion?**

Each college is responsible for seeking its own legal advice on legal issues of board governance. However, it is noted that the general rule is that quorum is required for voting purposes.

- 15. The board of governors is discussing an external appointment to be made to a subcommittee. Two governors declare that they know the person being discussed because the person is a neighbour and question whether this is a conflict of interest?**

There is no conflict of interest here because the interest is remote and generally cannot be regarded as likely to influence the board member. The situation would be different if the person being discussed were a close family member or business partner of the identified governors.



**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY
BOARD OF GOVERNORS REGULAR MEETING
DRAFT MINUTES – PUBLIC SESSION**

Date: Wednesday, June 19, 2019

Location: Whitby Campus, Room 1-4

Members Present: Paul Macklin, Chair of the Board
Suzanne Beale
Elizabeth Cowie
Ivan DeJong, Vice-Chair of the Board
Kevin Griffin
Michele James
Gail Johnson Morris
Don Lovisa
Bart Lucyk
Debbie McKee Demczyk
Gary Rose
Steve Stewart
Jim Wilson

Members Absent: Navleen Kaur
Robert Lanc
Kenneth Michalko
Heather Quantrill

Staff Present: Scott Blakey, Chief Administrative Officer
Peter Garrett, Manager, Strategic Reporting and Government Relations
Elaine Popp, Vice-President, Academic
Melissa Pringle, Corporate and Board Secretary
Rebecca Milburn, Executive Dean, School of Skilled Trades, Apprenticeship
and Renewable Technology
J. Tolmie, AVP, IT Services

1. CALL TO ORDER

With quorum present, the meeting was called to order at 6:00 p.m.

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- David Paisley, DC Student
- Kevin Baker, Executive Dean, School of Business, IT & Management
- Michelle Hutt, Executive Dean, School of Science, Engineering & Technology

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

5.1 Skills Ontario Students - David Paisley, gold medal, HVAC

The Executive Dean, School of Skilled Trades, Apprenticeship and Renewable Technology provided an overview of Skills Ontario and introduced DC student, David Paisley.

David Paisley shared his experiences as a Durham College student at Skills Ontario where he won a gold medal in HVAC.

The Board questioned David Paisley.

6. CHAIR'S REPORT

The Chair reflected on the board's success in achieving its goals for the 2018-2019 board year.

Governors also provided their reflections from the past year highlighting the following successes:

- The College's fiscal management in light of recent government announcements;
- The excellent leadership team;
- The level of transparency and creativity of senior staff;
- The convocation ceremonies and interactions with DC's students; and
- The community leader interviews conducted for the Board retreat.

7. CO-POPULOUS GOVERNORS' REPORT

Governor Wilson provided the co-populous governors' report, noting he attended a board retreat in late May, which focused on strategic priorities and he attended convocation on June 7, 2019, which featured an address by Chief Justice Beverley McLachlin.

8. CONSENT AGENDA

Moved By Governor Johnson Morris

Seconded By Governor Stewart

"That all items listed under the heading of consent agenda be adopted as recommended." CARRIED

8.1 Report of the Governance Review Committee Meeting of May 22, 2019

That all actions taken at the May 22, 2019 meeting of the Governance Review Committee be adopted as recommended and the minutes be approved as read.

8.2 Approval of Public Minutes of Board of Governors Meeting of May 15, 2019

That the public minutes of the Board of Governors meeting of May 15, 2019 be approved as read.

8.3 Ontario College Sector Financial Results Summary

That BOG-2019-49, providing the Ontario College sector financial results summary for 2018-2019 be received for information.

8.4 President's Report - April to June 2019

That BOG-2019-58, providing an update on the President's activities and significant college initiatives from April to June 2019, be received for information.

8.5 Colleges Ontario Update - Spring 2019

That BOG-2019-50, providing an update from Colleges Ontario for Spring 2019 be received for information.

8.6 Summary of Committee of Presidents Meeting - May 21 and 22, 2019

That BOG-2019-51, providing a summary of the Committee of Presidents meeting held in May 2019 be received for information.

8.7 Durham College Foundation Annual Report

That Report BOG-2019-52 presenting the Durham College Foundation annual report, be received for information.

9. DISCUSSION ITEMS

9.1 2018-2019 Durham College Annual Report

President Lovisa presented the 2018-2019 annual report which celebrated the College's successes and activities from the past year. President Lovisa reported the document would be created in a digital format with interactive content and would be submitted to the Ministry of Training, Colleges and Universities by the July 31 deadline.

The Board questioned President Lovisa.

Moved By Governor DeJong

Seconded By Governor Cowie

It is recommended to the Durham College Board of Governors:

"That based on Report BOG-2019-59, the 2018-2019 Durham College annual report, be approved." CARRIED

9.2 Quality Assurance and Comprehensive Program Review

The Vice-President, Academic presented the annual quality assurance and comprehensive program review report and provided an overview of the College's quality assurance programs, including the annual program review and the comprehensive program review processes. Approximately 20 programs undergo a comprehensive review every year.

The Board questioned the Vice-President, Academic.

Moved By Governor Griffin

Seconded By Governor James

It is recommended to the Durham College Board of Governors:

"That Report BOG-2019-43, reporting on programs that completed a comprehensive program review this academic year and programs that are currently in process of completing a comprehensive program review in the upcoming academic year, be received for information." CARRIED

9.3 2019-2024 New Program Development Plan

The Vice-President, Academic presented the 2019-2024 new program development plan, noting the plan is fluid and may change based on labour market demand, trends and strategic fit. The Vice-President, Academic also provided an overview of the internal approval process for developing a new program.

The Board questioned the Vice-President, Academic concerning the marketing of degree programs offered by a college, internationalization, and the recruitment of qualified faculty.

Moved By Governor Cowie

Seconded By Governor McKee Demczyk

It is recommended to the Durham College Board of Governors:

“That Report BOG-2019-44, presenting the 2019-2024 new program development plan, be received for information.” CARRIED

9.4 New Program of Instruction: Honours Bachelor of Construction Management

The Vice-President, Academic and Executive Dean, School of Skilled Trades, Apprenticeship and Renewable Technology presented a new program of instruction, Honours Bachelor of Construction Management and reviewed the labour market demands, curriculum, capital requirements and strategic alignment.

The Vice-President, Academic confirmed the program had undergone the full internal approval process and it conformed to the Ministry binding policy directive and the credentials framework.

The Board questioned the Vice-President, Academic and Executive Dean, School of Skilled Trades, Apprenticeship and Renewable Technology concerning work integrated learning opportunities and curriculum related to safety and regulatory requirements.

Moved By Governor Rose

Seconded By Governor Beale

It is recommended to the Durham College Board of Governors:

“That in accordance with Report BOG-2019-47, the proposed Honours Bachelor Degree program of instruction listed below be approved:

- Honours Bachelor of Construction Management.” CARRIED

9.5 New Program of Instruction: Esport Business Management

The Vice-President, Academic and the Executive Dean, School of Business, IT & Management presented a new program of instruction, Esport Business Management and reviewed the labour market demands, curriculum, capital requirements and strategic alignment. It was reported this would be the first graduate certificate for Esport business management in the college sector.

The Vice-President, Academic confirmed the program had undergone the full internal approval process and it conformed to the Ministry binding policy directive and the credentials framework.

The Board questioned the Vice-President, Academic and the Executive Dean, School of Business, IT & Management concerning international demand for the program, global competitiveness and the possibility of charging unregulated tuition given the demand for the program.

Moved By Governor Lucyk

Seconded By Governor James

It is recommended to the Durham College Board of Governors:

“That in accordance with Report BOG-2019-46, the proposed Ontario College Graduate Certificate program of instruction listed below be approved:

- Esport Business Management.” CARRIED

9.6 New Program of Instruction: Environment Health and Safety Management

The Vice-President, Academic and the Executive Dean, School of Science, Engineering & Technology presented a new program of instruction, Environment Health and Safety Management and reviewed the labour market demands, curriculum, capital requirements and strategic alignment.

The Vice-President, Academic confirmed the program had undergone the full internal approval process and it conformed to the Ministry binding policy directive and the credentials framework.

Moved By Governor Griffin

Seconded By Governor Wilson

It is recommended to the Durham College Board of Governors:

“That in accordance with Report BOG-2019-45, the proposed Ontario College Graduate Certificate program of instruction listed below be approved:

- Environment Health and Safety Management.” CARRIED

10. UPCOMING EVENTS

No events were highlighted.

Governor DeJong thanked Governor Macklin for his 6 years of service and dedication to the Durham College Board of Governors and for providing his leadership as Chair the past year. President Lovisa also thanked Governor Macklin for his support and tireless commitment to the Durham College Board of Governors.

11. MOVE TO IN-CAMERA SESSION

Durham College By-law No. 1 (s. 22.2) allows the Board of Governors to address, in-camera, items of corporate business deemed confidential.

Moved By Governor Johnson Morris

Seconded By Governor Beale

“That the Durham College Board of Governors move in-camera after a short recess.”
CARRIED

The Durham College Board of Governors recessed at 7:49 p.m. and reconvened in-camera at 7:57 p.m.

The Board rose from the in-camera session at 8:35 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees, succession planning and the conflict of interest provisions in By-law No. 1.

12. ADJOURNMENT

Moved By Governor DeJong

“That the June 19, 2019 meeting of the Durham College Board of Governors be adjourned.” CARRIED

The meeting adjourned at 8:35 p.m.

Report of the Governance Review Committee (Public)

The Governance and Review Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Governance Review Committee meeting held on [September 9, 2019](#).

1. Board Policy: Roles of Chair and Vice-Chair of the Board

Recommendation

That based on GOV-2019-09, the Board's policy "Roles of Chair and Vice-Chair of the Board" be approved as amended.



**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY
PUBLIC MEETING OF THE GOVERNANCE REVIEW COMMITTEE
DRAFT MINUTES**

Date: September 9, 2019

Location: DC Boardroom, Gordon Willey Building, A-144

Members Present: Jim Wilson, Committee Chair
Elizabeth Cowie, Committee Vice-Chair (entered at 5:05 p.m.)
Kevin Griffin
Robert Lanc
Debbie McKee Demczyk
Vasu Sukhija
Ivan DeJong, Board Chair (entered at 5:22 p.m.)
Don Lovisa, President

Staff Present: Melissa Pringle, Corporate and Board Secretary

1. CALL TO ORDER

With quorum present, the meeting was called to order at 5:04 p.m.

2. INTRODUCTION OF GUESTS

None.

3. REVIEW OF TERMS OF REFERENCE

The Committee reviewed its terms of reference. No questions or comments were noted.

4. ADDITIONS/DELETIONS TO THE AGENDA

None.

5. CONFLICT OF INTEREST DECLARATIONS

None.

6. PRESENTATIONS

None.

7. ACTIONS ARISING FROM PREVIOUS MINUTES/REGULAR RECURRING ITEMS

None.

8. DECISION ITEMS

8.1 Board Policy: Roles of Chair and Vice-Chair of the Board

President Lovisa spoke to the proposed edits to the Board policy on the roles of Chair and Vice-Chair of the Board.

Governor Cowie entered the meeting.

President Lovisa requested Policy Statement '2.2.5' be amended to delete the word 'supervisory' and to insert the word 'leadership' to better accurately reflect the relationship between the Board Chair and the President. The Committee concurred with this amendment.

The Committee questioned President Lovisa and the Corporate and Board Secretary.

Moved By Governor Griffin

Seconded By Governor Lanc

That the Governance Review Committee recommend to the Durham College Board of Governors:

"That based on GOV-2019-09, the Board's policy "Roles of Chair and Vice-Chair of the Board" be approved as amended." CARRIED

9. DISCUSSION ITEMS

9.1 Update on Review of Board By-Law No. 4

The Chair advised a working group comprised of Governor James, Governor Cowie and the Corporate and Board Secretary met over the summer to review By-law No. 4. The review is still ongoing and will be completed this fall. It is anticipated the by-law will come back to the Governance Review Committee in January for review and Board approval.

The Committee questioned the Corporate and Board Secretary.

9.2 Review of Skills Matrix

The Committee reviewed the skills matrix and discussed the need for the Board to support diversity, equity and inclusion and to represent the groups served. The Committee discussed geographic representation, consolidating the public and private sector columns under occupation and previous professional experience and adding qualifiers under the additional expertise section such as data analytics and artificial intelligence.

Governor DeJong entered the meeting.

As there is currently no document that accompanies the skills matrix, the Committee discussed developing a preamble with statements of principles to reflect how the Board makes decisions regarding recruitment.

Action: The Corporate and Board Secretary to develop a preamble to accompany the skills matrix and to update the skills matrix based on the discussion for review by the Governance Review Committee at its next meeting.

9.3 In-Camera Material on Board Portal

The Committee discussed the issue of in-camera material, particularly as it relates to posting on the Board portal. The Committee discussed the risk of Governors printing and downloading the material and considered ways this risk might be mitigated including locking down the material to prevent downloading and/or printing and removing the material after a meeting. The Committee also discussed if Governors who have a conflict on a potential issue should have access to the material for that particular item and concurred a legal opinion should be obtained.

Action: The Corporate and Board Secretary to develop a plan of action as it relates to the handling in-camera material for review at the next Governance Review Committee meeting.

9.4 Governor Participation in Fall Open House - November 2, 2019

The Committee discussed the idea of Governors having a more formal role at the College's open house, such as acting as official greeters or hosting an "Ask a Governor" table. The Committee concurred the opportunity would add value by raising the profile of the College and that Governors could attend the event as a guest or volunteer in an official capacity.

10. MEETING CRITIQUE

The Committee conducted a roundtable meeting critique and noted attendees were prepared and engaged, and dealt with the agenda material effectively.

11. ADJOURNMENT

Moved By Governor McKee Demczyk

"That the September 9, 2019 meeting of the Governance Review Committee be adjourned." CARRIED

The meeting adjourned at 5:44 p.m.

Report Number: BOG-2019-65

To: Board of Governors

From: Barbara MacCheyne, Chief Financial Officer and Meri Kim Oliver, Vice-President, Student Affairs

Date of Report: September 25, 2019

Date of Meeting: October 9, 2019

Subject: Durham College Students Inc. 2018-19 Audited Financial Statements

1. Purpose

The purpose of this report is to provide an account of the Durham College Students Inc. (DCSI) 2018-2019 audited Financial Statements.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-65, providing Durham College Students Inc. 2018-2019 Audited Financial Statements, be received for information.

3. Background

On August 30, 2017, a Settlement and Transition Memorandum of Understanding (MOU) was signed by Durham College and DCSI. The Agreement between Durham College and DCSI requires that audited statements for the Student Association be provided to the Durham College Board of Governors for information annually.

4. Discussion/Options

The Student association's fiscal year ended on April 30, 2019. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The audit of the financial statements was executed by Collins Barrow Durham LLP. During the course of the audit, no deficiencies in internal control or misstatements were identified.

Durham College and the DCSI/Durham College Joint Advisory Committee received and accepted the statements on September 25, 2019. DCSI is reporting a total surplus of \$1,466,716 for fiscal 2018-19 compared to a surplus of \$2,269,519 in the prior year. However, the surplus from 2017-18 included an income of \$983,064 as a result of the receivership.

DCSI reported available cash of \$3,516,430 at April 30, 2019 compared to \$1,800,346 on April 30, 2018, an increase of \$1,716,084.

DCSI received a clean audit report however there were references made to the surplus of cash in the management letter. DCSI would like to start a restricted building reserve to help fund future expansion of student spaces on campus.

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the “Our Business” pillar of the strategic plan and the commitment to be prudent stewards of all resources so that we are financially responsible and realize greater efficiencies throughout college operations.

DURHAM COLLEGE STUDENTS INC.
Financial Statements
Year Ended April 30, 2019

DURHAM COLLEGE STUDENTS INC.
Index to Financial Statements
Year Ended April 30, 2019

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Fund Balances	5
Statement of Cash Flow	6
Notes to Financial Statements	7 - 12

INDEPENDENT AUDITOR'S REPORT

To the Members of Durham College Students Inc.

Opinion

We have audited the financial statements of Durham College Students Inc. (the Organization), which comprise the statement of financial position as at April 30, 2019, and the statements of operations, changes in fund balances and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at April 30, 2019, and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Organization as at and the year ended April 30, 2018 were audited by Collins Barrow Durham LLP which became Baker Tilly KDN LLP effective January 9, 2019.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

(continues)

Independent Auditor's Report to the Members of Durham College Students Inc. (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Baker Tilly KDN LLP



Courtice, Ontario
September 18, 2019

Baker Tilly KDN LLP
Chartered Professional Accountants
Licensed Public Accountants

DURHAM COLLEGE STUDENTS INC.
Statement of Financial Position
April 30, 2019

	2019	2018
Assets		
Current		
Cash	\$ 3,516,430	\$ 1,800,346
Short-term investments (Note 3)	550,450	550,000
Accounts receivable	44,269	-
Prepaid expenses	156,284	134,864
Due from Durham College (Note 4)	30,694	55,942
	<u>4,298,127</u>	<u>2,541,152</u>
Capital assets (Note 5)	27,120	43,409
	<u>\$ 4,325,247</u>	<u>\$ 2,584,561</u>
Liabilities		
Current		
Accounts payable	\$ 201,477	\$ 90,827
Insurance contract liability (Note 6)	118,050	-
Deferred revenue (Note 7)	269,485	224,215
	<u>589,012</u>	<u>315,042</u>
Net assets		
Unrestricted	3,213,811	2,195,795
Health fund - internally restricted	495,304	30,315
Invested in capital assets	27,120	43,409
	<u>3,736,235</u>	<u>2,269,519</u>
	<u>\$ 4,325,247</u>	<u>\$ 2,584,561</u>

Approved on behalf of the Board

 Director
 Director

The accompanying notes are an integral part of these financial statements



DURHAM COLLEGE STUDENTS INC.

Statement of Operations

Year Ended April 30, 2019

	2019	2018 (Note 1)
Membership and other revenue		
Health fees (Note 6)	\$ 2,824,935	\$ 1,560,742
Student fees (Note 8)	2,295,667	2,048,579
Interest income	9,950	-
Program revenue	701	-
	<u>5,131,253</u>	<u>3,609,321</u>
Expenses		
Health expenses (Note 6)	2,275,266	1,476,587
Salaries and wages (Note 9)	790,214	401,068
Occupancy expense	157,520	105,013
Campus life	116,585	30,225
Professional fees	102,933	160,846
Governance	74,153	21,458
Administrative	65,976	30,234
Marketing and communication	64,416	105,001
Riot radio	17,830	8,983
Outreach services	16,893	8,827
Amortization	19,626	7,624
Clubs & Societies	6,112	-
	<u>3,707,524</u>	<u>2,355,866</u>
Excess of revenue over expenses from operations	<u>1,423,729</u>	<u>1,253,455</u>
Other income		
Net effect of a restructuring transaction (Note 10)	42,987	983,064
Settlement from Durham College	-	33,000
	<u>42,987</u>	<u>1,016,064</u>
Excess of revenue over expenses	<u>\$ 1,466,716</u>	<u>\$ 2,269,519</u>

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENTS INC.
Statement of Changes in Fund Balances
Year Ended April 30, 2019

	2019	2018
Unrestricted fund		
Opening balance	\$ 2,195,795	\$ -
Excess of revenue over expenses	1,466,716	2,269,519
Transfer (to) from capital asset fund	16,289	(43,409)
Transfer to health fund (Note 6)	(464,989)	(30,315)
Balance, end of year	\$ 3,213,811	\$ 2,195,795
Invested in capital assets		
Opening balance	\$ 43,409	\$ -
Purchase of capital assets	3,337	17,919
Capital assets received from the Student Association at Durham College and UOIT	-	33,114
Amortization for the year	(19,626)	(7,624)
Balance, end of year	\$ 27,120	\$ 43,409
Health fund		
Opening balance	\$ 30,315	\$ -
Excess of revenue over expenses of the health fund (Note 6)	464,989	30,315
Balance, end of year	\$ 495,304	\$ 30,315

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENTS INC.**Statement of Cash Flow****Year Ended April 30, 2019**

	2019	2018
Operating activities		
Excess of revenue over expenses	\$ 1,466,716	\$ 2,269,519
Items not affecting cash:		
Amortization	19,626	7,624
Capital assets received on restructuring	-	(33,114)
	<u>1,486,342</u>	<u>2,244,029</u>
Changes in non-cash working capital:		
Accounts receivable	(44,269)	-
Prepaid expenses	(21,420)	(134,864)
Due from Durham College	25,248	(55,942)
Accounts payable	110,650	90,827
Deferred revenue	45,270	224,215
Insurance contract liability	118,050	-
	<u>233,529</u>	<u>124,236</u>
	<u>1,719,871</u>	<u>2,368,265</u>
Investing activity		
Purchase of capital assets	(3,337)	(17,919)
Increase in cash and cash equivalents	<u>1,716,534</u>	<u>2,350,346</u>
Cash and cash equivalents - beginning of year	<u>2,350,346</u>	<u>-</u>
Cash and cash equivalents - end of year	<u>\$ 4,066,880</u>	<u>\$ 2,350,346</u>
Cash and cash equivalents consists of:		
Cash	\$ 3,516,430	\$ 1,800,346
Short-term investments	<u>550,450</u>	<u>550,000</u>
	<u>\$ 4,066,880</u>	<u>\$ 2,350,346</u>

The accompanying notes are an integral part of these financial statements

1. Nature of the organization

Durham College Students Inc. (the "Organization") was incorporated on July 10, 2017 without share capital and operates as a not-for-profit organization that is tax exempt under the Income Tax Act. The Organization is a service-based association that puts Durham College students' needs at the forefront, and provides quality campus engagement for every full-time student.

2. Summary of significant accounting policies

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO).

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods:

Computer equipment	3 years straight-line method
Furniture and fixtures	3 years straight-line method
Leasehold improvements	5 years straight-line method

The Organization regularly reviews its capital assets to eliminate obsolete items.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Revenue recognition

Durham College Students Inc. follows the deferral method of accounting for contributions.

Unrestricted contributions for student fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions for health fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Student health insurance premiums provide coverage for students on an annual basis ending August 31. Deferred revenue includes the portion of fall and winter student health fees revenue for the period of coverage May to August of the following year.

All other revenue is recognized as revenue when received or receivable, if the amount can be reasonably estimated and collection is reasonably assured.

Health Fund

The Health Fund is funded by the excess of health fund revenues over expenditures from student health insurance plan and supports the Organization's initiatives that relate to the health and well-being of students.

(continues)

2. Summary of significant accounting policies (*continued*)

Contributed services

The operations of the Organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Estimates are used when accounting for items and matters such as allowance for uncollectible accounts receivable, amortization, asset valuations, deferred revenue and provisions for liabilities of uncertain timing. Actual results could differ from these estimates.

Financial instruments

The Organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

Financial assets measured at amortized cost include cash, short-term investments and amounts due from Durham College.

Financial liabilities measured at amortized cost include accounts payable and insurance contract liability.

Financial assets measured at cost are tested for impairment when there are indicators of impairment.

The amount of the write-down is recognized in excess of revenue over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenditures.

The Organization recognizes its transaction costs in excess of revenue over expenditure in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

3. Short-term investments

Short-term investments consists of two non-redeemable guaranteed investment certificates ("GIC") that have annual interest rates of 1.40% and 1.65%. The GICs mature October 2019 and April 2020, respectively.

DURHAM COLLEGE STUDENTS INC.**Notes to Financial Statements****Year Ended April 30, 2019****4. Related party transactions**

The Organization is governed by a board of directors consisting of student representatives from Durham College.

In 2017, the Organization entered into an operating agreement with Durham College. Under this agreement, Durham College is responsible to collect certain ancillary fees from students, which include; a Student Activity fee comprising the membership fee collected from the Organization's members, the levy collected to support the day-to-day operations of the Organization and the Riot Radio fee, and student health and dental fees, which are then remitted to the Organization. No further ancillary student fees collected by Durham College are remitted to the Organization. A new agreement was signed May 1, 2019 with substantially similar terms for the year ending April 30, 2020.

On October 16, 2017, the Organization entered into a rental agreement with Durham College for space in Student Centre building. The Organization has agreed to pay annual rent, including HST, of \$157,519 to Durham College in equal monthly installments until August 31, 2019. This agreement has a one year renewal term at the end of the lease.

The operations of the Organization depend on the contribution of services from Durham College. The fair value of the services cannot be reasonably determined and are therefore not reflected in these financial statements.

During the period between September 20, 2018 and May 1, 2019, the Chair of the board was hired by Durham College Students Inc on a part time basis as Acting General Manager. Wages and expense reimbursements in the amount of \$37,420 were paid to the Chair during the period. Subsequent to year end the Organization hired this individual as a full time Operations Manager after the completion of his term.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The amount due from Durham College is non-interest bearing and has no specific terms of repayment.

5. Capital assets

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Computer equipment	\$ 9,879	\$ 4,191	\$ 5,688	\$ 5,089
Furniture and fixtures	32,137	15,235	16,902	27,614
Leasehold improvements	12,353	7,823	4,530	10,706
	<u>\$ 54,369</u>	<u>\$ 27,249</u>	<u>\$ 27,120</u>	<u>\$ 43,409</u>

DURHAM COLLEGE STUDENTS INC.**Notes to Financial Statements****Year Ended April 30, 2019****6. Health fund and related disbursements**

All full-time Durham College students are required to pay for health and dental insurance as part of the base student fees. Students can opt-out of these plans if they have alternative coverage.

On September 1, 2018, the Organization began to self-insure the health and dental plan. All annual surpluses are invested in the health fund reserve. The Organization is liable for health and dental claims made by students for the lesser of one year after the service date of the claim or 90 days after coverage terminates. A provision has been made in the amount of \$118,050 for claims incurred to April 30, 2019 but not yet reported using applicable industry rates.

In order to mitigate risk, the Organization pays an annual stop loss premium for the health plan based on projected future claims. The Organization is insured for claims that exceed 120% of the projected future claims. The Organization reviews the health fund reserve semi-annually to ensure a minimum reserve amount of 20% of projected claims not covered by the stop loss insurance.

The Organization entered into an agreement with an insurance consulting company to provide program management services with respect to the student health and dental plan. If terminated without cause, the contract requires the Organization to pay a fee equivalent to program management fees for a full policy year based on the current years enrolment. The agreement is effective until August 31, 2020 with an option for a one year extension.

	2019	2018
<i>Revenue</i>		
Student health levy (net of opt-out)	\$ 2,824,935	\$ 1,560,742
<i>Expenses</i>		
Claims	1,087,975	-
Premiums	992,548	1,476,587
Program management fees	194,532	-
Advertising	211	-
	<u>2,275,266</u>	<u>1,476,587</u>
Health - wages, salaries and benefits	84,680	53,840
	<u>2,359,946</u>	<u>1,530,427</u>
Excess of revenue over expenses of the health fund	<u>\$ 464,989</u>	<u>\$ 30,315</u>

7. Deferred revenue

	2019	2018
Funds received, health (net of opt-out)	\$ 2,115,259	\$ 1,923,991
Funds earned in the year	<u>(1,845,774)</u>	<u>(1,699,776)</u>
	<u>\$ 269,485</u>	<u>\$ 224,215</u>

DURHAM COLLEGE STUDENTS INC.**Notes to Financial Statements****Year Ended April 30, 2019****8. Student fees**

	<u>2019</u>	<u>2018</u>
Student Association	\$ 1,303,577	\$ 1,194,718
Student Centre	839,956	723,078
Riot Radio	152,134	130,783
	<u>\$ 2,295,667</u>	<u>\$ 2,048,579</u>

9. Wages and benefits

	<u>2019</u>	<u>2018</u>
Outreach	\$ 236,881	\$ 108,950
Riot Radio	146,586	88,080
Management	136,583	82,675
Marketing	120,578	18,864
Health	84,680	53,840
Executive	32,542	48,659
Wages Club and Societies	25,616	-
Wage Legal Aid	6,748	-
	<u>\$ 790,214</u>	<u>\$ 401,068</u>

10. Net effect of a restructuring transaction

The Organization recorded a receivable for the final settlement of \$42,987 in relation to the dissolution of The Student Association at Durham College and UOIT. The amount was received subsequent to year end.

11. Subsequent events

The Government of Ontario introduced legislation that will permit students to opt-out of certain ancillary student fees starting in the fall of 2019 which could result in a decrease in student fees. Additionally, new legislation was introduced eliminating OHIP+ coverage for any Ontarian who has access to supplemental coverage resulting a likely increase in insurance claims cost to the Organization. The impact on the Organization's revenues and expenses is not yet known with certainty.

12. Contingencies

There is potential for litigation against the Organization related to employees claiming wrongful dismissal and other claims. The total of the amounts claimed in the action is \$450,000 plus legal costs and the case is ongoing. Management has assessed this to be without merit and the likelihood of material loss is remote. Accordingly, no amounts have been accrued to April 30, 2019 relating to this matter.

13. Financial instruments

The Organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Organization's risk exposure and concentration as of April 30, 2019.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. As the cash balance and short-term investments are held with a major Canadian financial institution there is a concentration of credit risk with one bank in Canada. The risk is managed by using a major bank that is a high credit quality financial institution as determined by rating agencies. The carrying amount of cash and short-term investments included on the statement of financial position represent the maximum credit exposure. The Organization is not exposed to significant credit risk related to accounts receivable as these are primarily due from Durham College and expect to be collected in full.

Interest rate risk

The guaranteed investment certificates included in short-term investments bear interest at a fixed rate of interest and as such is subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates.

Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant other price risks arising from these financial instruments. There is no change in the risk assessment from previous year.

14. Comparative figures

Some of the comparative figures have been reclassified to conform to the current year's presentation.

Durham College Students Inc.

MASTER BUDGET FOR 2019/20

		COMPULSORY	OPTIONAL	TOTAL
		BUDGET 2019/20		
REVENUE	\$ per member			
Membership and Health Revenue				
Health Plan (Base and Reserve)	\$ 170.00	2,125,000		2,125,000
Health Plan (Internal Overhead)	\$ 6.42	80,250		80,250
Dental Plan (Base and Reserve)	\$ 105.00	1,365,000		1,365,000
Dental Plan (Internal Overhead)	\$ 4.22	52,750		52,750
Health and Wellness Services	\$ 45.00	562,500		562,500
Societies	\$ 12.00	150,000		150,000
Clubs	\$ 12.00	150,000		150,000
Student Centre	\$ 61.09	763,625		763,625
Events	\$ 10.00		125,000	125,000
Membership (DCSI)	\$ 10.00		125,000	125,000
Riot Radio (DC)	\$ 11.43		142,875	142,875
Student Concierge Service			1,500	1,500
Locker Rental Services			80,000	80,000
Graduation Photography			15,000	15,000
Total Membership and Health Revenue		5,249,125	489,375	5,738,500
TOTAL REVENUE		5,249,125	489,375	5,738,500

LESS EXPENSES:

Total Health Related Expenses
Total Governance Expenses
Total BOD Expenses
Total Building/Student Centre Expenses
Total Locker Services Expenses
Total Management and Administrative Expenses
Total Membership Health & Wellness Expenses
Total Riot Radio Expenses
Total DCSI Clubs Expenses
Total DCSI Societies Expenses
Total Events Expenses
Contingency Expenses
TOTAL EXPENSE
 NET SURPLUS (DEFICIT)

COMPULSORY	OPTIONAL	TOTAL
3,581,682		3,581,682
88,250		88,250
59,835		59,835
596,025		596,025
70,000		70,000
169,100		169,100
561,047		561,047
	141,820	141,820
142,827		142,827
157,173		157,173
	125,000	125,000
45,742		45,742
5,471,680	266,820	5,738,500
		(0.00)

Report Number: BOG-2019-67

To: Board of Governors

From: Linda Flynn, President Durham College Foundation

Date of Report: September 30, 2019

Date of Meeting: October 9, 2019

Subject: Durham College Foundation By-Law

1. Purpose

The purpose of this report is to share the Durham College Foundation's revised by-law for approval by Durham College Board of Governors as per the Memorandum of Understanding dated February 2017.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2019-67, the revised by-law for the Durham College Foundation be approved.

3. Background

On March 2, 2019, results of the Durham College Foundation Board retreat were presented to the Board of Governors for their feedback and direction. The Board of Governors endorsed and encouraged the Foundation Board to embark on a governance review and to begin shifting their focus to include oversight of fundraising.

The Foundation has worked with staff and legal counsel to review and revise their bylaw to allow for changes in their governance structure. It was approved at the Foundation Board of Directors meeting on October 1, 2019, pending approval from Durham College Board of Governors.

The most significant changes are:

- introduction of three-year terms for board members;
- increased number of board members up to 11;

-
- ex-officio members to include Vice-chair of Board of Governors rather than Chair and a representative from the Alumni Association Board of Directors;
 - transition of Secretary position from volunteer to staff position;
 - change in title for lead staff from President to Executive Director.

4. Financial/Human Resource Implications

There are no financial or human resources implications.

5. Implications for the Joint Campus Master Plan

“There are no implications for the joint campus master plan.

6. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

7. Relationship to the Strategic Plan/Business Plan

The subject matter in this report relates directly to “Our Business” – to manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.

More specifically it is directly related to the 2019-20 Business Plan – Objective9 which is to broaden the Durham College Foundation mandate.

THE DURHAM COLLEGE FOUNDATION

(the “Corporation”)

BY-LAW NO. 1

BE IT ENACTED as a by-law of the Corporation as follows:

ARTICLE I. INTERPRETATION

1.1 Definitions – In this by-law and all other by-laws and resolutions of the Corporation, unless the context otherwise requires:

“**Act**” means the Ontario *Corporations Act*, including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted therefor, including the ONCA, as amended from time to time;

“**Articles**” means the original or restated Letters Patent, Supplementary Letters Patent, articles of continuance, reorganization, arrangement or revival of the Corporation, or any other similar documents;

“**Board**” means the Board of Directors of the Corporation;

“**By-Law**” means this by-law and all other by-laws of the Corporation as amended and which are, from time to time, in force and effect;

“**Director**” means a member of the Board;

“**Durham College**” means The Durham College of Applied Arts and Technology;

“**Ex-officio**” means membership, election, or appointment by virtue of office and includes all rights, responsibilities, and power to vote except where otherwise specifically provided;

“**Extraordinary resolution**” means a resolution passed by at least eighty-percent (80%) of the votes cast at a special meeting of Members;

“**Meeting of Members**” includes an annual meeting of Members and a special meeting of Members;

“**Member**” means a member of the Corporation;

“**ONCA**” means the Ontario *Not-for-Profit Corporations Act, 2010*;

“**Ordinary resolution**” means a resolution passed by a majority of votes cast on that resolution;

“Regulations” means the regulations made under the Act, as amended, restated or in effect from time to time;

“Special meeting of Members” means a special meeting of all Members entitled to vote at an annual meeting of Members and a meeting of any class or classes of Members entitled to vote on the question at issue; and

“Special Resolution” means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

1.2 Interpretation – In the interpretation of this By-Law, unless the context otherwise requires, the following rules shall apply:

- (a) except where specifically defined in this By-Law, words, terms and expressions appearing in this By-Law shall have the meaning ascribed to them under the Act;
- (b) words importing the singular number only shall include the plural and vice versa;
- (c) the word “person” shall mean an individual, body corporate, a partnership, a trust, a joint venture or an unincorporated association or organization;
- (d) the headings used in the By-Law are inserted for reference purposes only and are not to be considered or taken into account in construing the terms or provisions of the By-Law or to be deemed in any way to clarify, modify or explain the effect of any such terms or provisions; and
- (e) except where specifically stated otherwise, references to actions being taken “in writing” or similar terms shall include electronic communication and references to “address” or similar terms shall include e-mail address. It is the intent of the Corporation to use electronic communication whenever possible.

ARTICLE II. GENERAL

2.1 Registered Office – The registered office of the Corporation shall be situated in the Regional Municipality of Durham, Ontario or as otherwise set by the Board.

2.2 Corporate Seal – The Corporation may, but need not, have a corporate seal. If adopted, the seal shall be in the form approved from time to time by the Board and the Secretary of the Corporation shall be the custodian of the corporate seal.

2.3 Fiscal Year – The fiscal year of the Corporation shall end on March 31st of each year or as otherwise set by the Board.

- 2.4 Execution of Documents** – Deeds, licences, contracts, and other written documents (collectively, “**Documents**”) shall be signed on behalf of the Corporation in accordance with the Board’s signing authority policy, and by any two (2) of the following: Chair/President, Vice-President, Executive Director, or Treasurer. The Board may also from time to time direct the manner in which and the person or persons by whom Documents generally and/or a particular Document or type of Document shall be executed. Any person authorized to sign any Document may affix the corporate seal to the Document.
- 2.5 Banking** – The banking business of the Corporation shall be transacted at such bank, trust company or other firm carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time by resolution. The banking business or any part of it shall be transacted by any two of: the Chair/President, the Vice-President, the Executive Director, or the Treasurer, and/or other persons as the Board may by resolution from time to time designate, direct or authorize.
- 2.6 Vacancy of Auditor** – The Board shall immediately fill a vacancy in the position of auditor or person appointed to conduct a review engagement with such qualified auditor or person approved by the Board of Governors of Durham College. The Board shall fix the remuneration of the auditor or person appointed to conduct a review engagement. Such auditor shall be duly licensed under the laws of the Province of Ontario, and no individual conducting the audit shall be a Director, an officer, or an employee of the Corporation, or a partner, employer, or employee of any such person.
- 2.7 Invalidity of any Provisions of this By-Law** – The invalidity or unenforceability of any provision of this By-Law shall not affect the validity or enforceability of the remaining provisions of this By-Law.

ARTICLE III. MEMBERS

- 3.1 Entitlement** – Membership in the Corporation shall be available only to the Directors, who shall be automatically admitted to membership upon election.
- 3.2 Membership Conditions** – Subject to the Articles, there shall be one (1) class of Members in the Corporation. Each Member shall have the right to receive notice of, attend, and vote at each meeting of Members. Each Member shall have one vote. No membership dues will be payable by the Members.
- 3.3 Transferability of Membership** – A Membership cannot be transferred.

3.4 Termination of Membership – The rights of a Member lapse and cease to exist when the membership terminates for any of the following reasons:

- (a) the Member dies or resigns;
- (b) the Member is expelled or the Member's membership is otherwise terminated in accordance with the Articles or Section 3.6 below;
- (c) the Member ceases to be a Director; or
- (d) the Corporation is liquidated or dissolved pursuant to the Act.

Subject to the Articles, upon any termination of membership, the rights of the Member automatically cease to exist and the individual shall cease to be a Director.

3.5 Resignation – Any Member may resign as a Member by delivering a written resignation to the Secretary (or, if the Member is the Secretary, to the President), in which case such resignation shall be effective from the date specified in the resignation.

3.6 Discipline of Members– The Board shall have the authority to suspend or expel any member of the Corporation for any one or more of the following grounds:

- (a) violating any provision of the Articles, By-Law, or written policies of the Corporation;
- (b) carrying out any conduct which may be detrimental to the Corporation as determined by the Board in its sole discretion; or
- (c) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.

In the event that the Board determines that a Member should be expelled or suspended from membership in the Corporation, the Executive Director or such other officer as may be designated by the Board shall provide fifteen (15) calendar days' notice of suspension or expulsion to the Member and shall provide written reasons for the proposed suspension or expulsion. The Member may make written submissions to the Secretary or such other officer as may be designated by the Board, in response to the notice received within such fifteen (15) calendar day period. In the event that no written submissions are received by the Secretary or such other officer as may be designated by the Board, the Secretary or such other officer as may be designated by the Board may proceed to notify the Member that the Member is suspended or expelled from membership in the Corporation. If written submissions are received in accordance with this Section, the Board will consider such submissions in arriving at a final decision and shall notify the Member concerning such final decision within a further fifteen (15) calendar days from the date of receipt of the submissions. A Special Resolution of the Board will be required

to terminate a membership. The Board's decision shall be final and binding on the Member, without any further right of appeal.

ARTICLE IV. MEETINGS OF MEMBERS

4.1 Place of Meetings – Meetings of the Members may be held at any place within Ontario determined by the Board or, if all of the Members entitled to vote at such meeting so agree, outside Ontario.

4.2 Annual Meetings – The Board shall call an annual meeting not later than fifteen (15) months after the last preceding annual meeting and not later than six (6) months after the end of the previous fiscal year.

The Board shall call an annual meeting of Members for the purpose of:

- (a) considering the financial statements and reports of the Corporation required by the Act to be presented at the meeting;
- (b) electing Directors;
- (c) appointing the auditor or, if permitted under the Act, a person to conduct a review engagement; and
- (d) if permitted under the Act, passing an extraordinary resolution to have a review engagement instead of an auditor or to not have an audit or review engagement.

Any other matters of business shall constitute special business and a special meeting will need to be held; an annual meeting and special meeting may be combined into the same meeting.

4.3 Special Meetings – The President or any two Directors may at any time call a special meeting of Members for the transaction of any business which may properly be brought before the Members. The Board shall call a special meeting of Members on written requisition of Members carrying not less than ten per cent (10%) of the voting rights. If the Board does not call a meeting within twenty-one (21) days of receiving the requisition, any Member who signed the requisition may call the meeting.

4.4 Notice of Meetings – Notice of the time and place of a meeting of Members shall be sent to the following:

- (a) to each Member entitled to vote at the meeting (which may be determined in accordance with any record date fixed by the Board or failing which, in accordance with the Act);
- (b) to each Director; and

- (c) to the auditor of the Corporation or to the person appointed to conduct a review engagement of the Corporation.

A notice shall be provided not less than ten (10) days and not more than fifty (50) days prior to the meeting. A notice shall be provided in accordance with the requirements of Article XIII of this By-Law. Notice of a meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and provide the text of any Special Resolution or By-Law to be submitted to the meeting.

- 4.5 Waiving Notice** – A person entitled to notice of a meeting of Members may in any manner and at any time waive notice of a meeting of Members by sending a written waiver to the Secretary, and attendance of any such person at a meeting of Members is a waiver of notice of the meeting, except where such person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.
- 4.6 Persons Entitled to be Present** – The only persons entitled to be present at a meeting of Members shall be those entitled to vote at the meeting, the Directors, and the auditor of the Corporation. Any other person may be admitted only on the invitation of the chair of the meeting or with the consent of the meeting.
- 4.7 Chair of the Meeting** – In the event that the President and the Vice-President are absent, the Members who are present and entitled to vote at the meeting shall choose one of their number to chair the meeting.
- 4.8 Quorum** – A quorum at any meeting of the Members shall be a majority of the Members. For the purpose of determining quorum, a Member may be present in person, or by teleconference and/or by other electronic means. A quorum must be maintained throughout the meeting.
- 4.9 Telephonic/Electronic Meetings and Participation** – A meeting of the Members may be held by telephonic or electronic means. Any person entitled to attend a meeting of Members may participate in the meeting using telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting if the Corporation makes such means available. A person participating through such means is deemed to be present at the meeting.
- 4.10 Adjournment** – The chair of the meeting may, with the consent of the meeting, adjourn the meeting to a fixed time and place; no notice of such adjournment will need to be given to the Members so long as the adjourned meeting takes place within thirty (30) calendar days of the original meeting. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

4.11 Absentee Voting –In addition to voting in person, every Member entitled to vote at a meeting of Members may vote:

- (a) by appointing a proxy holder or one or more alternate proxy holders who need not be Members, as the Member's nominee to attend and act at the meeting in the manner and to the extent and with the authority conferred by the proxy, subject to the following requirements:
 - (i) a proxy is valid only at the meeting in respect of which it is given or at a continuation of that meeting after an adjournment;
 - (ii) a Member may revoke a proxy by providing written notice of such revocation
 - (A) at the registered office of the Corporation no later than the last business day preceding the day of the meeting, or the last business day preceding the day of the continuation of that meeting after an adjournment of that meeting, at which the proxy is to be used, or
 - (B) with the President on the day of the meeting or the day of the continuation of that meeting after an adjournment of that meeting;
 - (iii) a proxy holder or an alternate proxy holder has the same rights as the member by whom they were appointed, including the right to speak at a meeting of Members in respect of any matter, to vote by way of ballot at the meeting, to demand a ballot at the meeting, and to vote at the meeting by way of a show of hands;
 - (iv) the Corporation shall send, or otherwise make available, a form of proxy to each Member who is entitled to receive notice of a meeting concurrently with or before giving notice of the meeting;
 - (v) the name of a proxy holder must be provided to the Secretary at least forty-eight (48) hours' before the start of the meeting; and
 - (vi) a proxy holder may only represent one (1) Member.

4.12 Votes to Govern – All questions proposed for consideration of the Members shall be determined by Ordinary resolution of the Members, unless required otherwise by the Act. In the case of an equality of votes, the motion will be deemed to have failed.

4.13 Show of Hands –Except where a ballot is demanded, voting on any question proposed for consideration at a meeting of Members shall be by show of hands, and a declaration by the chair of the meeting as to whether or not the question or motion has been carried and an entry to that effect in the minutes of the meeting shall, in the absence of evidence

to the contrary, be evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the motion.

4.14 Ballots – For any question proposed for consideration at a meeting of Members, either before or after a vote by show of hands has been taken, any Member or proxy holder may demand a ballot, in which case the ballot shall be taken in such manner as the chair directs and the decision of the Members on the question shall be determined by the result of such ballot.

4.15 Resolution in Lieu of Meeting – A resolution in writing signed by all the Members entitled to vote on that resolution at a meeting of Members is as valid as if it had been passed at a meeting of the Members. A copy of every resolution referred to above shall be kept with the minutes of meetings of Members.

ARTICLE V. DIRECTORS

5.1 Powers – The affairs of the Corporation shall be managed by a Board of Directors comprised of up to fifteen (15) Directors, as follows:

- (a) Up to eleven (11) Directors elected by the Members in accordance with these By-Laws; and
- (b) the following ex-officio Directors:
 - i. the President of Durham College;
 - ii. the Chief Financial Officer of Durham College;
 - iii. the Vice-Chair of the Durham College Board of Governors; and
 - iv. the Vice-President of the Durham College Alumni Association's Board of Directors.

The number of Directors shall be set in accordance with the Act, from time to time, and may be increased or decreased by Special Resolution. The nomination process for electing Directors shall be set by Board policy. A list of the Directors shall be provided annually to the Durham College's Board of Governors; the Members shall, pursuant to Section 5.6, remove any Director who is not approved by the Board of Governors immediately upon receipt of written notice of such disapproval.

5.2 Qualifications – The following persons are disqualified from being a Director:

- (a) anyone who is less than 18 years of age;
- (b) anyone who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property;
- (c) anyone who has been found to be incapable by any court in Canada or elsewhere;
- (d) anyone who is not an individual;
- (e) anyone who has the status of bankrupt;
- (f) anyone who is an ineligible individual under the *Income Tax Act* (Canada);
- (g) anyone who is an employee of the Corporation; or
- (h) anyone who, as an ex-officio Director, no longer holds one of the positions set out in Section 5.1(b) above.

A Director must be a Member.

5.3 Election and Term – The Members shall elect Directors (other than the ex-officio Directors) by ordinary resolution at each annual meeting at which an election of Directors is required. Unless determined otherwise by an Ordinary resolution of the Members, each Director shall be elected for a term not to exceed three (3) years and no Director may serve for more than two consecutive terms. An individual who has served for six (6) consecutive years as a Director shall be eligible for re-election as a Director after the passage of two (2) years following his/her retirement as a Director. A Director must consent to hold office before or within ten (10) days of the election or appointment.

5.4 Vacation of Office – A Director ceases to hold office when the Director dies, resigns, is removed from office by the Members, or becomes disqualified to serve as Director by falling under one of the categories set out in Section 5.2.

5.5 Resignation – A Director may resign from office by giving a written resignation to the Secretary (or the President, if the Director resigning is also the Secretary) and such resignation shall become effective when received by the Secretary or President, as appropriate, or at the time specified in the resignation, whichever is later. A director will be deemed to have resigned upon the occurrence of any of the following events:

- (a) conviction of a criminal offence;
- (b) failure to maintain the confidentiality of any and all information, discussions, or proceedings at meetings of the Board or its committees;

- (c) failure to comply with conflict of interest obligations, as set out in applicable legislation, the common law, and/or policies of the Board;
 - (d) failure to act with honesty, in good faith, and in the best interests of the Corporation, as determined by a majority vote of the Board;
 - (e) absence from three (3) consecutive Board meetings; or
 - (f) behaviour that would adversely affect the image of the Board or the Corporation, as determined by a majority vote of the Board.
- 5.6 Removal** –The Members may, by Ordinary resolution passed at a meeting of Members, remove any Director (other than an ex-officio Director) from office before the expiration of the Director’s term and may elect a qualified individual to fill the resulting vacancy for the remainder of the term of the Director so removed, failing which such vacancy may be filled by the Board.
- 5.7 Vacancies** – Subject to Section 5.6, a vacancy on the Board (other than a vacancy of an ex-officio Director) may be filled for the remainder of the term by a qualified individual by Ordinary resolution of the Directors.
- 5.8 Remuneration and Expenses** –The Directors and officers (other than employees) of the Corporation may not receive remuneration for their duties as such or for any other services to the Corporation performed in a different capacity. Any Director or officer of the Corporation may receive reimbursement for their expenses incurred on behalf of the Corporation.
- 5.9 Borrowing Powers** – The Directors of the Corporation shall not (i) approve any expenditures that are not within the financial limits sets by the financial operating principles of Durham College, nor (ii) enter into any financial arrangements that conflict with the Articles or could increase its liabilities without the prior written approval of Durham College.

ARTICLE VI. MEETINGS OF DIRECTORS

- 6.1 Place of Meetings** – Meetings of the Board may be held at the registered office of the Corporation or at any other place within or outside of Canada as the Board may determine.
- 6.2 Calling of Meetings** –Meetings of the Board may be called by the Secretary at the request of the Chair/President or any two (2) Directors. The Board shall meet at least four (4) times per academic year.

- 6.3 Notice of Meeting** – Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in Article XIII of this By-Law to every Director of the Corporation not less than twenty-four (24) hours before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. A notice of meeting need not specify the purpose or the business to be transacted at the meeting. The Board may set its meeting schedule by Ordinary resolution, with no further notice required for such meetings.
- 6.4 Quorum** – A majority of the Directors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a Director may be present in person, or by teleconference and/or by other electronic means. A quorum must be maintained throughout the meeting.
- 6.5 Resolutions in Writing** – A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of Directors or of a committee of Directors, shall be as valid as if it had been passed at a meeting of Directors or committee of Directors. A copy of every such resolution in writing shall be kept with the minutes of the proceedings of the Directors or committee of Directors.
- 6.6 Participation at Meeting by Telephone or Electronic Means** – A Director may, if all Directors are in agreement and have provided their consent, participate in a meeting of Directors or of a committee of Directors using telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A Director participating in the meeting by such means shall be deemed for the purposes of the Act to have been present at that meeting. Only Directors have the right to attend Board meetings. The Board may invite guests to attend and speak at meetings; such guests may be removed from a meeting by the Board and/or the chair of the meeting.
- 6.7 Chair of the Meeting** – In the event that the President and the Vice-President are absent, the Directors who are present shall choose one of their number to chair the meeting.
- 6.8 Votes to Govern** – At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. Each Director shall have one vote. In case of an equality of votes, the motion shall be deemed to have failed. Directors may not appoint proxies to attend meetings in their stead. The Board may invite or permit any person to attend or to speak at any meeting of the Board, but only the Directors will have the right to vote at such meeting.

ARTICLE VII. OFFICERS

- 7.1 Appointment** –The following officers of the Corporation shall be appointed by the Board of Directors: the President (who shall be referred to as the “Chair” once the ONCA comes into force), the Vice-Chair, the Secretary, and the Treasurer. The Board may also appoint other additional officers, from time to time.
- 7.2 Officer Qualifications** – The President and the Vice-President must be Directors and shall not be ex-officio Directors. The Treasurer shall be the Chief Financial Officer of Durham College. The Secretary shall be an employee provided by the Office of Development and Alumni Affairs of Durham College and shall not be a Director or a Member.
- 7.3 Term of Office** – The term of office for the President and the Vice-President shall be one (1) years. The individuals appointed as Treasurer and Secretary shall be appointed for a term to end at the pleasure of the Board with no specific term limit.
- 7.4 Responsibilities** - The officers of the Corporation shall have the following duties and powers associated with their positions:
- (a) President of the Board – The President of the Board, shall, when present, preside at all meetings of the Board, of the executive committee, and of the Members. The President shall have such other duties and powers as the Board may specify.
 - (b) Vice-President of the Board – The Vice-President of the Board shall, when present at meetings of the Board, of the executive committee, or of the Members at which the President is absent, preside at such meetings, and shall have such other duties and powers as the Board may specify.
 - (c) Secretary - The Secretary shall attend and be the secretary of all meetings of the Board, Members, and committees of the Board. The Secretary shall enter or cause to be entered in the Corporation’s minute book, minutes of all proceedings at such meetings. The Secretary shall give, or cause to be given, as and when instructed, meeting notices to Members, Directors, the auditor, and members of committees. The Secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation. The Secretary shall have such other duties and powers as the Board may specify.
 - (d) Treasurer - The Treasurer shall have such duties and powers as the Board may specify.

The powers and duties of all other officers of the Corporation shall as the terms of their engagement call for or the Board requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any officer.

7.5 Vacancy in Office – An officer shall hold office until the earlier of:

- (a) the officer's successor being appointed;
- (b) the officer's resignation;
- (c) the removal of the officer by resolution of the Board;
- (d) such officer ceasing to be a Director, if a necessary qualification; or
- (e) such officer's death.

If the office of any officer of the Corporation shall be or becomes vacant, the Directors may, by resolution, appoint a person to fill such vacancy.

7.6 Remuneration of Officers – The remuneration of all officers appointed by the Board shall be determined in accordance with Section 5.8.

ARTICLE VIII. COMMITTEES

8.1 Executive Committee – In the event that the number of Directors is greater than six (6), the Directors may elect from among themselves an executive committee consisting of not fewer than three (3) Directors and may delegate to such executive committee any of the powers of the Board that may be delegated under the Act. The executive committee may meet for the transaction of business, adjourn, and other regulate its meetings as it sees fit. A majority of the members of the executive committee shall constitute a quorum.

8.2 Other Committees - The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by resolution of the Board. The chairperson of each committee shall be a Director. Any committee composed of one or more non-Directors may not be delegated any of the powers of the Board but shall only act in an advisory capacity.

ARTICLE IX. PROTECTION OF DIRECTORS, OFFICERS AND OTHERS

9.1 Standard of Care – Every Director and officer of the Corporation, in exercising such person's powers and discharging such person's duties, shall act honestly and in good faith with a view to the best interests of the Corporation and shall meet the standard of care required by the common law and the Act, which shall be no less than the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Every Director and officer of the Corporation shall comply with the Act, the regulations, Articles, and By-Law.

9.2 Limitation of Liability – Provided that the standard of care required of the Director under the Act and the By-Law has been satisfied, which includes relying in good faith on financial statements of the Corporation presented by an officer, reports of the auditor or person conducting a review engagement, financial reports of the Corporation presented by an officer, a report or advice of an officer or employee of the Corporation, or a report of a professional, no Director shall be liable for money or property distributed or paid by the Corporation contrary to the Act.

9.3 Indemnification of Directors and Officers –The Corporation shall indemnify each former and present Director and officer of the Corporation, and each other individual who acts or acted at the Corporation's request as a Director or officer or in a similar capacity of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by such person in respect of any civil, criminal, administrative, or investigative action or other proceeding in which the individual is involved because of that association with the Corporation or other entity if:

- (a) the person who not judged by any court or other competent authority to have committed any fault or omitted to do anything that the individual ought to have done;
- (a) the person acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which the individual acted as Director or officer or in a similar capacity at the Corporation's request; and
- (b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the person had reasonable grounds for believing that the conduct was lawful.

The Corporation may indemnify such persons, and their heirs, executors, administrators, and legal representatives, in all such other matters, actions, proceedings and circumstances as may be permitted by the Act or the law. Nothing in this By-Law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this By-Law.

9.4 Insurance – Subject to the Act, the Corporation shall purchase and maintain, or shall ensure the purchase and maintenance of, insurance for the benefit of any person entitled to be indemnified by the Corporation pursuant to Section 9.3 against any liability incurred by the individual in the individual's capacity as a Director or an officer of the Corporation; or in the individual's capacity as a Director or officer, or in a similar capacity, of another entity, if the individual acts or acted in that capacity at the Corporation's request. The Corporation may not purchase insurance unless the Corporation complies with the *Charities Accounting Act* or a regulation made thereunder that permits the purchase of such type of insurance.

- 9.5 Advances** – With respect to the defence by a Director or officer or other individual of any claims, actions, suits or proceedings, whether civil or criminal, for which the Corporation is liable to indemnify a Director or officer pursuant to the terms of the Act, the Board may, if permitted by the Act, authorize the Corporation to advance to the Director or officer or other individual such funds as may be reasonably necessary for the defence of such claims, actions, suits or proceedings upon written notice by the Director or officer to the Corporation disclosing the particulars of such claims, actions, suits or proceedings and requesting such advance. The Director or officer shall repay the money advanced if the Director or officer is required to do so by the Act.

ARTICLE X. NOTICES

- 10.1 Method of Giving Notices** – Any notice (which term includes any communication or document) to be given to a Member, Director, officer, member of a committee of the Board, or the auditor shall be sufficiently given if given by mail, courier or personal delivery, or by an electronic, telephonic, or other communication facility.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of electronic or similar communication shall be deemed to have been given when delivered to the appropriate electronic server or equivalent facility. The Secretary may change or cause to be changed the recorded address of any Member, Director, officer, auditor, or member of a committee of the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this By-Law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any Director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

- 10.2 Omissions and Errors** – The accidental omission to give any notice to any Member, Director, officer, member of a committee of the Board or auditor, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the By-Law, or any error in any notice not affecting its substance, shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.
- 10.3 Waiver of Notice** – Any person entitled to notice may waive or abridge the time for any notice required to be given to such person, and such waiver or abridgement, whether given before or after the meeting or other event of which notice is required to be given shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing.

ARTICLE XI. DISPUTE RESOLUTION

11.1 Mediation and Arbitration – Disputes or controversies among Members, Directors, or officers of the Corporation are, to the further extent permitted by law, to be resolved in accordance with mediation and/or arbitration as provided in Section 11.2.

11.2 Dispute Resolution Mechanism – In the event that a dispute or controversy among Members, Directors, or officers of the Corporation arising out of or related to the Articles or By-Law, or out of any aspect of the operations of the Corporation, is not resolved in private meetings between the parties then without prejudice to or in any other way derogating from the rights of the Members, Directors, or officers of the Corporation as set out in the Articles, By-Law or the Act, and as an alternative to such person instituting a law suit or legal action, such dispute or controversy shall be settled by a process of dispute resolution as follows:

- (a) The dispute or controversy shall first be submitted to a panel of mediators whereby the one party appoints one mediator, the other party appoints one mediator, and the two mediators so appointed jointly appoint a third mediator. The three mediators will then meet with the parties in question in an attempt to mediate a resolution between the parties.
- (b) The number of mediators may be reduced from three to one or two upon agreement of the parties.
- (c) If the parties are not successful in resolving the dispute through mediation, then the dispute shall be settled by arbitration before a single arbitrator, who shall not be any one of the mediators referred to above, in accordance with the laws of the Province of Ontario. All proceedings relating to arbitration shall be kept confidential and there shall be no disclosure of any kind. The decision of the arbitrator shall be final and binding and shall not be subject to appeal on a question of fact, law or mixed fact and law.

All costs of the mediators appointed in accordance with this Section shall be borne equally by the parties to the dispute or the controversy. All costs of the arbitrators appointed in accordance with this Section shall be borne by such parties as may be determined by the arbitrators.

ARTICLE XII. BY-LAW AND EFFECTIVE DATE

12.1 By-Law and Effective Date – Subject to the Articles and approval of the Board of Governors of Durham College, the Board may, by resolution, make, amend or repeal any By-Law that regulate the activities or affairs of the Corporation. Any such By-Law, amendment or repeal shall be effective from the date of the resolution of the Board until the next meeting of Members where it must be confirmed, rejected or amended by the Members by Ordinary resolution. If the By-Law, amendment or repeal is confirmed or confirmed as amended by the Members it remains effective in the form in which it was confirmed. The By-Law, amendment or repeal ceases to have effect if it is not submitted to the Members at the next meeting of Members or if it is rejected by the Members at the meeting.

This Section does not apply to a By-Law amendment that requires a Special Resolution under the Act because such By-Law amendments are only effective when confirmed by the Members.

Upon the enactment of this By-Law, all previous By-Laws of the Corporation shall be repealed. Such repeal shall not affect the previous operation of any By-Law or affect the validity of any act done or right or privilege, obligation, or liability acquired or incurred under, or the validity of any contract or agreement made pursuant to, or the validity of any Letters Patent of the Corporation obtained pursuant to, any such By-Law pursuant to its repeal. All Directors, officers, and person acting under any By-Law so repealed shall continue to act as if appointed under the provisions of this By-Law and all resolutions of the Members and of the Board with continuing effect passed under any repealed By-Law shall continue as good and valid except to the extent inconsistent with this By-Law and until amended or repealed.

ENACTED this _____ day of _____, 2019.

President -

Secretary -

CONFIRMED by the Members this _____ day of _____, 2019.

President -

DRAFT

Report Number: BOG-2019-76

To: Board of Governors

From: Elaine Popp, Vice-President, Academic

Date of Report: October 3, 2019

Date of Meeting: October 9, 2019

Subject: Program Advisory Committees – Semi-Annual Report (October 2019)

1. Purpose

The purpose of this report is to inform the Board of Governors of the activities of the Program Advisory Committees of Durham College.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-76, providing the Program Advisory Committees semi-annual reports be received for information.

3. Background

The Minister's Binding Policy Direction 3.0 Programs – Framework for Programs of Instruction, Section C: The Board of Governors is to ensure that an advisory committee for each program of instruction or cluster of related programs offered at the college is established. Committees are to be made up of a cross-section of persons external to the college who have a direct interest in and a diversity of experience and expertise related to the particular occupational area addressed by the program. The Board of Governors is to establish in by-law the structure, terms of reference, and procedures for Program Advisory Committees.

4. Discussion/Options

The semi-annual reports provide an at-a-glance look at the Program Advisory Committees membership, last meeting date, major recommendations, and actions to be taken. Additionally, a subjective level of engagement for each Program Advisory Committee has been indicated.

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the “Our Students” pillar of the Strategic Plan, and the goal to provide students with the best possible learning experiences by offering new opportunities for experiential learning, fostering greater mobility within the post-secondary system and ensuring all necessary supports are in place.

School of Business, IT & Management

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Accounting	March 28, 2019	8 External 2 College Representatives	Yellow
Computer Programmer	May 21, 2019	8 External 3 College Representatives	Green
Computer Systems Technician/Technology	March 18, 2019	8 External 2 College Representatives	Green
Cosmetic Techniques and Management and Esthetician – Spa Management	April 3, 2019	8 External 3 College Representatives	Green
Data Analytics for Business Decision Making – Data analytics PAC being combined with AI and ISCN PACs to create a new PAC called ‘Emerging Technologies’.	March 19, 2019	3 External 2 College Representatives	Red
Entrepreneurship & Small Business	May 30, 2019	8 External 2 College Representatives	Yellow
Finance	May 14, 2019	7 External 2 College Representatives	Red
Honours Bachelor of Artificial Intelligence – This was a Pre-PAC	April 17, 2019	14 External 4 College Representatives	Green

¹ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.
Blue: Active and engaged PAC; membership requires review.
Yellow: Moderately active and engaged PAC with reasonably diverse membership.
Red: PAC that requires attention and review of membership.

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Human Resources/Graduate Certificate	March 20, 2019	12 External 2 College Representatives	Yellow
Information Systems Security – Computers and Networking	March 26, 2019	8 External 2 College Representatives	Green
International Business Management Graduate Certificate	March 25, 2019	6 External 4 College Representatives	Blue
Library and Information Technician	May 7, 2019	8 External 2 College Representatives	Green
Marketing – Business/Marketing – Business Administration	April 2, 2019	9 External 3 College Representatives	Yellow
Office Administration (Executive/Medical)	May 9, 2019	10 External 2 College Representatives	Yellow
Project Management Graduate Certificate	April 9, 2019	9 External 1 College Representative	Yellow
Recreation & Leisure Services	April 10, 2019	11 External 3 College Representatives	Yellow
Sports Admin./Sport Management/Sport Business Management Graduate Certificate	April 1, 2019	8 External 2 College Representatives	Green
Supply Chain and Operations	April 11, 2019	7 External 3 College Representatives	Yellow

Key Recommendations

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Accounting Cluster	Clarify relevance of ACAF designation for our graduates	K. Baker to raise ACAF issue at a meeting in May.	Completed	Dean
	Provide PAC with better quality information	K. Baker to bring Accounting rates on percentage of graduates and if they are working in their fields to the Fall meeting.	To occur at fall meeting	Dean
	Improve professional development opportunities	K. Baker to follow up with S. Hughes on professional development for high school teachers to meet with faculty from Durham College.	In process	Dean
Computer Programmer Cluster	Explore opportunities to incorporate college resources /partnerships into curriculum	S. Forbes to liaise with School of Media Art & Design to utilize their Mac labs according to availability.	In process	Program Coordinator
	Review Microsoft Cloud Services	Program team to look at opportunities to add exposure or add lessons on Microsoft Azure.	Ongoing	Program Coordinator/Program Team
	Ministry program standards update	S. Forbes to provide an update in the Fall on program standards changes.	To occur at fall meeting	Program Coordinator
	Explore involvement of industry experts	S. Forbes to explore a possible boot camp opportunity.	In process	Program Coordinator

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Computer Systems Cluster	Review Microsoft software and licensing	M. Cameron to look into Microsoft and getting licensing for students.	In process	Program Coordinator
	Explore opportunities for making industry relevant certifications more accessible	M. Cameron to meet with M. Marando regarding the proposal for certifications.	In process	Program Coordinator
	Review options for work integrated learning	M. Cameron working with B. St. George regarding capstone.	In process	Program Coordinator
	Curriculum review	M. Cameron to explore possible changes to VIRT 2200.	In process	Program Coordinator
Cosmetics/Esthetics	Streamline onboarding for field placement and maintain health and safety requirements	Update PAC on immunization rates;	To occur at fall meeting	Spa Manager
	Explore certification opportunities	Report to PAC on PREempt certification running in the fall;	To occur at fall meeting	Dean/Associate Dean/Spa Manager
	Gather metrics on student retention/satisfaction/grad rates	Repeat survey monkey questionnaire to students in fall semester;	In process	Associate Dean
		Update PAC members on the responses to the questions posed at the spring meeting: <ul style="list-style-type: none"> What is the top skill that you would expect graduate to have in regards to the Esthetics program: Waxing, Body Treatments, and Advanced Skin Care techniques; and What is the top skill that you would expect graduate to have in regards to the Cosmetics program: Customer Service, Retail, 	To occur at fall meeting	Spa Manager

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
		Management, and Makeup techniques:		
Data Analytics	N/A	N/A – no recommended actions Data analytics PAC being combined with AI and ISCN PACs to create a new PAC called 'Emerging Technologies'.	N/A	N/A
Entrepreneurship & Small Business	Provide PAC with update on additions to experiential learning. Update PAC on common first year review.	M. Ford to report back in the Fall on opportunities for experiential learning K. Baker to update PAC on first year business consultation review	To occur at fall meeting To occur at fall meeting	Program Coordinator Dean
Finance Cluster	N/A	N/A – no recommended actions Meeting was cancelled due to lack of quorum.	N/A	N/A
Honours Bachelor of Artificial Intelligence	Continue to develop the AI degree.	Finalize POS and proceed with completion of ministry submission.	Ongoing	Dean

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Human Resources Cluster	Incorporate more case studies into curriculum.	PAC members to provide coordinator with case studies.	Ongoing	Program Coordinator
	Certification / Credential update	Graduate Certificate update for the fall;	To occur at fall meeting	Dean/Associate Dean
	Ensure field placement information is communicated to students.	R. Goulding to send out email to second year students in April regarding field placement so that they can be better prepared for the fall;	Complete	Program Coordinator
Information Systems Security – Computers and Networking	Enhance PAC membership and experience	D. Aniag to invite contact from IBM to Fall meeting.	To occur at fall meeting	Program Coordinator
		D. Aniag to provide a tour of lab at Oshawa Campus for PAC members.	To occur at fall meeting	Program Coordinator
International Business Management	Investigate rapidly growing technologies in industry.	Discuss block chain and AI in the Fall meeting;	To occur at fall meeting	Program Coordinator
	Program review	Begin review of all course outlines to ensure they are meeting the current and future needs of industry. Start with International Sales and Marketing (MKTG1204);	In process	Program Coordinator
		Share with PAC members the updates to the Program of Study from Spring review;	To occur at fall meeting	Program Coordinator
	Field placement investigation	Provide field placement update;	To occur at fall meeting	Program Coordinator

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Library and Information Technician (LIT)	Improve program marketing and communication.	S. Pratt to investigate making changes to our website. S. Pratt to follow up with P. Bartoluzzi regarding pathways contact person's name.	Complete To occur at fall meeting	Program Coordinator Program Coordinator
Marketing Cluster	Explore improvements to courses/program. Marketing update Certification / Credential update	Explore name change of Principles of Sales course – possibly Account Management. Explore how to integrate a data metrics component into the third year courses. Research Category Management Association – Chair to discuss in the Fall. K. Baker to provide feedback on report of common first year review at the Fall meeting. Discuss International Marketing course at the Fall meeting. Explore feasibility of Hootsuite certification.	In process In process To occur at fall meeting To occur at fall meeting To occur at fall meeting In process	Dean/Associate Dean/Program Coordinator Program Coordinator Professor Dean Dean/Associate Dean/Program Coordinator Dean/Associate Dean

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Office Administration (Executive/Medical) Cluster	Field placement review.	Review possibility of block field placement (3 or 4 weeks) instead of field placement 2 days per week for the duration of the semester.	In process	Associate Dean
		N. Ellul to explore the idea of creating a form for students to evaluate their placement hosts	In process	Program Coordinator
	Co-op review	Discuss co-op options at the Fall meeting	To occur at fall meeting	Program Coordinator
	Marketing improvements	Explore the opportunities to market the admission requirements more	To occur at fall meeting	Associate Dean
	Explore improvements to courses/program.	Investigate adding more records management material to the program	In process	Program Coordinator
		Look into a diversity course or spread it out amongst a few courses	In process	Program Coordinator
Project Management	PAC membership enhancements	Elect a Chair at the Fall meeting	To occur at fall meeting	Dean
	Explore improvements to courses/program.	Discuss ideas regarding new Project Management related programs at the Fall meeting	To occur at fall meeting	Dean
	Review Microsoft software.	Investigate using a more updated version of Microsoft Project	In process	Program Coordinator/Program Team
	Co-op review	K. Baker to look into co-op option and follow up at Fall meeting	To occur at fall meeting	Dean

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Recreation & Leisure	Review options for field placement delivery.	Discuss possible change to field placement and for compressed delivery of program.K. Brunton to look into what other organizations are doing in this regard;	In process	Professor / Field placement officer
	Continue to incorporate innovative tools/technology/content into curriculum.	Update PAC on ways to incorporate exposure to culture and opportunities for behavior management into the curriculum;	To occur at fall meeting	Associate Dean/Program Coordinator
	Certification / Credential update	Look into Crucial Conversations Training for students;	In process	Program Coordinator
		Investigate the opportunity for the Recreation and Leisure Services students to be involved in the Teaching City Project;	In process	Dean
		Review of Certifications and Importance Level, Cost, Etc.	Ongoing	Program Coordinator
Sport Cluster	Update marketing materials.	See if Communications and Marketing department can make some additions to the program website such as including information from the program's PowerPoint;	In process	Program Coordinator
	Enhance PAC membership.	Look at the terms for individuals on the PAC. In addition, look into recruiting additional members for PAC;	Ongoing	Dean
	Communicate program data to PAC	Generate statistics from year two to year three students and look at retention from the past five years;	In process	Manager

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Supply Chain and Operations Management Cluster	Review marketing	Ideas for creating awareness of the program and field.	Ongoing	Dean/Program Coordinator

Centre for Food

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ²
Culinary		9 External 4 college representatives	Yellow
Food and Farming		10 external 6 college representatives	Blue
Horticulture	April 3, 2019	7 external 4 college representatives	Blue
Hospitality/Events		9 external 7 college representatives	Yellow

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Horticulture	Consider organizing a career fair, partnering with other CFF programs	Further discussion and planning needed to determine if feasible for multiple programs and if so, when	Ongoing	Program Coordinator/Associate Dean/PAC Members
Horticulture	Consider additional computer design course	Contact CAFE to see if it's possible to support a non-traditional mapping, similar to Comprehensive Program Review.	In process	Associate dean
Food and Farming	Meeting scheduled for April 17, however quorum not met.	Program team to identify potential new members for PACs. In addition, review communications materials to highlight importance of attendance and how PAC direction/decisions/input has	In process	Associate dean

² Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

		a positive impact on program planning.		
Hospitality/Events	Meeting scheduled for April 24, however but quorum not met.	Program team to identify potential new members for PACs. In addition, review communications materials to highlight importance of attendance and how PAC direction/decisions/input has a positive impact on program planning.	In process	Associate dean
Culinary	Meeting scheduled for April 16, however quorum not met.	Program team to identify potential new members for PACs. In addition, review communications materials to highlight importance of attendance and how PAC direction/decisions/input has a positive impact on program planning.	In process	Associate dean

School of Continuing Education

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ³
Cannabis Industry PAC	May 9, 2019	8 External 7 College Representatives	Blue
Mental Health & Addictions PAC	April 17, 2019	8 External 3 College Representatives	Green

Note: The focus of this PAC is on the cannabis industry as it relates to education across Durham College. It is not exclusive to Continuing Education.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Cannabis PAC	Several member companies now offer learning products that compete with those offered at DC. PAC members from these companies will need to depart from the PAC in order to protect the confidentiality of our information.	Send letters to existing members thanking them for their contributions to the PAC.	In progress	Dean, Continuing Education
	Chairperson resigned – he no longer works at the company he was representing. New chair required.	Invite members to identify interest in the chair's role and select a new incumbent.	Completed	Dean, Continuing Education
				Program Manager

³ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>Invite new companies to participate in the PAC to replace those that are exiting.</p> <p>Obtain industry endorsements for badges within the cannabis program.</p> <p>Increase the use of social media to attract new students into the program.</p> <p>Increase the integration of cannabis studies within existing post-secondary programs, to increase employment opportunities for students.</p>	<p>Identify three to four new PAC members from industry.</p> <p>Invite PAC members to endorse badges.</p> <p>This will be dovetailed into the new CE marketing strategy for launch in late fall 2019.</p> <p>CE will work with the post-secondary schools in DC to support this integration.</p>	<p>In progress – one new member invited to date</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	<p>Program Manager</p> <p>Marketing & Communications</p> <p>Dean, Continuing Education</p>
Mental Health & Addictions	<p>Further engage members in college events given the PAC has just been launched.</p> <p>Increase the use of digital marketing strategies to attract new students into programs within this cluster (e.g. Mental Health Nursing, Children's Mental Health etc.).</p> <p>Update members on the Comprehensive Program Review for the Mental Health Nursing program.</p>	<p>Invite members to open events on campus.</p> <p>This will be integrated into the CE marketing strategy over the next year.</p> <p>Present CPR at next PAC meeting.</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>	<p>Dean, Continuing Education</p> <p>Dean, Continuing Education</p> <p>Program Manager/Dean, Continuing Education</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	Assess opportunities to further embed content into the curriculum, or offer ancillary professional development, in the following areas: trauma-informed care; recovery-based care; de-escalation techniques; and care for clients with dual diagnosis.	Investigate potential to offer professional development in any of the areas identified.	In progress	Program Manager

School of Health & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status⁴
Animal Care	May 2, 2019	8 External 2 College Representatives	Green
Child and Youth Worker	March 26, 2019	9 External 3 College Representatives	Green
CICE – Community Integration through Cooperative Education	April 17, 2019	8 External 4 College Representatives	Green
Communicative Disorders Assistant	May 27, 2019	9 External 2 College Representatives	Green
Community (Addictions and Mental Health/Social Services Worker) and Community Services and Child Studies Foundation	June 5, 2019	10 External 4 College Representatives	Blue
Dental Programs (DA/DH/Dental Reception and Administration)	May 31, 2019	10 External 5 College Representatives	Green
Developmental Services Worker	May 9, 2019	8 External 3 College Representatives	Blue
Early Childhood Education	April 9, 2019	10 External 3 College Representatives	Green
Fitness & Health Promotion	June 4, 2019	9 External 3 College Representatives	Green
Massage Therapy Program	May 29, 2019	8 External 2 College Representatives	Green
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	March 25, 2019	10 External 3 College Representatives	Green

⁴ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Practical Nursing/Personal Support Worker and Critical Care Nursing	April 10, 2019	10 External 4 College Representatives	Blue

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care	Recruit a veterinarian to become a member of the PAC.	Program Coordinator to seek a veterinarian in regards to PAC membership.	In progress	Program Coordinator
	Students complained about workload, duplication of content and gaps in knowledge.	Provide to the PAC the Comprehensive Program Review where courses have been reviewed and changes have been made.	In progress	Associate Dean/Program Coordinator
	Request to rotate location of meetings to different external membership workplaces.	External membership to connect with Associate Dean and Recorder on possible locations to hold the PAC meeting	In progress	External Membership/ Associate Dean/Recorder
Child and Youth Care	Elect a new Chair for upcoming meeting.	Email sent to members to elicit interest in chair role. Selection to be finalized for next meeting.	Completed	Recorder
	Explore Accreditation for Child and Youth Care Program	Executive Dean and Associate Deans to work with Program Coordinator to explore the accreditation process for this program.	To be initiated	Executive Dean/Associate Dean/Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
	Chair recommended that all new PAC members attend the PAC Orientation Session held fall 2018	Recorder/Program Coordinator to inform any new PAC members of upcoming Orientation Sessions.	Ongoing	Recorder/Program Coordinator
	Pleased with the process of reading the <i>Land Acknowledgement</i> at the beginning of all PAC meetings, recommended for us to continue doing so at all PAC meetings.	Executive Dean/Associate Dean/Recorder to read <i>Land Acknowledgement</i> at the beginning of all PAC meetings	Ongoing	Executive Dean/Associate Dean/Recorder
	Provide PAC membership with an update on the Curriculum Program Review	Executive Dean/Associate Dean/ Program Coordinator to provide the PAC Membership with an update on the Curriculum Program Review process and outcome.	To be provided at next meeting	Executive Dean/Associate Dean/ Program Coordinator
Community Integration through Cooperative Education	Provide update on curriculum changes to seminar courses in response to students' feedback of duplication/overlap of course content.	Team Lead and Associate Dean to update PAC Membership at next meeting.	Completed	Associate Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Communicative Disorders Assistant	Provide PAC orientation information.	Documents sent via e-mail to the membership.	Completed	Recorder
	To place students in proximity to their placement agencies to support their success.	Direct Placement Officer to make all possible efforts to place students close to their home location.	In progress	Executive Dean/Associate Dean/Placement Officer
	Consider 1, 14-week placement instead of 2, 7-week placements.	Discuss at program meeting and submit program change if required.	To be discussed at next program meeting	Executive Dean/Associate Dean/ Program Coordinator
	Develop student coaching skills for when interacting with parents.	Revise curriculum to ensure emphasis is placed on coaching skills for interactions with parents – discuss at Program Team meeting.	In progress	Executive Dean/Associate Dean/ Program Coordinator
Community (Addictions and Mental Health/Social Service Worker/ Community Services and Child Studies Foundation	Diversify the PAC membership.	Program Coordinators will identify community areas underrepresented and recruit members from those areas.	In progress	Program Coordinators
	Review third semester academic workload for the SSW program, third semester too heavy with assignments.	Program team to map workload in third semester and review assigned work	To be discussed at next program meeting	Program Coordinators

Program area	Recommendation	Action Plan	Status	Responsibility
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration	Provide PAC orientation information.	Documents sent via e-mail to the membership	Completed	Recorder
	Ensure students are aware of oral effects of cannabis use.	Ensure the oral effects of cannabis use are well incorporated into the curriculum.	Completed	Program Coordinators
	Evaluate Dental Hygiene curriculum to ensure sufficient focus on pediatric oral health.	Program Team to review the curriculum to ensure pediatric oral health is adequately taught.	Reviewed and found to be adequate.	Program Coordinators
	Ensure students have sufficient practice with Cavitron.	Program Team will review curriculum and add more practice time with the use Cavitron.	More practice time added to curriculum spring 2019. Completed	Program Coordinators
	Ensure extensive training related to Alzheimer's disease and working with seniors are provided to students.	Program Team will review curriculum and add additional content related to Alzheimer's disease and senior care.	In progress	Program Coordinators
	Students request information regarding preparing resume and interviewing for a position.	Review curriculum with Program Team and add career development prep such as resume and interviewing information.	In progress	Program Coordinators
Developmental Service Worker	Diversify PAC membership.	J. Gelinas sent e-mail to S. Donner with the name of a potential external member.	Completed	External Member/Recorder
	Create a video to better demonstrate the work of a Developmental Service Worker student.	Program Coordinator to follow-up with CAFE	In progress	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Early Childhood Education	Create a job description that outlines the requirements and tasks of an ECE to be shared with our recruiters.	J. Chapman to recruit a small group of ECE's to create a job description to share with PAC members for feedback at next meeting.	In progress	External Member
	Update the ECE program card to better suit/represent the ECE profession.	Dr. J. Innocent to update the ECE program card.	In progress	Executive Dean
	Include a Health and Wellness class and a Food Handlers Certificate into the ECE curriculum.	Program Coordinators to explore the training available for these recommendations and share findings at next PAC meeting.	Completed	Program Coordinators
Fitness and Health Promotion	Students need to increase communication skills, learn how to build relationships and how to market themselves.	Program Team will review curriculum to emphasize communication, relationship building and self-confidence.	In progress	Program Coordinators
Massage Therapy	Organize a tour of the new Massage Clinic located in the Centre for Collaborative Education for the PAC members.	Program Coordinator and Recorder to organize tour for membership for upcoming meeting.	Completed	Program Coordinator
	Ensure students are well versed in the application of various oils.	Ensure the topic of application of various oils is incorporated into the curriculum.	In progress	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Occupational Therapist Assistant & Physiotherapist Assistant	Membership contact info outdated. Ensure to update current emails of all external members and send direct emails with details for next meeting.	Administrative Assistant will send this.	Completed	Recorder
	Introduce common hospital equipment to students to better prepare them for hospital placements.	Program Team to consider scheduling a tour of CFCE interdisciplinary lab to expose students to hospital equipment.	In progress	Program Coordinator
Practical Nursing/Personal Support Worker/ Critical Care	Emphasize time management in curriculum as an important skill.	Program Team to review curriculum to ensure that time management is emphasized as an important skill.	In progress	Program Coordinators
	Provide all tools and resources to clinical instructors prior to placement.	Program Team to review current protocol and stop any gaps discovered in the resources provided to the clinical instructors.	In progress	Program Coordinators
	Ensure students are taught geriatric mental health. (Access Ontario Shores resources)	Program Coordinator to connect with Ontario Shores to receive resources.	In progress	Program Coordinators
	Ensure better coordination between Critical Care lead and placement officer for better selection of preceptors for Critical Care students. Update content of "Development of Self" to meet CNO guidelines.	Develop a new process for Critical Care student placement at Lakeridge.	In progress	Critical Care Lead/Placement Officer
		Program Team to connect with CAFE to revamp the course.	In progress	Program Coordinator

School of Interdisciplinary Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status⁵
General Arts & Science <i>Previously General Arts & Science – Liberal Arts</i>	May 15, 2019	11 External 6 College Representatives	Blue
Pre-Health Sciences <i>Previously General Arts & Science – Health and Sciences</i>	May 16, 2019	13 External 8 College Representatives	Blue

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	There were no recommended actions.	N/A	N/A	N/A
Pre-Health Sciences	Adjust assignment deadlines for the Pre-Health Science Online program to Sundays and provide open access to course content for students.	Encourage all Pre-Health Science Online faculty to update assignment deadlines to Sundays and open access to course content for the entire semester.	Ongoing	Program Team

⁵Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

School of Justice & Emergency Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ⁶
Court Support Services	May 28, 2019	9 External 2 College Representatives	Green
Fire and Life Safety Systems Technician	June 13, 2019	8 External 5 College Representatives	Green
Firefighter – Pre-service, Education and Training	June 19, 2019	9 External 6 College Representatives	Blue
911 Emergency & Call Centre Communications	May 16, 2019	8 External 5 College Representatives	Green
Law Clerk Advanced Fast Track and Office Admin - Legal	May 28, 2019	12 External 6 College Representatives	Blue
Mediation – Alternate Dispute Resolution	May 15, 2019	10 External 5 College Representatives	Green
Office Admin Real Estate	June 3, 2019	8 External 5 College Representatives	Blue
Paralegal	June 17, 2019	8 External 6 College Representatives	Green
Paramedic and Emergency Services Fundamentals	June 11, 2019	9 External 7 College Representatives	Yellow
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	June 20, 2019	10 External 8 College Representatives	Blue
Victimology	May 13, 2019	8 External 4 College Representatives	Green

⁶ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Court Support Services (CTSS)	Evaluate the inclusion of a mock trial as an experiential learning activity.	Contact DRPS to determine if CTSS students can participate in the police mock trial.	Ongoing	Program Coordinator
	Investigate options to provide students with access to ICON.	Contact the ICON vendor and G. Bazios to discuss options to address this.	Ongoing	Program Coordinator
	Eliminate overlap between SCJ and OCJ Criminal courses.	Faculty to review course content for both course codes.	In process	Program Team
Fire Life Safety Systems Technician (FLST)	Incorporate additional sprinkler design content to enhance marketability of graduates and make program more attractive to applicants.	Develop proposal to expand sprinkler design component of program of study.	In process	Program Coordinator Associate Dean
	Launch alumni initiative to connect current and former students with industry.	Work with Alumni Association and student-led Fire Life Safety Society to establish alumni/program connection.	Ongoing	Program Coordinator and M. Givans
Firefighter- Pre-service, Education & Training (PFET)	Extend Fire Prevention Week activities off-campus, preferably to local high schools.	Partner with FLST program and fire departments to bring events to local community.	Ongoing	FLST and PFET Program Coordinators
	Emphasize professionalism and conduct guidelines for student volunteers.	Review course content for FSER 2400 with assigned faculty.	In process	Associate Dean and assigned faculty.

Program area	Recommendation	Action Plan	Status	Responsibility
911 Emergency & Call Centre Communications (EMCC)	Graduates require more knowledge of paramedic terminology.	Include additional medical training in the anatomy course.	In process	A. Cannon
	Incorporate content on professionalism into the EMCC program of study.	Review the professionalism content from Victimology for applicability to EMCC.	In process	Program Team
	Students need to understand how the EMCC sector intersects with other services.	Identify additional cross-learning opportunities with other programs.	In process	A. Cannon
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF) Office Administration – Legal (OFLG)	Develop additional fieldwork opportunities for LCAD/LCAF students at the Access to Justice HUB.	Explore ways to increase LCAD/LCAF involvement with the Access to Justice HUB based on pilot project.	In process	Program Coordinator Executive Dean
	Expose students to specialized software in use in law firms.	Collaborate with interested law firms to develop workshops on identified software programs.	Ongoing	Program Coordinator
Mediation – Alternative Dispute Resolution (MADR)	Include self-care content in the MADR program of study.	Review the Victimology self-care course for content that could be adapted to MADR.	In process	Program Coordinator
	Identify additional certifications that could be embedded into the program.	Evaluate value of ASIST, CPI, MHFA or other certifications for MADR graduates.	In process	Program Team
	Explore recruitment opportunities for international students.	Identify other grad certs that MADR could partner with for two year visa students.	In process	Associate Dean Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Office Admin Real Estate (OFRE)	Explore demand in sector for micro-certificates through CIJS.	Consult with industry partners regarding content.	Ongoing	Program Coordinator T. Greenall
Paramedic (PPC and PADV) Emergency Services Fundamentals (EMSF)	Increase program content on self-care for first responders.	Determine how best to include content such as The Working Mind First Responders training into the program.	In process	D. Button Associate Dean
	Demonstrate the new Anatomage table for PAC members.	Arrange for access to table for Fall PAC meeting.	Will occur at fall meeting	Program Coordinator Administrative Coordinator
	Expand the reach of the program's Friends and Family night.	Contact external partners for support and promote to students in-class and through DC Connect.	Ongoing	Program Team
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Investigate potential fieldwork opportunities with the POA.	Consult with new associate chief.	In process	M. Coopersmith Program Coordinator
	Evaluate options for CTAP students to participate in the HUB initiative.	Determine scheduling options or implications of extending CTAP placement through summer semester for interested students.	In process	Executive Dean Program Coordinator
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Investigate placement opportunities with DRPS.	Meet with J. Gomez to identify field placement options for LAW students.	Ongoing	Program Coordinator Field Placement Coordinator
	Increase exposure of PSI students to impact of technology on this sector.	Incorporate technology-focused course into PSI program of study.	In process	Associate Dean Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Victimology (VICT)	Establish a structured form for review of expected outcomes for field placement.	Incorporate the development of a formalized learning plan by each student with goals, measurables and objectives for their field placement.	In process	Program coordinator FWK faculty lead
	Include LinkedIn training for students as part of the FWK courses.	Review training that has been developed for use by the ADMH program.	In process	Program coordinator FWK faculty lead

School of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status⁷
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	May 30, 2019	9 External 6 College Representatives	Blue
Advanced Filmmaking Grad Cert., Photography, Video Production	April 3, 2019	8 External 7 College Representatives	Green
Animation – Digital Arts/Animation – Digital Production/Game Development/VFX and Digital Cinema	June 20, 2019	13 External 8 College Representatives	Blue
Broadcasting for Radio & Contemporary Media	March 7, 2019	10 External 3 College Representatives	Blue
Fine Arts – Advanced and Foundations in Art & Design	June 4, 2019	8 External 7 College Representatives	Green
Graphic Design	March 27, 2019	11 External 5 College Representatives	Blue
Interactive Media Design/Contemporary Web Design and Media Fundamentals	June 6, 2019	8 External 9 College Representatives	Blue
Journalism – Mass Media	April 17, 2019	8 External 7 College Representatives	Green

⁷ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.
Blue: Active and engaged PAC; membership requires review.
Yellow: Moderately active and engaged PAC with reasonably diverse membership.
Red: PAC that requires attention and review of membership.

Music Business Management/Music Business Administration	May 1, 2019	4 External 3 College Representatives	Red
Public Relations	May 28, 2019	8 External 5 College Representatives	Green

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Increase use of paid search, data analytics and site metrics in curriculum.	Faculty will work with PAC and external partners to develop opportunities for these experiences.	Complete	Faculty
	Shorten project submission deadlines to reflect industry.		Complete	Faculty
	Increase use of ComScore reports.		Complete	Faculty
Photography & Video Production	Increase WIL for events capture and client relations.	SWF faculty to mentor external events projects	Complete	Dean
		Review and amend course outlines	Complete	Dean
Video	Increase use of phones and live-streaming.	Incorporate into course outlines.	In process	Faculty
	Recommended drone purchase and training for faculty and staff (legalities and safety) in light of the pending drone regulations (June 2019).	Program/School will research drone purchase.	In process	Staff, Faculty and Dean
	Add drone training to curriculum.	Faculty and staff to source and enroll in training	In process	Faculty and staff

		Add drone education to appropriate course outline.	In process	Faculty and staff
Animation and Game Art	Generate more external awareness of the programs.	Incorporate projects that can be used for assets in marketing the programs.	Ongoing	Faculty
	Use professional rigs for training	Source and purchase rigs	In process	Faculty
	Make students aware of various roles (jobs) in animation and games industries	Create flow-through chart of industry workflow (“Journey of a Shot”) to illustrate job differentiation.	Ongoing	Faculty
	Provide professional storyboards in animation courses to simulate what happens in industry.	Source, price and purchase storyboards. Review and amend appropriate course outlines	In process	Faculty, staff and Dean
	Onboard/orient new students more effectively	Create mentorship and collaboration opportunities between years of the programs.	Complete	Faculty and PAC members
	Continue to expose students to professional ‘workday’ – what is expected of them in industry	Incorporate visiting lectures and studio visit opportunities into appropriate course outlines.	Ongoing	Faculty
Broadcasting for Radio & Contemporary Media	Bring field trips into first semester.	Review course outlines and make necessary changes.	Complete	Faculty
	Review PAC membership to achieve quorum at next meeting.	Generate leads through professional contacts	Complete	Faculty and PAC members
	Send links of student online work to PAC members for review and feedback	Review course outlines and incorporate this task into assignments.	In process	Faculty

	PAC members to review facilities and equipment used in program delivery.	Schedule next meeting at the Oshawa Campus and tour PAC members through studios and classrooms.	Complete	Dean and Administrative Coordinator
Fine Arts – Advanced and Foundations in Art & Design	Consider adding more life drawing in 3 rd year of FINE.	Review program of studies and determine if this can be achieved (academically and financially).	Complete	Coordinator and Dean
	Explore opportunities to add expressive art and/or art therapy to GNED offerings.	Meet with GNED Associate Dean for exploratory discussion.	Ongoing	Coordinator and Associate Dean
	Add more photography and video to curriculum.	Review program of studies and determine if this can be achieved (academically and financially).	In process	Coordinator and Dean
	Add more photography and video history to Art History courses.	Review course outline with faculty.	In process	Coordinator
Graphic Design	Invite AODA designer speak to the students.	Identify AODA designer.	In process	Faculty
	Increase UI/UX teaching in the curriculum.	Review course outlines.	Complete	Faculty
	Review and update new media offerings in curriculum. Include motion graphics.	Review course outlines. Add new media skills to faculty postings.	In process	Faculty, Coordinator and Associate Dean

Interactive Media Design/Contemporary Web Design and Media Fundamentals	Teach AODA (and accessible colours) in all programs.	Review course outlines and programs of study.	In process	Faculty
	Improve Media Fundamentals Program skills in project management and presentation skills.	Add project management and CLO's in second semester course to emphasize these skills.	Complete	Faculty
	Introduce project using GitHub.	Change course outlines and assignments.	Complete	Faculty
	Insist on tech parameters and strict guidelines to reflect industry	Change course outlines and assignments.	In process	Faculty
Journalism – Mass Media	Present new collaborative degree with Trent- Durham to PPRC.	Work with CAFE to prepare documents and schedule presentation.	Complete	Dean, CAFE and Faculty
	Introduce, “travelling as a journalist” into the curriculum.	Added to curriculum.	Complete	Faculty
	Re-introduce “24-hour” project into curriculum.	Review course outlines.	Complete	Faculty
Music Business Management/Music Business Administration	Incorporate new Copyright Modernization Act of 2018 into curriculum.	Add to CLO's	Complete	Faculty
	Incorporate more sponsorship and marketing into the curriculum.	Add to CLO's	Ongoing	Faculty
	Add an aboriginal land acknowledgement to the agenda and share at the start of each PAC meeting.	Amend Agenda	Complete	Dean and Admin Coordinator

	Marketing and distribution courses to use YouTube for video platform.	Amend Course Outline	Ongoing	Faculty
	Add more photography and video content to MDVP course	Add to CLO's	Complete	Faculty
	Students to build relationships with conference producers. Review field placement days (Thursday and Fridays) to include Wednesday as an optional day.	Add to CLO's	Ongoing	Faculty
		Make change to Field placement	Complete	Faculty
	Introduce inclusion and safe spaces to the students.	Add to program page and/or course outlines	Complete	Faculty
Public Relations	Remove grade 11 math admission requirement.	Follow college process to change admission requirements.	Complete	Dean, CAFE and Coordinator
	Add "grant writing" to the writing courses.	Review course outline and update.	Complete	Faculty
	Align courses and assignments more closely.	Review course outlines and amend where necessary.	Complete	Faculty
	Ensure that year 1 students have more contact with year 2 students early in the first semester	Schedule orientation with both years. Add mentorship into appropriate course outlines.	Complete	Faculty

School of Science & Engineering Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status ⁸
Architectural Technology	February 29, 2019	7 External 3 College Representatives	Green
Biomedical Engineering Technology	April 3, 2019	10 External 9 College Representatives	Green
Biotechnology	November 22, 2018	5 External 4 College Representatives	Yellow
Chemical Engineering Technology	May 7, 2019	12 External 3 College Representatives	Blue
Chemical Laboratory Technician	April 2, 2019	8 External 3 College Representatives	Green
Civil Engineering Technician/Technology	April 4, 2019	10 External 4 College Representatives	Green
Electronics Technician/Technology	March 26, 2019	8 External 5 College Representatives	Green
Electromechanical Engineering Technology	February 25, 2019	11 External 5 College Representatives	Blue
Environmental Technology	March 27, 2019	10 External 3 College Representatives	Green
Health Care Technology Management	May 29, 2019	8 External 6 College Representatives	Green
Mechanical Engineering Technician/Technology	June 5, 2019	14 External 11 College Representatives	Blue
Mechanical Engineering Technician - Non-Destructive Evaluation	April 30, 2019	10 External 7 College Representatives	Green
Pharmaceutical and Food Science Technology	April 24, 2019	10 External 3 College Representatives	Green
Water Quality Technician	March 5, 2019	8 External 3 College Representatives	Green

⁸ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Architecture Technology	Explore inclusion of construction as an aspect of the industry related to Architects; documentation, project management and administrative skills.	Program Coordinator to prepare a summary of the elements currently within the Program of Study (POS) for PAC review.	Complete	Program Coordinator, Program Team.
	Review course (HIST) content; topic assessment of world, modern and contemporary history.	Program Team will provide an overview for membership in relation to cross-over skills within the existing HIST course for the purpose of graduate employment.	Complete	Program Coordinator
	Prepare students for advanced group work.	In collaboration with CAFE, Program Coordinator to deliver a workshop to help students with various challenges that may occur as part of group work (i.e. work ethic and various personalities).	In progress	Program Team, Program Coordinator, CAFE
	Access to the Whitby residence construction site and blueprints for hands-on experience related to Architect Technologists.	Program Coordinator and Associate Dean: Speak with Risk Management and Construction Site Manager of the potential for a field trip/experience.	In progress	Program Coordinator, Executive Dean
Biomedical Engineering Technology	Develop industry support model for equipment sharing.	Program Team to collaborate with industry partners and develop an equipment inventory for the purpose of implementing a replacement process. Initial goal: acquire Ventilation and Feeder	In progress	Program Team

	<p>Increase Experiential Learning (EL) opportunities for BMTY and BMYF students.</p> <p>Industry feedback encourages flexible learning model vs. traditional day.</p> <p>Promote advanced credential opportunities for the degree program (HCTM)</p>	<p>Testing device for student use to assess biomedical equipment in lab.</p> <p>In collaboration with GE, Program Team will implement Asset Plus Program and Investigate Augmented Reality (AR) for the 2019/2020 academic year (anatomy, physiology and electronics).</p> <p>Associate Dean and Program Coordinator to explore flexible learning within the current program delivery (evening, afternoon, online and weekend delivery).</p> <p>Communication and Marketing (C&M), Executive Dean and Program Coordinator to develop communication plan for industry and graduates of the BMTY program. Share at fall meeting.</p>	<p>Complete</p> <p>Complete</p> <p>New</p> <p>In progress</p>	<p>Faculty</p> <p>Executive Dean, Program Coordinator, CAFE</p> <p>Associate Dean, Administrative Coordinator</p> <p>Executive Dean, Program Coordinator</p>
Biotechnology	Split from combined PAC – formerly conducted in conjunction with Pharmaceutical and Food Sciences Program.	Develop a PAC specific to Biotechnology with industry specific representation.	In progress	Dean and Program Coordinator
Chemical Engineering Technology	Evaluate feasibility of changing the CHEM admission requirements by adding chemistry and a higher level of math.	Review the application and retention data from the EMTY program which underwent this admission requirement change.	In progress	Program Coordinator CHEM and EMTY

	<p>Explore relevance of potential gap in basic computer programming to support Ontario Tech pathway; Bachelor of Technology & Sustainability.</p> <p>PAC emphasize the need for all CHEM graduates to have an introduction to electricity. (Currently not part of the fast-track program)</p> <p>PAC have inquired about whether Co-op will be added to CHEM delivery.</p>	<p>Conduct cross-institutional review of competitive programs.</p> <p>Review the existing curriculum and determine required amendments to CHEM POS for purpose of pathway. To be presented fall 2019.</p> <p>Program Team to explore the concepts and options for an enhanced curriculum to include electricity specific to the CHEM program (new course vs. new embedded content).</p> <p>Conduct research (internal and industry survey) to explore adding an optional Co-op. Share update at fall PAC Meeting.</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>	<p>Associate Dean, Manager Enrolment.</p> <p>Program Coordinator, Program Team</p> <p>Program Team and External Membership</p> <p>Associate Dean, Program Team and External Membership/</p>
Chemical Laboratory Technician	<p>PAC request further understanding of the key findings of the CLBT Comprehensive Program Review (CPR).</p> <p>CLBT program direction – program as a pathway and/or graduate employment discussion.</p>	<p>Program Coordinator and Team to complete CPR and present findings at the fall meeting.</p> <p>As an extension of the CPR, Program Team will gather feedback from students, industry and educational partners to understand the graduate pathway. Present outcomes and mapping document during next meeting.</p>	<p>CPR Complete Presentation: Fall 2019</p> <p>In progress</p>	<p>Program Coordinator</p> <p>Associate Dean, Program Coordinator, Program Team</p>

	PAC express interest in a course available to industry pertaining to LIMS. Many companies are looking to train or re-train.	Executive Dean and Program Coordinator will meet with Dean of Con Ed to explore the potential for this new stand-alone course.	Complete	Executive Dean SET and Con Ed.
Civil Engineering Technician/Technology	Health & Safety is of utmost importance for companies. Membership recommend students have specific elements of safety within the Civil cluster.	Program Team and Coordinator to review curriculum and present the aspects of safety currently embedded in the POS.	Complete	Program Team and Program Coordinator
	Enhanced certifications are of value to graduates and students entering Co-op work terms; Ontario Traffic Manual, Working at Heights and other standard safety certifications.	Program Coordinator will explore stand-alone certifications that can be delivered by Continuing Education as part of the student program fees.	In progress	Associate Dean, Program Coordinator and Con Ed Program Manager
Electronics Engineering Technician /Technology	Leverage industry partnerships to elevate program profile through the use of emerging technologies.	Program Coordinator will work with individual PAC members to identify new initiatives - incorporate industry guest speakers or technology demonstrations as part of the program delivery and during program promotion events. (Drones, Macro Cell)	In Progress	Program Coordinator
	Expand and diversify PAC membership; Consider women in technology and secondary school representation.	Program Team to explore existing industry relationships and develop new partnerships to strategically diversify PAC Membership.	In progress	Program Coordinator, Program Team and Technologist
	New skills gap in basic concepts; electronics, wiring, analogue, digital, communication and cabling.	Identify and present current curricular content and outcomes that support these basic concepts and	In progress	Faculty

	<p>Celebrate and share experience of Skills Ontario competition.</p> <p>Hands-on experience is of great importance for students prior to Field Placement and upon graduation.</p>	<p>complexities to be reviewed by Membership during next meeting.</p> <p>Invite ELTY Program competitors to give a short presentation on their Skills experience at Fall PAC Meeting.</p> <p>Program Team will investigate the possibility of adding an element of ARVR to augment student learning in support of this requirement.</p>	<p>New</p> <p>In progress</p>	<p>Program Coordinator</p> <p>Executive Dean, Faculty</p>
Electromechanical Engineering Technology	<p>Increased applied experience in design and problem solving is now an employment requirement.</p> <p>Investigate and develop Co-op model to support industry need.</p> <p>Continue to engage faculty in industry development opportunities to ensure program quality and content relevance.</p> <p>IMC Cell #9 – Research Robot. PAC requests opportunity to learn more about ORSIE initiatives at DC.</p>	<p>Develop, build and implement new applied learning component to incorporate Control Panel prototypes for students in IMC.</p> <p>Program Coordinator and Dean to research, design and request major program change to add Co-op option. Present new POS for endorsement.</p> <p>Program Team to complete Cisco certification for IIOT in summer 2019. Embed new findings in POS and present during the Fall PAC Meeting.</p> <p>Explore and present examples of applied research opportunities during the Fall PAC Meeting. Tour IMC with demo of Research Robot.</p>	<p>In progress</p> <p>Complete</p> <p>Complete</p> <p>In progress</p>	<p>Program Coordinator and Technologist.</p> <p>Program Team, Co-op Officer, Executive Dean</p> <p>Program Team</p> <p>Executive Dean SET and ORSIE, Program Coordinator</p>

Environmental Technology	ENVT program profile project – DC Alumni are invited to engage in the employee spotlight project.	Administrative Assistant to reach out to PAC members with an information memo and invitation to participate.	Complete	Administrative Assistant and External Membership
	Industry would like to see placement students and graduates entering workforce with more MS Excel experience (statistics).	Evaluate opportunities where training and special projects can expand on utilization of this software. Program Team to present where concepts of Excel are currently within the POS.	In progress	Program Team and Program Coordinator
Honours Bachelor of Health Care Technology Management	Identify scope and profile of industry employers to support Field Placement for degree students.	Program Coordinator and Field Officer will work with C&M to develop digital and print assets to support job development and industry partnerships.	In progress	Executive Dean, Field Placement Officer and Program Coordinator
	Promote advanced credential opportunities for the degree program (HCTM)	C&M, Executive Dean and Program Coordinator to develop communication plan for industry and BMTY graduates – share at fall meeting.	In progress	Executive Dean, Program Coordinator
	Develop program pathways for HCTM graduates.	Explore the possibility of articulation for a graduate level pathway (Master at Trent University).	In progress	Executive Dean, Program Coordinator, Credit Transfer Office
Mechanical Engineering Technician and Technology	Explore enrolment trends and develop a program profile to attract new applicants.	Program Team will work with PAC Membership to conduct POS competency review and define a new graduate profile for the purpose of program promotion.	In progress	Program Team and CAFE.
	Explore new industry partnerships to diversify	Program Coordinator and Associate Dean to identify existing industry partnerships	In progress	Executive Dean, Program Coordinator

	PAC membership and strengthen program.	and seek recommendations from Membership to broaden industry representation.		
	Industry identifies a need for advanced mathematics.	Review current Math courses and present to PAC for recommendation of skills gap in relation to employer need.	In progress	Program Coordinator, Faculty
	Increase opportunity for Experiential Learning (EL) by introducing a Co-op Option.	Conduct industry survey and recommend necessary POS changes for the inclusion of an optional Co-op. Share with PAC in fall 2019.	In progress	Associate Dean, Program Coordinator
Mechanical Engineering Technician – Non Destructive Evaluation	Increased requirement for use of Microsoft applications in report writing and formal communications.	Faculty will bring examples of lab reports and sample assignments to demonstrate what is expected of students.	In progress	Program Team
	Program branding and Alumni profile.	PAC Membership to identify graduate employees and submit to Executive Dean for inclusion in a graduate profile initiative.	Complete	Executive Dean, C&M and Membership.
	Industry has identified the need for further training and certification for potential employees; certifications and micro credentials.	Program Coordinator to contact Continuing Education Department to discuss what can be offered as part of student program fees (WHMIS, Working in Extreme Conditions, Working at Heights).	Complete	Executive Dean SET and Con Ed, Program Coordinator
	Embed opportunities for students to experience emerging technologies within existing curriculum.	Program Team to connect with organizations that are using drones for data and technology to enhance the current NDE curriculum.	In progress	Faculty

Pharmaceutical and Food Science Technology	Divide PAC and separate BITY and CHLT. Expand and diversify PAC Membership. Suggest new PAC Members.	PAC Membership to recommend additional representatives specific to Pharmaceutical industry. Members are asked to communicate with Program Coordinator.	In progress	External Members
	Graduates from the Advanced Diploma are facing employment barriers when seeking Pharmaceutical jobs due to changing regulations.	Conduct industry focus groups to explore shifting industry needs and gather curricular recommendations to update the program in support of graduate employability.	Complete	Executive Dean, Program Coordinator(s).
	There is an increasing need for graduates to acquire complementary skills such as interviewing, networking and presentation delivery.	Program Team to explore opportunities for students to network with other students, alumni and industry partners that will be implemented in the 2019/2020 academic year.	In progress	Program Team
Water Quality Technician	WATR intake suspension: Program health and employment review.	Executive Dean and Program Team will conduct an academic environmental scan and gather PAC feedback to determine program feasibility.	In progress	Program Team and Program Coordinator
	Asset management – highly used in the management positions within the industry.	Program Team to review potential courses in the POS to add asset management concepts.	In progress	Program Team and Program Coordinator
	Increase student participation in industry/community activities to provide an understanding of employment opportunities	Program Coordinator and Program Team will speak to PAC and industry partners and plan for new visits that allow for professional networking interactions.	In progress	Program Team and Program Coordinator

	<p>and build professional networks.</p> <p>PAC requests information about current employment statistics within the industry.</p>	<p>Program Coordinator to gather most recent statistical employment data within the industry and individual sectors to share with Membership.</p>	<p>In progress</p>	<p>Program Coordinator, ORSIE</p>
--	--	---	--------------------	---------------------------------------

School of Skilled Trades, Apprenticeship & Renewable Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status ⁹
Building Construction Technician (BDCT) Previously Construction Carpentry – Sustainable (CCST)	April 16, 2019	8 External 4 College Representatives	Blue
Crane Operation, Rigging & Construction Techniques (CORA)	April 9, 2019	9 External 3 College Representative	Green
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	March 21, 2019	8 External 3 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	May 29, 2019	8 External 4 College Representatives	Green
Mechanical Technician – Millwright (MTMW)	May 15, 2019	9 External 5 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	May 15, 2019	12 External 4 College Representatives	Blue
Mechanical Techniques – Plumbing Techniques (MPLU)	Jan 29, 2019	7 External 4 College Representatives	Red
Motive Power Technician (MPTN)	April 2, 2019	7 External 6 College Representatives	Blue
Power Engineering Technician (PETN)	June 7, 2019	7 External 2 College Representatives	Green
Welding Techniques (WETN)	March 26, 2019	7 External 3 College Representatives	Blue

⁹ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT)	Secure new members	Reach out to potential members	In process	Program Coordinator
	Minor changes to Program of Study (POS)	<ul style="list-style-type: none"> -Updated communication course COMM1808 -Construction Safety SAFE 1408 replaces CCSA1400 -Embed working at heights into new safety course -SAFE1408 to have WSIB added 	Complete	Executive Dean/Program Coordinator
	Recruit a 1 st Year Student for PAC	Reach out to 1 st year BDCT students	In process	Program Coordinator
Carpentry and Renovation Technician (RENO)	Combine this PAC with Building Construction Technician (BDCT) PAC	To be launched this year	In process	Program Coordinator
	Will develop new memberships	In process	In process	Program Coordinator
Crane Operation, Rigging & Constructions Techniques (CORC)	Incorporate a crane tower component into the CORC program	Revise POS	In process	Program Coordinator
	Incorporate how to erect tower cranes into Program of Study (POS)	To be considered	Pending	Program Coordinator
Electrical Technician - Instrumentation and Control and	Revise Program of Study	Move MOTR 2401 to a 3 Hour Block in the lab classroom ML1	Pending	Program Coordinator

Electrical Techniques (EETN/ELEC)	Contact Industry Members to Explore Career Opportunities	-Robert Kidd to contact: LCBO -Rafael Corral to contact: Hydro One -Fabio Mazzotta to contact: Durham Region -Mike McKenney to contact: Atlantic Packaging	Ongoing	Robert Kidd, Rafael Corral, Fabio Mazzotta, Mike McKenney
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Review and Invite New PAC Members	Update PAC membership list	Complete	Sarah Reid (Minute Taker)/Program Coordinator
	Revise Program of Study (POS)	Offer a separate course for 'Troubleshooting on the Job'	To be considered	Program Coordinator
Mechanical Technician – Millwright/Elevating Devices (MTMW)	Millwright: Attestation Submission Capital Investment Program of Study Revision: COMP 2343 and PRAC 4403 Combination Program of Study Revision: Simulated Pump and Electric Motor Stations Elevating Devices:	Provide GAP analysis to members Ultrasonic vibration and oil analysis: Obtain quotes on these tools and put them on the AEF/Capital wish list Barry Thompson evaluating where students can use CWorks CMMS work orders and procedures in the practical shop exercises Discuss utilizing the simulated pump/motor labs	In process In process In process In process Completed	Program Coordinator Program Coordinator/Associate Dean Program Coordinator/Barry Thompson Program Coordinator/Associate Dean

	Industry Demand: All EDM license holders require 2 days of training annually	Investigate opportunities with Continuing Education to provide training		Executive Dean/Program Coordinator
	Student Engagement	Explore opportunities for EDM apprentices to interact with MTED students	Ongoing	Program Coordinators
Mechanical Techniques - Plumbing Techniques (MPLU)	CPR	Provide Updates to PAC on CPR Review	Ongoing	Program Coordinator
	Industry Need/Feedback	Share by-law update and notify C.E. of potential increase in course demand	Complete	Executive Dean
	PAC Membership	Reach out to potential new members	In process	Program Coordinator
Motive Power Technician (MPTN)	Co-op Planning	Request the START Associate Dean to follow up with the faculty and co-op committee to determine if this program should be added to the development cycle	In process	Executive Dean/Associate Dean
	Industry Engagement	Send Durham College Hired portal information and contact information to PAC members	Completed	Executive Dean
	Industry Engagement	Invite DC Outreach Coordinator from Career Development & Co-operative Education to the next PAC meeting to discuss the Hiring Portal, Tradesmart and the	Fall 2019 Agenda Item	Executive Dean

	Industry Relationship	possibility of organizing an Auto employers' event Facebook group to connect industry members, tag Durham College Facebook	In process	Sara Bugden/Jason Bowen
Power Engineering Technician 4 th Class (PETN)	Industry Event Participation	C. Graham suggested Durham College to host next year's IPE Collaboration Day Event in May 2020 – all members agreed	Pending/Planning	C. Graham/Program Coordinator
	Find PAC member to represent to come in for a guest lecture at Durham College	D. Beals to investigate PAC members to find a representative to come in for a guest lecture at Durham College	In process	Program Coordinator
Welding Engineering Technician (WETN)	KPI Reports to be shared at next meeting	Bring to fall 2019 PAC meeting	Fall 2019 Agenda Item	Associate Dean/Executive Dean
	Koch Heat Transfer and CanTran interested in participating in the Welding co-op	Reach out to both companies	In process	Program Coordinator

Report Number: BOG-2019-66

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 9, 2019

Date of Meeting: October 9, 2019

Subject: President's Report – June 2019 to September 2019

Purpose

The purpose of this report is to provide an update on the President's activities and significant college initiatives from mid-June 2019 to late September 2019.

1. Our Students

DC student Malcolm Hooper inspires with award-winning speech

A second-year business student and captain of the Durham Lords men's rugby team, Malcolm Hooper's win earned him a spot in the Grand Slam event for all Speaker Slam winners to be held in November. Yet the significance of his victory seemingly pales in comparison to what Hooper has conquered in his life.



Through his studies, Hooper is honing his marketing skillset. Although public speaking can be a part of marketing, it wasn't something he thought he would gravitate towards. However, after receiving a most outstanding marketer award in a competition at the college, he decided to enter a two-minute speed speech competition at Durham College (DC), which he also won.

DC recognizes more than 200 students at Centre for Success completion ceremony

Hundreds of proud family members and friends celebrated the accomplishments of DC's Centre for Success (CFS) students during their program completion ceremony at the Oshawa campus on June 20, 2019. The CFS is a part of DC's School-College-Work Initiative and is funded by the Ministry of Education, allowing students to participate in post-secondary courses and apprenticeship training, earning dual credits that count towards both their high school diploma and their post-secondary diploma or apprenticeship certification.

The 2018-2019 school year is the first that the program has been run out of the new Centre for Collaborative Education, which opened its doors to students in September.



DC students go from touring to building the new Whitby campus residence



What began as an opportunity to see a building site up close, quickly evolved into summer employment for four students in DC's Building Construction Technician program. Many of the first and second-year students in the program had never been on a job site, let alone a multi-level build like the Whitby campus residence. From seeing the foundations and framing that form the

structure of the residence, to identifying the related components and how they interact to prevent moisture and air infiltration and provide structural integrity and fire-resistance properties, the students were able to see the pages of their text books come to life in a real, concrete way.

It was during the tour that Pannonia Construction, the contractor building the residence, approached DC professor Al Martin about hiring summer students to work onsite. Information about the job opportunity was shared amongst the first and second-year students. Four were successful and are taking their skills from the classroom to the jobsite, honing their knowledge and building their resumes.

Castles, Cameras and Canvases: Durham College students focus on Ireland's rich culture

Ten students from the School of Media, Art & Design embarked on a journey of discovery, exploring Ireland's rich history, art and culture while honing their photography and videography skills. Students from Photography, Video Production and Contemporary Web Design, joined professors Linda Cheng and Brian Stephens on the Emerald Isle and explored the culture and history of Ireland through a variety of unique, experiential and customized media projects.



DC welcomes more than 900 new international students to campus



DC welcomed more than 900 new international students from 65 countries to campus for the 2019-2020 academic year. To help prepare students for the year ahead, an International Student Orientation was held on August 28, 2019 at the Oshawa campus.

DC to launch new Honours Bachelor of Behavioural Science

DC received consent from the Ministry of Training, Colleges and Universities to offer a new Honours Bachelor of Behavioural Science (BBS). Based at the college's Oshawa campus and beginning in September 2020, the Honours BBS will be DC's second degree program following the successful launch of the Honours Bachelor of Health Care Technology Management in 2018.



Durham College welcomes first-year students to Orientation

DC's Oshawa and Whitby campuses were abuzz with activity last week as the college kicked off the 2019-2020 academic year, welcoming first-year students to campus during its annual Orientation from September 3 to 6, 2019.



Designed to help first-year students acclimatize to college life, meet staff and faculty, explore student services and explore the college's Oshawa and Whitby campuses, Orientation also provides students with an opportunity to learn more about program expectations and student clubs, all while developing new friendships.

From classroom to community – DC Social Service Worker student puts learning into action – where is this content?



On June 21, Cowan joined a group of approximately 60 like-minded individuals from Durham Region service agencies, including the John Howard Society, the HOPE Coalition and other advocacy groups, and the greater unsheltered community for a brainstorming and planning session. The event was co-facilitated by Durham Mental Health Services, under the

leadership of regional housing coordinator Doreen Hume McKenna, and hosted by the New Life Neighbourhood Centre in Oshawa.

Durham College introduces Working Across Borders in International Business course

DC's global classroom provided a venue for interactive, live-streamed classes, allowing learners and educators to collaborate worldwide, without crossing geographic boundaries. Participants shared their views with their colleagues, both domestic and abroad via live video chats.



This initiative, supported by the International Education office imparted the importance of sustainability on a generation of young professionals, ensuring a bright and green future for international business, without crossing geographic boundaries.

2. Our Business

DC receives \$133,000 in funding from NSERC to purchase beer analysis system

DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE) was pleased to announce it received \$133,000 in applied research funding via an Applied Research Tools and Instruments grant. Awarded by the Natural Sciences and Engineering Research Council of Canada, the grant is administered through the council's College and Community Innovation Program and will be used to purchase a beer analysis system for the college's Centre for Craft Brewing Innovation (CCBI).



It will be used for applied research projects with craft brewers so they can better understand how their brewing processes function, allowing them to develop and implement improved control strategies, which in turn, results in a consistent, higher-quality brew.

DC's AI Hub receives \$210,000 from Ontario Centre of Excellence



DC was pleased to announce that its Hub for Applied Research in Artificial Intelligence for Business Solutions (the AI Hub) received \$210,000 in May from the Ontario Centre of Excellence (OCE) for the College Voucher for Technology Adoption (CVTA) program. Through the CVTA program, student teams guided by college faculty will act as consultants to

local businesses, applying their skills and training to solve industry challenges related to innovation and technology adoption.

DC expands business hours to better serve students

DID YOU HEAR?
DC IS STAYING OPEN LATER
TO SERVE YOU BETTER!



DC was pleased to announce the expansion of core business hours for its academic school offices and student support services. These changes will help match access to resources with the level of evening activity on campus and further enhance students' experience.

DC hosts National Inventors Hall of Fame Reception to celebrate first Canadian offering of Camp Invention

Durham College hosted several dignitaries from the government, educational and corporate sectors on July 10, 2019 for the National Inventors Hall of Fame™ (NIHF) Reception in the Centre for Collaborative Education's Global Classroom at the Oshawa campus. During the event, guests took a tour of the first-ever Canadian offering of Camp Invention™ and spoke with camp educators and participants of the non-profit summer enrichment program.



Camp Invention is a program developed by the non-profit NIHF, in partnership with the United States Patent and Trademark Office. It was held at the DC Oshawa campus from July 8 to 12 and provided a unique experience for children to learn about science, technology, engineering and mathematics (STEM). Camp Invention's 2019

Supercharged™ program allowed campers the opportunity to learn about ocean navigation and survival skills on a remote island, conduct mock DNA tests on farm animals and learn to protect their own ideas.

DC signs Dimensions charter with the Honourable Kirsty Duncan, Minister of Science and Sport

DC is proud to share that it has signed the Dimensions: Equity, Diversity and Inclusion Canada charter, committing to upholding its principles of equity, diversity and inclusion (EDI) within the colleges' research practices and projects.



Present during the signing was the Honourable Kirsty Duncan, Minister of Science and Sport, who also took part in a discussion with Dr. Popp. The five-year Innovation Enhancement grant through NSERC that was announced last year will allow the AI Hub to engage more faculty, students and industry partners in collaborative projects.

Bistro '67 named one of the 100 Most Scenic Restaurants in Canada



DC is proud to share that Bistro '67, the college's full-service, teaching-inspired restaurant, was named one of the 100 Most Scenic Restaurants in Canada for 2019. The accolade comes from OpenTable, the world's leading provider of online restaurant reservations.

In July, OpenTable released its list of unique local restaurants that allow diners to take in the best views while they travel this summer, drawing upon more than 500,000 reviews from more than 3,000 restaurants. They then narrowed the field by looking at establishments that offer breathtaking views of nature, cityscapes or travel-worthy landmarks with top scores in overall diner rating, total number of reviews and overall regional rating. Bistro '67 was the only restaurant in Durham Region to make the list, and was one of 42 restaurants across Ontario to be selected

DC's Centre for Collaborative Education has achieved LEED Gold level certification

DC was proud to announce that its Centre for Collaborative Education (CFCE), a Leadership in Energy and Environmental Design® (LEED®) certified project, had achieved Gold level certification in LEED's green building program through the Canada Green Building Council® (CaGBC).



The LEED green building program is the pre-eminent program for the design, construction, maintenance and operation of high-performance green buildings. The certification distinguishes building projects that have demonstrated a commitment to sustainability by meeting the highest performance standards.

DC announces new Certified Threat Intelligence Analyst training program



DC was pleased to announce that its Hub for Applied Research in Artificial Intelligence for Business Solutions (the AI Hub) and the School of Continuing Education will be delivering the first Canadian training session of the Certified Threat Intelligence Analyst (CTIA) course. This unique course offers a holistic and modern approach to threat intelligence that will equip

professionals with the tools they need to protect their organizations.

Durham College receives Real Life Learning Award for its KEFEP documentary

Durham College (DC) is proud to announce that it took home a Real Life Learning Award at the PIEoneer Awards 2019 in London, England on September 19. The award, which recognizes organizations offering real-life learning programs overseas, was presented to DC for its Kenyan Education for Employment Program (KEFEP) documentary that premiered last year.



3. Our People

DC employees take time to invest in themselves at PD Day 2019



On June 19, 2019, more than 450 Durham College employees took time to invest in themselves by joining their colleagues for a day of thoughtful discussion, growth and knowledge sharing at the college's Professional Development (PD) Day 2019.

Indigenous student advisors Julie Pigeon and Peggy Forbes led attendees in a smudging ceremony to start the day in a good way before CFL legend and community builder Michael “Pinball” Clemons delivered the program's keynote address. The former coach and player for the Toronto Argonauts football team captivated the room with an empowering presentation in which he talked about personal perseverance and the importance of teamwork.

Attendees then broke out into smaller groups to attend three concurrent sessions over the course of the afternoon. Events like PD Day are one of the many initiatives that help make DC one of the GTA's Top Employers

DC employees celebrate start of new academic year



DC held its annual Academic Kickoff, an energizing event aimed at engaging and inspiring college employees for the new school year ahead. Led by Dr. Elaine Popp, DC's vice president, Academic, the event also gave colleagues an opportunity to reconnect while collaborating on new ideas to further enhance the student experience inside the classroom and beyond.

Three Durham College alumni nominated for 2019 Premier's Awards

DC is pleased to announce that, in recognition of their outstanding career success related to their college experience and the significant contributions they have made to their community, three of its alumni have been nominated for Colleges Ontario's 2019 Premier's Awards, Andy Popko, Cailey Jones, and Ben Woods.

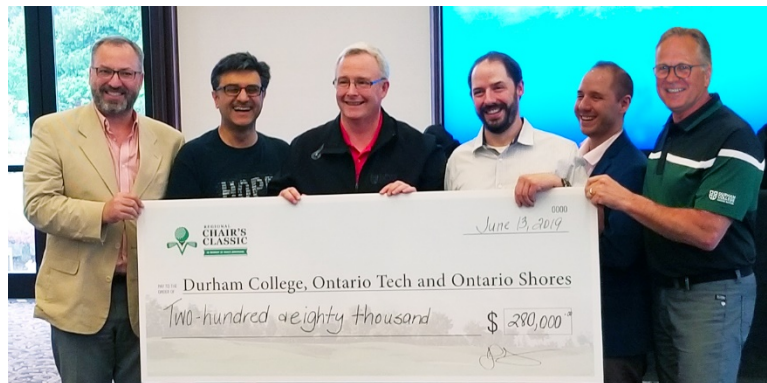


Using the skills they learned at DC, these three remarkable individuals have built successful and meaningful careers for themselves. We are so proud of their achievements and the impact they are having in their communities and worldwide.

4. Our Community

Regional Chair's Classic in memory of Roger Anderson celebrates another successful year

The tradition continued on June 13, 2019, as 212 golfers came together for the 22nd-annual Regional Chair's Classic. Held at the Deer Creek Golf and Country Club, the tournament is one of Durham Region's most popular and well-established fundraising events.



This year \$280,000 was raised to support students in financial need at DC and Ontario Tech University, as well as child and youth programs at Ontario Shores Centre for Mental Health Sciences. This brings the total amount of funds raised since the tournament's inception to more than \$6.8 million.

DC to host Global Cyberlympics Finals in October



DC in partnership with The Regional Municipality of Durham announced earlier this morning at an official media launch that they will be co-hosting the Global Cyberlympics Finals on Saturday, October 26, 2019 at the Oshawa campus. Organized by EC-Council and SiberX, this will be the first time that the highly-competitive event will be held in Canada

The Global Cyberlympics is an ethical hacking and cyber security competition that pits teams from all over the world against each other to compete in a series of challenges in areas such as digital forensics, malware analysis and cryptography.

DC plants trees at its Whitby campus as part of the Highway of Heroes Tree Campaign

On June 20, 2019 DC held a commemorative ceremony to plant hero trees at its Whitby campus, as part of the Highway of Heroes Tree Campaign. Created with a mission to plant two million trees along and within the communities adjacent to the 401 Highway of Heroes, the campaign is a living tribute to the members of the country's Armed Forces, including DC alumni and the 117,000 men and women who died in conflicts since Confederation.



Planting the seeds of success: Durham College students spark environmental awareness in Guatemala



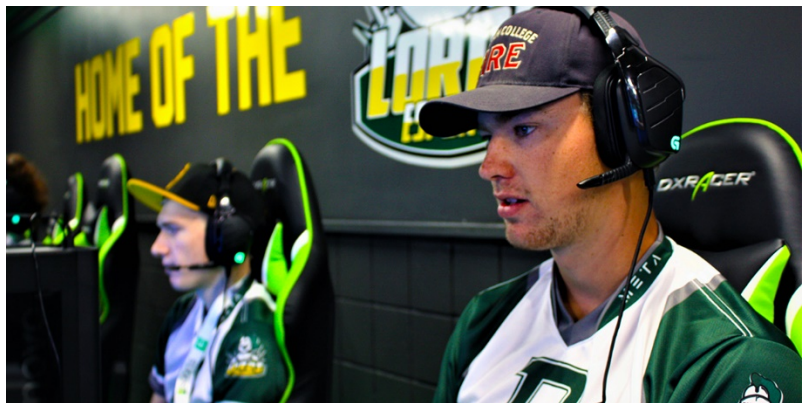
DC's International Education office in partnership with the service learning organization, Students Offering Support (SOS) took five students from the School of Science & Engineering Technology's (SET) Environmental Technology and Chemical Engineering Technology programs on an

international outreach trip to Chuinajtajuyup, Guatemala. DC volunteers spent 12 days working alongside SOS and the citizens of Chuinajtajuyup to help combat climate change's affects on agriculture.

Students learned from and collaborated with local farmers on the impact of climate change in the community. Volunteers brainstormed and presented ways to combat and reverse the damage climate change had wrought on the agricultural industry. By discussing issues and creating initiatives, DC students helped local farmers make a lasting difference.

DC Esports Gaming Arena hosts Ontario Collegiate Rocket League Finals

On August 24, 2019, esport student-athletes from 12 Ontario colleges and universities gathered at DC's Esports Gaming Arena to compete in the Ontario Collegiate Rocket League (OCRL) Finals. A total of \$7,000 in scholarship prizeing was up for grabs in addition to the first-place title.



Enactus DC receives \$3000 grant from Town of Whitby



On September 12, 2019 DC's Enactus DC team was presented with a cheque for \$3000 from Town of Whitby Mayor Don Mitchell as part of the Mayor's Community Development Fund (MCDF). The grant will go towards the team's True Grit project, an interactive mental health initiative that sees student leaders working closely with

their peers on campus to develop experiential wellness workshops. The team hopes to eventually expand the workshops, offering them to at-risk youth across Whitby, Oshawa and the Durham Region.

Durham College Board of Governors
Meeting and Event Calendar for 2019-2020

DATE	EVENT	TIME	LOCATION
SEPTEMBER 2019			
Monday, September 9	Governance Review Committee Meeting	5:00 p.m.	DC Boardroom
Monday, September 9	Audit and Finance Committee Meeting	6:00 p.m.	DC Boardroom
Monday, September 9	Executive Committee Meeting	7:30 p.m.	DC Boardroom
Thursday, September 12	Event: Board Orientation (if required) or Training Session (TBD)	1:00 p.m.	DC Boardroom
Thursday, September 12	Event: Hail and Farewell	6:00 p.m. to 8:30 p.m.	TBD
Monday, September 16	Nominating Committee: External Governor Interviews	5:30 p.m.	DC Boardroom
Tuesday, September 17	Nominating Committee: External Governor Interviews	5:30 p.m.	DC Boardroom
OCTOBER 2019			
Wednesday, October 9	Learn More: Tour of Energy Innovation Centre	4:30 p.m. to 5:15 pm	Energy Innovation Centre
Wednesday, October 9	Board of Governors Meeting	6:00 p.m.	DC Boardroom
Monday, October 28	Nominating Committee Meeting	5:30 p.m.	Conference Call (if required)
Monday, October 28	Audit and Finance Committee Meeting	6:00 p.m.	DC Boardroom
Monday, October 28	Executive Committee Meeting	7:30 p.m.	DC Boardroom
Wednesday, October 30	Fall Convocation	All Day	Tribute Communities Centre
NOVEMBER 2019			
Saturday, November 30	Higher Education Summit: Good Governance Session	All-Day	Sheraton Hotel, Toronto
DECEMBER 2019			
Sunday, December 1	Higher Education Summit: Board Orientation/Conference	All Day	Sheraton Hotel, Toronto
Monday, December 2	Higher Education Summit	All Day	Sheraton Hotel, Toronto
Wednesday, December 11	Learn More: Supporting Inclusion and Human Rights on Campus	4:30 p.m. to 5:15 p.m.	DC Boardroom
Wednesday, December 11	Board of Governors Meeting	6:00 p.m.	DC Boardroom
JANUARY 2020			
Thursday, January 16	Event: Strategic Plan Workshop/Teambuilding Event	5:30 p.m. to 8:30 p.m.	TBD
Monday, January 27	Audit and Finance Committee Meeting	5:30 p.m.	DC Boardroom
Monday, January 27	Executive Committee Meeting	7:00 p.m.	DC Boardroom
Wednesday, January 29	Governance Review Committee Meeting	5:30 p.m.	DC Boardroom
FEBRUARY 2020			
Wednesday, February 12	Learn More: Tour of the Mixed Realities Capture Studio	4:30 p.m. to 5:15 p.m.	Studio
Wednesday, February 12	Board of Governors Meeting	6:00 p.m.	DC Boardroom

Revised September 11, 2019

**Durham College Board of Governors
Meeting and Event Calendar for 2019-2020**

MARCH 2020			
Friday, March 6	Board Retreat	Evening	TBD
Saturday, March 7	Board Retreat	All Day	TBD
Sunday, March 8	Board Retreat	Morning	TBD
Monday, March 16	Audit and Finance Committee Meeting	5:30 p.m.	DC Boardroom
Monday, March 16	Executive Committee Meeting	7:00 p.m.	DC Boardroom
Wednesday, March 18	Nominating Committee Meeting	5:30 p.m.	TBD
APRIL 2020			
Wednesday, April 8	Learn More: The Centre for Success/Academic Upgrading	4:30 p.m. to 5:15 p.m.	DC Boardroom
Wednesday, April 8	Board of Governors Meeting	6:00 p.m.	DC Boardroom
Monday, April 20	Nominating Committee Meeting	5:30 p.m.	DC Boardroom
Monday, April 20	Executive Committee Meeting	6:30 p.m.	DC Boardroom
Thursday, April 30	Event: Board and PAC Chair Bi-Annual Meeting	6:00 p.m. to 8:30 p.m.	TBD
MAY 2020			
Sunday, May 3	CICan Conference	All Day	Montreal, QB
Monday, May 4	CICan Conference	All Day	Montreal, QB
Tuesday, May 5	CICan Conference	All Day	Montreal, QB
Wednesday, May 13	Learn More: Supporting Women in the Skilled Trades	4:30 p.m. to 5:15 p.m.	DC Boardroom
Wednesday, May 13	Board of Governors Meeting	6:00 p.m.	DC Boardroom
Monday, May 25	Audit and Finance Committee Meeting	5:30 p.m.	DC Boardroom
Monday, May 25	Executive Committee Meeting	7:00 p.m.	DC Boardroom
Wednesday, May 27	Governance Review Committee Meeting	5:30 p.m.	DC Boardroom
JUNE 2020			
Wednesday, June 3	Learn More: What is Work Integrated Learning?	4:30 p.m. to 5:15 p.m.	DC Boardroom
Wednesday, June 3	Board of Governors Meeting	6:00 p.m.	DC Boardroom
Monday, June 15	Spring Convocation	All Day	Tribute Communities Centre
Tuesday, June 16	Spring Convocation	All Day	Tribute Communities Centre
Wednesday, June 17	Spring Convocation	All Day	Tribute Communities Centre
JULY & AUGUST 2020 - No Meetings or Special Events			

Revised September 11, 2019

Report Number: BOG-2019-72

To: Board of Governors

From: Meri Kim Oliver, Vice-President, Student Affairs

Date of Report: September 27, 2019

Date of Meeting: October 9, 2019

Subject: Ancillary Fee Protocol 2019

1. Purpose

The purpose of this report is to request approval to update the Durham College Ancillary Fee Protocol as per the Minister's Directive on Tuition and Ancillary Fees 2019.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2019-72, the changes to the Ancillary Fee Protocol be approved.

3. Background

Ancillary fees are fees that colleges charge to students to support non-academic services, facilities and initiatives that enhance the student experience. In 1994, the provincial government implemented a directive for ancillary fees at colleges to be set and, increases approved, according to a Protocol that must be established jointly by the college administration and student representatives.

The Durham College Ancillary Fee Protocol was used as the mechanism for the administration and Student Association representatives to review and increase fees, or to add new fees, until 2013.

In 2013, Durham College was granted permission by the Ministry to implement a revised protocol that included student representation from each of the schools and the Pickering Learning Site.

In 2017, the protocol was updated to reflect the incorporation of the newly formed Durham College Students Inc. (DCSI).

In 2019, a new directive regarding Tuition and Ancillary Fees was issued by the Minister of Training, Colleges and Universities that stipulated that some ancillary fees would be mandatory and some optional. In the same year, DCSI underwent restructuring that resulted in changes to the student representation on the Protocol Committee.

The attached Protocol updates school names and titles for the College as well as representative titles for DSCI. There is also a modest change to the timing of the process to start in November of each year.

The appendices are updated to include the relevant excerpts from the **Tuition and Ancillary Fees Minister's Binding Policy Directive** and the **Operating Procedure for 2019-2020**.

4. Discussion/Options

The updated Protocol was reviewed and approved by the Durham College – Durham College Students Inc. joint committee on September 25, 2019.

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

Ontario Tech University works under a similar Minister's Directive for Universities and implements a distinct protocol for their student ancillary fees.

8. Relationship to the Strategic Plan/Business Plan

Our Students: Student involvement in the process of reviewing and setting ancillary fees enhances student engagement and institutional accountability for the associated services, programs, and facilities provided.

Our Business: The Protocol provides a mechanism to ensure that student input is garnered regarding how fees are established and spent.

Our Community: The Protocol is the process by which new developmental programs to enhance the student experience are identified and implemented.

Compulsory Ancillary Fee Protocol

Durham College

September 2019

I. Introduction

On June 28, 1994 the Ontario Ministry of Education (now the Ministry of Training, Colleges and Universities) issued a policy requiring all colleges to create a protocol agreement with their student governments. The purpose of the protocol is to set out rules and procedures that will allow for changes to existing compulsory non-tuition-related student fees or for the introduction of new ones.

Each institution's administration and student government are equal partners in the protocol; the protocol is designed to ensure meaningful involvement of Durham College students in the fee-setting process and to respect the democratic institution of student government. The spirit of this document and the process outlined therein are consistent with the Durham College values of integrity, respect for the individual, educational justice, innovation and accountability. They also reflect Durham College's commitment to consensus building and to clear and fair communication with students.

Under the Ministry policy, all compulsory non-tuition-related fees must be approved by the Durham College Board of Governors and published before Durham College's deadline to accept admission offers. As well, each college is obliged to state clearly the purpose of the fees and what services, goods or access to facilities students receive. In 2019 the Ministry issued the updated **Tuition and Ancillary Fees Minister's Binding Policy Directive** and the **Tuition and Ancillary Fees Reporting Procedures for 2019-20 and 2020-21**. Appendices A to C contain the Ministry's updated requirements for protocols, ineligible and eligible categories of ancillary fees, and exemptions from the protocol.

As well, the Ministry policy states that upon request, colleges are to provide to the ministry a copy of the approved protocol that has been signed and dated by all required parties.

In August, 2017, the newly established Durham College Students Inc.(DCSI) and Durham College entered into this Compulsory Ancillary Fee Protocol Agreement. In September 2019, this protocol was updated to reflect the current organizational structure of DCSI and the 2019 Minister's Binding Policy Directive and Operating Procedures.

II. Definition

For the purpose of this protocol, compulsory non-tuition-related fees are fees that are levied by Durham College above and beyond tuition, as set out in Ministry Tuition Fee Framework and Ancillary Fee Reporting Operating Procedure 2019-20 and 2020-21, and which students must pay to enroll in or successfully complete any Durham College course or program eligible for the core operating grant.

No compulsory non-tuition-related fee may be levied unless it is approved by the Durham College Board of Governors. For the purposes of this protocol, the terms "compulsory non-tuition-related fees" and "compulsory ancillary fees" are synonymous. Levies are distinguished as fees that are implemented by and charged on behalf of Durham College Students Inc. (the "**Student Association**"). Levies must be initiated, changed or removed according to Student Association By-Laws and must be approved by the Durham College Board of Governors. Levies are subject to the Minister's Binding Directive; however, they are not subject to the protocol.

Terms of Protocol

This protocol applies to fees charged to students enrolled in a post-secondary program at Durham College. Compulsory ancillary fees for students carrying less than a full course load will be prorated.

This protocol stipulates that a review of all fees will take place at regular five year intervals to ensure that the reason for introducing a given fee remains current. Based on the review, advice will be provided to the Durham College Board of Governors by the administration and students on the structure of the fees. Any fee identified as supporting a service no longer deemed necessary or desirable should be discontinued.

This document supersedes all previous Durham College fee protocol agreements.

III. Types of Fee Changes and New Fees

Increases to Existing Fees

An existing compulsory non-tuition-related fee may be raised due to:

- Cost increases; or
- The desire to improve a current student service or access to a campus facility.

The parties agree that the College may increase existing compulsory ancillary fees by up to 2 per cent annually without approval of the Student Ancillary Fee Committee (the "SAF Committee"). The College may increase existing compulsory ancillary fees by up to 3 per cent with the review of the Student Ancillary Fee Committee only. No additional student consultation will be required unless requested by the SAF Committee. The College may seek an increase greater than 3 per cent for a particular fee if it can demonstrate higher than normal expense increases (i.e. increased staffing costs associated with a collective agreement). In such cases, the College will present the proposed rate of increase and the associated annual budget to the SAF Committee for review under their Terms of Reference, in advance of implementation.

New Fees

A new compulsory ancillary fee may be levied to introduce a new student service or access to a facility.

IV. Submitting a Request

A college office may propose an increase to an existing compulsory ancillary fee or introduce a new one. Requests to raise or introduce a fee must be made in writing on a Compulsory Ancillary Fee Increase Proposal form (see Appendix D) and submitted to the Associate Vice President Student Affairs and Registrar (AVP) by November 15, to be considered for the next academic year. A separate request must be made for each proposed fee change or the introduction of a new fee.

The request must include:

- The exact amount of the fee change or new fee;
- Justification for the change or new fee, particularly how it will benefit students;
- Whether the fee increase is permanent or for a specific time period; and

The budget model showing how the additional revenue generated from increase or new fee will be used.

V. Proceeding with Requests

After reviewing a request, the AVP will respond in one of three ways:

- proceed with the request;
- ask for amendments; or
- deny the request.

By December 15 the AVP will issue a written response to the request. If the AVP determines that a request should be amended, the submitter will receive specific direction on what changes are needed and a deadline by which to submit the amended request. If the AVP accepts the amended request, it will follow the process outlined above. If the AVP rejects an initial or amended request, the submitter will receive the reasons in writing.

Requests that receive the AVP's support will be forwarded to the SAF Committee.

The SAF Committee will be composed of one (1) student representative from each school:

- Centre for Food
- Business, IT & Management

- Health & Community Services
- Interdisciplinary Studies
- Justice & Emergency Services
- Media, Art & Design
- Science & Engineering Technology
- Skilled Trades, Apprenticeship & Renewable Technology

-and-

- One (1) student representative from the Pickering Learning Centre
- DCSI Executive Chair
- The College Vice President, Student Affairs (non-voting)
- The General Manager DCSI or designate (non-voting)
- The Associate Vice President, Student Affairs & Registrar (Chair)

The Student Association and the College will send out a joint notice to eligible Durham College students informing them of the availability of positions on the SAF Committee by October 30 each year.

Student applications will be reviewed by the Vice President Student Affairs and the Student Association Executive and the committee will be appointed jointly.

Where committee membership cannot be filled by the joint process noted above, the Vice President, Student Affairs of Durham College will request assistance from School Deans in identifying students to represent their schools.

The SAF Committee meets to implement the following process:

Meeting 1

1. Review the Ancillary Fee Protocol to understand the process and its purpose.
2. Review committee member responsibilities regarding representation of students and confidentiality.
3. Review the requested fee increase.
4. Review the budget for the associated office and the proposed budget for the following academic year.

Prior to the Second Meeting:

5. Committee members will determine support for the request by communicating information about the fee increase to students in their school and canvassing students in their school for input. In the case of particularly complex fee increase requests, the committee members provide input on development of materials to assist in their consultation process. The Office of the VP SA will compile and provide the materials to all members of the committee.

Meeting 2

Committee members will raise any questions they have about the fee increase or the departmental budgets to which the fee will contribute, that have arisen as a result of their communication and consultation processes.

Prior to Third Meeting:

7. Committee members will return to their constituents for additional consultation for a period of 14 days. The consultation period may be extended to a maximum of 30 days if the Committee determines this is necessary.

Meeting 3:

8. SAF Committee members will be asked to vote on the requested fee increase. The SAF Committee must have quorum to vote on the fee increase and quorum will be 2/3 of the members present. Members may submit an electronic vote if they have been present for the first two meetings and attend the office of the Vice President Student Affairs to provide a signature to confirm the vote before it is submitted to the Ministry. The fee will pass and be implemented if 50% +1 of the voting members who have participated in the Committee process vote in support of the fee increase.

9. Should the request for a fee increase be declined, the college may conduct a referendum* on the proposed fee increase or new fee. The Student Association may also hold a referendum at its discretion. For the proposal to pass, a referendum must receive the support of at least 50 per cent plus one vote of voting students. The SAF Committee will be responsible for ratifying the outcome of a referendum held by the College or by the Student Association.

*Referenda will be conducted in accordance with the Compulsory Ancillary Fee Committee Referenda Procedures and Guidelines

In the event that a proposed increase or expansion in the fees is greater than 20 per cent in one academic year, the increase and/or new fees must be approved through a student referendum. The referendum must itemize each compulsory ancillary fee to be increased/introduced and the amount of the increase contributed by each fee. Students will have the opportunity to vote for/against individual fee increases. All compulsory ancillary fees, with the exception of program compulsory ancillary fees outlined in Appendix C, are included in the annual calculation of total fee increases.

Program compulsory fees are not to be included in a referendum on ancillary fee increases.

If a request receives the required student support, the AVP will table the proposal at the February meeting of the Durham College Board of Governors. Within one week of the meeting, the AVP will communicate the Durham College Board of Governor's decision, along with any

necessary explanation, to the SAF Committee and to the Student Association. The Student Association and the AVP will communicate the decision to the College student community jointly within two weeks of the Durham College Board of Governor's decision.

If the fee request was made by a Durham College employee or department, the AVP will also inform this individual or department of the board's decision.

VI. Protocol Amendments

Neither the Durham College administration nor the Student Association may unilaterally change any wording or sections of this protocol. Any change to this protocol must be approved by the Student Association and the Board of Governors.

DURHAM COLLEGE STUDENTS INC.

Per: _____
Executive Chair (TBD)

Date: _____

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Per: _____
President

Date: _____

Appendix A

Requirements for Protocol Agreements to Introducing or Increasing Compulsory Ancillary Fees

(From the: **Tuition and Ancillary Fees Reporting Operating Procedure, Colleges of Applied Arts and Technology Policy Framework, MTCU 2019-20 and 2020-21**)

General

A college board of governors may not unilaterally change the text of a protocol agreed to by its administration and student government representatives, but shall refer any concerns back to those who developed the text.

In the event that an eligible student government chooses not to nominate a representative for the purpose of developing a protocol, the written support of that student government is not required for approval of the protocol. However, the terms of the protocol will still affect the students represented by the non-participating student government.

Colleges with multi-campus facilities may wish to have multiple protocol documents to address the different compulsory ancillary fee configurations at their colleges.

Protocol Agreement Requirements

Student governing body representatives and the college administration are to work together to develop a protocol agreement. A protocol agreement will come into effect provided all of the following requirements are met:

- The college administration and student governing body representatives reach agreement on the text of a protocol.
- The students eligible to participate in the development and approval of a protocol include all student governing body representatives.
- It specifies that in the event that a proposed increase or expansion in the rate of compulsory ancillary fees increases the total compulsory ancillary fees by more than 20% in one academic year, the increase and/or new fees must be approved through student referendum. The referendum must itemize each compulsory ancillary fee to be increased/introduced and the amount of the increase contributed by each fee. Students should have the opportunity to vote for/against individual fee increases. All compulsory ancillary fees, with the exception of program compulsory ancillary fees outlined in Appendix C, are included in the annual calculation of total fee increases. Program compulsory fees are not to be included in a referendum on ancillary fee increases.
- It specifies that a review of all fees take place at regular 5-year intervals to ensure that the reason for introducing a given fee remains current. Based on the review, advice will be provided to the Board of Governors by the administration and students on the structure of the fees. Any fee identified as supporting a service no longer deemed necessary or desirable should be discontinued.
- The administration and the student government representatives jointly identify representative(s) for students who pay compulsory ancillary fees, but are not represented through any of the college's student governments. These representatives would be

- involved in the development and approval of a protocol.
- Student agreement to the protocol is obtained through, at minimum, the support of the majority of the student governing body representatives involved in the development of the protocol, who, in turn, serve on behalf of the majority of students paying the compulsory ancillary fees.
- The protocol has the approval of the college board of governors.

All colleges must endeavor to finalize their protocol agreements, as this will facilitate the determination of ancillary fees on an annual basis.

Mediation

If a college's administrative representatives and students cannot reach agreement on a long-term protocol, the assistance of the board of governors should be obtained in pursuing mediation agreeable to both the administration and student governing body representatives. Should this first phase of mediation prove unsuccessful, then the board of governors may make a written request to the Minister of Training, Colleges and Universities for assistance.

Appendix B

(From the: **Tuition and Ancillary Fees Minister's Binding Policy Directive 2019-20 and 2020-21**)

Ancillary Fee Classification Framework: All ancillary fees are subject to the following classification framework. The classification framework outlines which types of fees can be charged on a compulsory basis. The governing bodies of institutions will be responsible for ensuring that they are in compliance with these guidelines.

Program-related ancillary fees are outside the scope of the framework and remain allowable compulsory ancillary fees for students registered in applicable programs.

For any fee that does not meet the requirements outlined below to be considered a compulsory ancillary fee, institutions must provide students with the option to opt-out of paying the fee. Institutions must ensure that students are able to opt-out of these fees online at the time of billing.

To ensure transparency and clarity, colleges are expected to itemize the individual functions for which fees are charged. Bundling fees together (e.g., charging a 'student activity fee' that encompasses funding for multiple services) is not permitted.

Essential (may be charged on a compulsory basis)

Athletics and Recreation

Fees supporting the operating and capital costs of athletic facilities made available to the broader student body may be charged on a compulsory basis.

Career Services

Fees to support career related services made available to the broader student body, including career counselling, information sessions, job fairs, job boards and job placement may be charged on a compulsory basis.

Student Buildings

Fees that support spaces and facilities that host student activities and services which are not supported through the government operating and capital grants may be charged as compulsory ancillary fees. A facility that is restricted to specific students who pay separate costs for access cannot be supported through a compulsory ancillary fee (e.g., student residences).

Health and Counselling

On-campus access to health professionals for basic medical care, mental health, counselling and basic health resources may be supported through compulsory ancillary fees. Services for disabilities or mental health assessments necessary to support academic accommodations and

achievement cannot be supported by a fee – these are considered services that are normally paid out of operating revenues.

Academic Support

Academic support includes services such as peer tutoring or improving writing skills that are not provided through academic program delivery and are not funded by government operating and capital grants. Fees that fall under this category may be charged as compulsory.

Technology that provides academic support may be charged on a compulsory basis. Institutions are responsible for providing details about the technology service(s). All other technology fees may only be implemented on an opt-out basis.

Student ID Cards

Student ID cards identify individuals as students at their college or university and are used for access to services and facilities such as athletic centres, library and media services, and meal plans. The cards may also be required for exams and accessing academic records. The cost of issuing the student ID cards may be charged as a compulsory ancillary fee.

Student Achievement and Records

Fees related to the administrative costs of producing documents of student achievement, such as diplomas and transcripts as well as costs related to convocation may be charged as compulsory ancillary fees. No ancillary fees may be charged for the general administrative costs of maintaining student records for internal purposes.

Financial Aid Offices

Fees that support enhanced financial aid office services to students may be charged on a compulsory basis. This could include the development of a student-facing app or hotline that helps students navigate, understand and monitor the status of their financial aid. Compulsory ancillary fees to support general operating costs of the financial aid office, including the cost of bursaries or other financial aid awards, are not allowed as such services would be considered tuition-related fees and therefore ineligible as compulsory ancillary fees.

Campus Safety

Fees that support programs and services that promote on-campus safety, including the prevention of sexual violence, are an allowable compulsory ancillary fee. Such programs and services may include but are not limited to walk safe programs which provide students, faculty and staff free night-time accompaniment for those who are uncomfortable or who are unable to walk home alone.

Health and Dental Plans

These plans can be charged on a compulsory basis, but colleges must allow students to opt-out if they provide proof of pre-existing coverage.

Student Transit Passes

If an institution has a compulsory ancillary fee to support a student transit pass agreement that was established prior to January 17, 2019, compulsory ancillary fees may be charged for the duration of the agreement and any subsequent renewals of these agreements. Renewals are understood to be subsequent contracts between the same parties creating uninterrupted service to students.

No compulsory ancillary fee may be charged to support a student transit pass that did not have a fully executed agreement in place prior to January 17, 2019 (with the exception of agreements considered renewals as noted above).

All other transit passes may only be implemented on an opt-out basis.

Non-Essential

All fees not included in the above categories must be optional.

Notwithstanding the fees named above, colleges remain subject to the requirement that the introduction of new compulsory ancillary fees or the increase of existing compulsory ancillary fees be conducted according to the ancillary fee protocols.

- Institutional compulsory ancillary fees may be increased or new fees added only through implementation of a protocol that has been jointly agreed to by the college administration and student governing body representatives and approved by the board of governors. Minimum requirements for the protocol are identified in the operating procedure [Tuition and Ancillary Fees Reporting](#).
- The following institutional compulsory ancillary fee may be introduced or increased without observing the protocol referenced above:

Fees for digital learning materials that are the property of the student and which can include test/assessment tools.

- The ministry considers the payment of tuition as supporting the cost of instruction and assessment. Where a course or program relies substantially on assessments that are included with a learning resource such as an online textbook, the ministry expects colleges to have a policy with respect to their students' interests in these situations. Such a policy could include a rebate to students of a portion of their textbook fees where bundled assessments represent a substantial portion of a student's mark for a course.
- The ministry acknowledges the contribution that these resources can make to the quality of teaching and learning, including support for adaptive learning and formative assessment. Colleges should be proactive in monitoring conditions attached to the use of learning resources by faculty and students to ensure that these are consistent with institutional policies and values.
- Any increase or expansion in the rate of institutional compulsory ancillary fees which would increase total institutional compulsory ancillary fees by more than 20% in one academic year must be approved through a student referendum.

- Institutions may not charge an ancillary fee for confirmation of credential completion (e.g., a program completion letter or statement).

Appendix C

Program Compulsory Ancillary Fees Exempt from the Protocol Agreements

(From the: **Tuition and Ancillary Fees Reporting Operating Procedure MTCU, 2019-20 and 2020-21**)

Program compulsory fees are not included in the calculation of annual fee increases that may result in a referendum if the increase in the rate of compulsory fees is above 20%.

Program Compulsory Fees

Fees for Travel and Accommodation Expenses for Compulsory Field Placements

Institutions may charge compulsory ancillary fees for the reasonable, direct costs of travel and accommodation of students on compulsory field placements. Compulsory ancillary fees cannot be charged for such things as salaries and benefits or travel and accommodation of faculty, or for any specific tuition--related activities for any compulsory field placements.

Fees for Travel and Accommodation Expenses for Compulsory Field Trips

Institutions may charge a compulsory ancillary fee for the reasonable, direct costs of travel and accommodation of students on compulsory overnight field trips. For compulsory trips not extending overnight, no ancillary fee may be charged. Compulsory ancillary fees cannot be charged for such things as salaries and benefits or travel and accommodation of faculty, or for any specific tuition-related activities for any compulsory field trips.

Fees for program specific learning materials, equipment and clothing retained by students

For additional clarification with respect to lab fees, only fees which support the purchase of equipment, learning materials or supplies that the student retains upon completion of the lab are eligible. Ancillary fees may not be charged for any lab supplies consumed over the course of program delivery.

Fees for materials which are used in the production of items which become the property of students.

Fees for materials for which the college acts as a broker for a vendor providing material to students such as leases for laptop computers

In such brokering cases, fees paid by students to the college do not produce net revenue for the college but instead are set and levied through an agreement with a vendor. The college is neither the manufacturer nor the supplier of the material provided.

Fees for co-op programs

Colleges may not charge a tuition fee for co-op work term semesters. Colleges may charge an ancillary fee in respect of co--op work terms in recognition of the costs of administering co-op placements and related services.

**Compulsory Ancillary Fee Committee
Referenda Procedures and Guidelines
Durham College
September 2019**

INTRODUCTION

1. The purpose of this policy is to outline the general rules and regulations for conducting a referendum related to the Student Ancillary Fee Protocol at Durham College.
2. A referendum will be conducted in accordance with the terms and timelines of the Ancillary Fee Protocol, September 2019.
3. Prior to a referendum being conducted, the referendum questions and all possible outcomes will be reviewed by the Student Ancillary Fee Committee (SAF Committee) to ensure that there is no breach of the protocol, or of institutional or Ministry policies.
4. The SAF Committee is a financial review body. The primary function of a referendum under the Ancillary Fee Protocol is education of the student body on:
 - a. what the fees are,
 - b. what the budgets are that are associated with the fees, and
 - c. why a new fee or increase to an existing fee is being requested.
5. The fee increases that are recommended as a result of a referendum are subject to approval by the Durham College Board of Governors.
6. The results of a referendum are not valid unless a minimum of 15 per cent of the eligible voting student body vote in the referendum.

DEFINITIONS

7. **Campaign Assistant** is a student who volunteers to assist in campaigning for a referendum.
8. **Campaign Coordinator** is a full time Durham College student, appointed by the SAF Committee to develop campaign materials that inform the DC student population of all relevant information related to a referendum. This is a paid position.
9. **Campaign Material** means any product, giveaway, design, sound, symbol, or mark that is created or copied in any form and distributed through any medium in order to, and/or likely to, influence one or more voters.
10. **Campaigning** is an attempt by an individual or group to influence an eligible voter during the campaign period.
11. **Eligible Voter** is any full-time student who is enrolled in a program of study at Durham College who pays or would pay the ancillary fee targeted by the referendum.
12. **Referendum Coordinator** is a full time Durham College student appointed by the Student Ancillary Fee Committee to oversee a referendum on ancillary fees. This is a paid position.

REFERENDA PROCEDURES AND GUIDELINES

13. When the SAF Committee determines that a referendum is required to obtain student support for a new fee or for an increase to an existing fee, the SAF Committee will:
 - a. Formulate and agree to the referendum question.

- b. Appoint a Referendum Coordinator from the Durham College student body who is responsible for:
 - i. implementation and oversight of all referenda Guidelines and Procedures as stated in this document. This includes:
 - 1. Posting notice of the referendum not less than 15 business days in advance of the first day of voting for the referendum.
 - 2. Preparing a ballot that includes the referendum question and appropriate space to indicate yes or no to the question.
 - 3. Working with ITS to ensure that voting is secure and easily accessible to all eligible voters for a period of 3 business days.
 - 4. Communicating the results of the referendum to the SAF Committee.
 - 5. Publishing the results of the referendum to the campus community in the campus newspaper, student portal, and Facebook sites.
 - 6. Acting impartially in all matters related to the administration of the referendum.
 - 7. Ensuring all campus policies are enforced with all Campaign Coordinators and Campaign Assistants.
- c. Appoint two Campaign Coordinators responsible for:
 - i. development and distribution of campaign materials. All materials must be presented to the SAF Committee for approval in advance of distribution.
 - ii. Collaboration with Student Association for broad distribution of campaign materials.
 - iii. recruitment, training and coordination of interested students to a maximum of 6 Campaign Assistants.
 - iv. act as spokespersons on the content of the referendum.
- d. Review the results of the referendum and make recommendations to the Durham College Board of Governors about the associated ancillary fee per the Terms of the Ancillary Fee Protocol.
 - i. in the event of a tie vote on the referendum question, the SAF Committee may decide to initiate a second referendum or to table the fee review to the following year.

Report Number: BOG-2019-74

To: Board of Governors

From: Meri Kim Oliver, Vice-President, Student Affairs

Date of Report: September 18, 2019

Date of Meeting: October 9, 2019

Subject: Updated Sexual Violence Policy

1. Purpose

The purpose of this report is to present an updated Sexual Violence policy for approval in compliance with the 2019 directives related to the Sexual Violence and Harassment Action Plan (Bill 132).

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2019-74 the College's revised Sexual Violence policy be approved.

3. Background

On March 8, 2016, the government passed the *Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment)*.

The action plan outlines concrete steps to provide more supports for survivors and make campuses both safer and more responsive to complaints of sexual violence and harassment. In particular, the Action Plan calls for postsecondary (PSE) institutions "to report publicly on [the] incidence of sexual violence, as well as initiatives underway to address sexual violence and harassment, and their effectiveness."

Amendments made to the *Ministry of Training, Colleges and Universities Act*, 1990, and the *Private Career Colleges Act, 2005*, in March 2016, include a requirement for PSE institutions to:

- (1) Have sexual violence policies (completed in 2015) and
- (2) Participate in a survey of students' related to sexual violence*

In 2017, CCI Research Inc. conducted the Student Voices on Sexual Violence survey on behalf of MAESD, colleges, private career colleges, and universities in Ontario. The intended outcome was that the survey results would provide colleges and universities with valuable data to help further improve support services for survivors, update standalone sexual violence policies, and identify relevant issues on campus.

Beginning March 5, 2018, students at participating colleges were invited to participate in Ontario's Student Voices on Sexual Violence campus climate survey. The survey was completed by 163,777 students with a 26.5% response rate by university students and 16.3% from colleges.

In March 2019, a summary report was provided to postsecondary institutions with data that included institution-level summaries, to inform sexual violence response and prevention efforts. The following directives were also issued:

1. A requirement that every publicly-assisted college and university in Ontario review their sexual violence policies, by September 2019.
2. A requirement that every publicly-assisted college and university report annually to its board of governors on a number of measures related to the experiences of and support for students who have experienced sexual violence. For the 2018-19 academic year, the Minister requires that a copy of the report be provided on or before December 31, 2019. Beginning in 2020, the Minister will require Durham to provide a copy of that report on or before June 1st.
3. A requirement that every publicly-assisted college and university in Ontario have a task force devoted to assessing the sufficiency of Durham College's sexual violence policy, assessing the effectiveness of current programs, and services to combat sexual violence on campus, and providing recommendations on the additional steps that the college may take to ensure a safe environment for all. The task force would be required to report its findings to both their respective Board of Governors as well as to the Ministry of Training, Colleges and Universities.

4. Discussion/Options

This updated policy affirms Durham College's ongoing commitment to maintaining a safe and healthy environment for study and work by providing support and education to campus members who may have experienced sexual violence, and by condemning any act that perpetuates or reinforces sexual violence. Through education and preventative programming we work to create a culture that is driven by respect and inclusion.

To ensure that our policy on sexual violence meets the needs of our campus community and to comply with the requirements of Bill 132, the Office of Student Diversity, Inclusion and Transitions conducted a consultation process with campus and community stakeholders to inform our policy revisions. The process began in April 2019 and included a consultation survey to all Durham College students and employees seeking feedback on the original policy. Participants of the consultation survey were invited to attend a series of focus groups to further provide recommendations on the original Sexual Violence policy. Policy revisions were shared with members of the Durham College Leadership Team (DCLT), Durham College Students Inc., and community partners for recommendations. The revised Sexual Violence policy received first level approval by the Durham College Leadership Team and was made public on September 3, 2019 with notice that final approval by the Board of Governors is pending.

Revisions to the original policy include:

- new sections on Application and Scope, Community Education, Disclosures, and Academic and Other Accommodations,
- simplification of language,
- re-organization of content to provide a chronological order of navigation,
- updates to sanctions under both the formal and informal process to include Restorative Justice,
- inclusion of the definition of sexual violence in the standard definitions list, and
- additional on-campus and community resources.

The policy is posted [here](#):

5. Financial/Human Resource Implications

The implementation of the *Act* requires dedicated time from every employee and board member to participate in mandated training to understand roles in policy implementation in order to be compliant.

It has also requires significant time from two Directors for the continued management of all components of the *Act*.

The 2019 Sexual Violence Policy revisions resulted in considerable consultation with the Durham College community and external stakeholders over many months. This created additional demand on the Office of Student Diversity, Inclusion and Transitions.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

Ontario Tech University was also required to provide an updated version of their policy. The policy will be reviewed by Ontario Tech University's Advisory Committee on Student Sexual Violence Prevention and Support on an annual basis. The Ontario Tech University Board of Governors will consider revisions to the Student Sexual Violence Policy as recommended by the Advisory Committee.

8. Relationship to the Strategic Plan/Business Plan

This subject pertains to the "our people" and "our students" pillars in the strategic plan, to ensure that Durham College achieves Bill 132 compliance.

TYPE:	Administrative
TITLE:	Sexual Violence
NO.:	ADMIN-244
RESPONSIBILITY:	Chief Administrative Office and Vice-President, Student Affairs
APPROVED BY:	Durham College Leadership Team
EFFECTIVE DATE:	September 2019
REVISED DATE(S):	
REVIEW DATE:	September 2022

1. Introduction

This policy and procedure aligns with the sexual assault and sexual violence protocol developed by colleges across Ontario and has been adapted to coordinate effectively with Durham College policies and procedures.

College members alleged to have been responsible for sexual violence may have their conduct reviewed under the College's policies and procedures and/or the criminal justice system.

2. Purpose

The purpose of the Sexual Violence policy and procedure is to communicate that all members of the Durham College community have a right to work and study in an environment that is free from any form of sexual violence. This policy and procedure also sets out the way we address sexual violence and rape culture through survivor support, awareness, education, training and prevention programs, the appropriate handling of reports or complaints of sexual violence incidents, and fostering and promoting a culture of consent.

These documents ensure that the College has a process of investigation that:

- Protects the rights of individuals;
- Facilitates an environment in which individuals of all genders who are affected by sexual violence are believed and their rights respected; and
- Holds individuals who are found to have committed an act of sexual violence accountable through a process that ensures procedural fairness.

3. Definitions

Sexual Violence

Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

For a complete list of campus definitions, refer to [Durham College's Standard Definitions](#).

4. Policy statements and Commitments

Sexual violence is not acceptable and will not be tolerated. To ensure that our campus is a positive space for our community members to learn, work, and express themselves in an environment free from all forms of sexual violence we are committed to:

- a) Assisting those who have been affected by sexual violence by providing detailed information and support, including provision of and/or referral to counselling and medical care, and appropriate academic and other accommodations;
- b) Ensuring that those who disclose that they have been affected by sexual violence are believed, and that their safety and their right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
- c) Treating individuals who disclose sexual violence with compassion recognizing that they are the final decision-makers about their own best interests;
- d) Addressing harmful attitudes and behaviours (eg. adhering to myths of sexual violence) that the person who has been affected by sexual violence is somehow to blame for what happened;
- e) Ensuring that on-campus (internal) investigation procedures are available in the case of sexual violence, even when the individual chooses not to make a report to the police;
- f) Engaging in appropriate procedures for investigation and adjudication of a complaint which are in accordance with the College policies and standards, and that ensure fairness and due process;
- g) Ensuring coordination and communication among the various departments who are most likely to be involved in the response to sexual violence on campus;
- h) Engaging in public education and prevention activities that include campaigns, training sessions, workshops, print and online resources, programs and events on a variety of topics related to sexual violence;
- i) Providing appropriate information, education and training to the College

community about topics such as rape culture, consent, sexual assault awareness, how to seek support, resources for survivors, and tools for responding to disclosures;

- j) Contributing to the creation of a campus atmosphere in which sexual violence is not tolerated; and
- k) Monitoring and updating our policies and procedures to ensure that they remain effective and in line with other existing policies and best practices.

4.1. Application and Scope

- 4.1.1. This policy and procedure applies to all members of the College community including students, employees, governors, contractors and suppliers of service, individuals who are directly connected to any College initiatives, volunteers and visitors.
- 4.1.2. The reporting process and procedures outlined in this policy apply to all incidents in which the Complainant is/was a student at the time of the alleged incident and the Respondent is/was a member of the Durham College community at the time of the alleged incident, irrespective of whether it is alleged to have taken place in person or online.
- 4.1.3. Those affected by sexual violence are not required to report an incident of sexual violence to receive the supports or accommodations outlined in this policy. Additionally, those affected by sexual violence have the right to pursue legal avenues regardless of whether or not they choose to proceed with a report under this policy.

4.2. Community Education

- 4.2.1. The College will provide on-going education and awareness initiatives dedicated to exploring sexual violence regardless of where the incident is alleged to have taken place. Topics will include understanding the parameters of consent, drug and alcohol use, pro-social bystander behaviour, sexual and cyber sexual harassment, rape culture, sexual assault awareness, how to seek support, resources for survivors, and advice and resources for first responders.
- 4.2.2. The College will maintain a dedicated webpage on sexual violence which will set out particulars of initiatives and programs related to sexual violence that promote awareness of the support and services available to campus community members.
- 4.2.3. The College will provide training to all community members on this Policy.

4.3. Confidentiality

- 4.3.1. Ensuring confidentiality is a key principle in creating an environment and culture where survivors feel safe to disclose and seek support and accommodation. As such, all members of the Durham College community who receive a disclosure of sexual violence or who are involved in addressing or responding to sexual violence, must keep the matter confidential, except in accordance with the terms of this policy, in order to protect the rights of those involved in the allegations, prevent an unjustified invasion of their personal privacy, and preserve the integrity of the investigation.
- 4.3.2. Durham College will make every effort to reasonably protect the confidentiality of those affected by sexual violence while balancing legal responsibilities to provide a campus environment that is safe for the entire campus community. All records are handled in accordance with its policies, the Freedom of Information and Protection Privacy Act, the Personal Health Information Protection Act, and the provisions of applicable employee collective agreements.
- 4.3.3. Circumstances in which the confidentiality cannot be assured may include:
- The accommodations or supports required may limit the possibility of confidentiality;
 - An individual is at imminent risk of self-harm;
 - An individual is at imminent risk of harming another; and/or
 - There are reasonable grounds to believe that others in the College or wider community may be at risk of harm; and/or
 - Reporting is required by law (eg. in the case of a minor).

The above list is the exception to the foundational rule of confidentiality and is necessary to ensure the College can act in the interests of the safety of the community and to meet related legal obligations. Where confidentiality is not able to be maintained efforts will be made to limit the amount of information that is shared, the number of individuals with whom it is shared and, where possible, the anonymity of those affected will be protected.

4.4. Procedural Fairness

Except as otherwise stated in this procedure, the College provides those whose rights, privileges or interests may be affected by a decision with notice of the decision to be made, disclosure of facts relevant to the decision and an opportunity to be heard. The College may decide how it meets these obligations in different circumstances, and will do so with a view to providing a fair process, making a sound decision and preserving the dignity of survivors.

4.5. Academic and Other Accommodations

- 4.5.1. Students affected by sexual violence may seek academic and other accommodations under this policy with or without making a formal report. Accommodations may include, but are not limited to, extended time on assignments, changing classroom or work proximity of the survivor and alleged offender, or implementing scheduling of service access times for the survivor to ensure the alleged offender is not present.
- 4.5.2. Students seeking accommodation may contact the Sexual Violence Education and Support Coordinator in the Office of Student Diversity, Inclusion and Transitions, who will liaise with appropriate campus partners to identify and support the most appropriate accommodations for the survivor.
- 4.5.3. Employees who require accommodation as a result of sexual violence can make an appointment with the Associate Vice-President, Human Resources (AVP). The AVP will liaise and coordinate appropriate accommodations.

4.6. Right to Withdraw and Complaint

- 4.6.1. Once a report has been filed, a complainant has the right to withdraw a complaint at any stage of the process.
- 4.6.2. However, the College may continue to act on the issue identified in the complaint in order to comply with its obligation under this policy and/or its legal obligations as stated above in Section 7.

4.7. Protection from Reprisals, Retaliation or Threats

- 4.7.1. It is contrary to this policy for anyone to retaliate, engage in reprisals or threaten to retaliate against a complainant or other individual for:
 - Having pursued rights under this policy or any other legislative process;
 - Having participated or co-operated in an investigation under this policy or any other legislative process; or

- Having been associated with someone who has pursued rights under this policy or any other legislative process.

4.7.2. The College takes reasonable steps to protect persons from reprisals, retaliation and threats. This may entail, for example, advising individuals in writing of their duty to refrain from committing a reprisal and sanctioning individuals for a breach of this duty. The College may also address the potential for reprisals by providing an accommodation appropriate in the circumstances.

4.8. Accountability to Honesty

It is expected that College community members will treat each other with respect, and transact in a way that does not adversely affect the rights of others. Disclosure or complaints that are intentionally made to annoy, embarrass or harm the respondent are considered violations of the Student Code of Conduct and may result in sanctions being pursued through the Student Code of Conduct policy.

4.9. Inconclusive Evidence

If a person, in good faith, discloses or files a sexual violence complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed and no record of it will be placed in the complainant's or respondent's student record or HR file.

5. Procedure

5.1. Disclosures

- 5.1.1. A disclosure of sexual violence is not an official report. A disclosure is the sharing of information by a Survivor with a member of the Campus Community concerning an incident of sexual violence. (For example, a student may choose to disclose an incident of sexual violence by which they have been affected with a fellow student, a faculty member or another member of the campus community). A disclosure may or may not be for the purpose of accessing supports, services and/or accommodations. A disclosure may relate to a respondent who is or is not a fellow community member.
- 5.1.2. Upon receiving a disclosure of sexual violence, all College members have a responsibility to ensure that an individual affected by sexual violence is informed of this Policy and is referred to the Office of Student Diversity, Inclusion and Transitions where supports, services and accommodations may be accessed.

5.1.3. A supportive response to a disclosure of sexual violence may include, but is not limited to:

- Listening without judgment and accepting the disclosure as true;
- Communicating that sexual violence is never the responsibility of the survivor;
- Helping the individual identify and/or access available on- or off- campus services, including emergency medical care and counselling;
- Respecting the individual's right to choose the services they feel are most appropriate and to decide whether or not to further report the incident either internally or externally;
- Recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited and/or lack clarity and consistency;
- Respecting the individual's choices as to what and how much they disclose about their experience; and
- Making every effort to respect confidentiality and anonymity.

Those receiving disclosures may contact svsupport@durhamcollege.ca or call 905.721.2000 ext.3100 to receive further information in order to support the individual who has made the disclosure.

5.2. Reporting

5.2.1. Reporting Options for Survivors

A complaint of sexual violence may be filed under this policy by any member of the college community. Complainants may choose to report such incidents either informally, formally or through the police.

Informal Reports: Informal reports can be made through the Office of Student Diversity, Inclusion and Transitions. These reports are kept in a confidential file for informational purposes only and reports will not result in an investigation.

Formal Reports: Formal reports can only be made through the Office of Campus Safety. These reports will result in an internal investigation.

Police Reports: Police reports can be filed through the police in order to pursue criminal charges under the Criminal Code of Canada. This is the only option for pursuing an adjudication process for sexual violence perpetrated by someone who is not part of the Durham College Community. Survivors may still seek support through the Office of Student Diversity, Inclusion and Transitions.

5.2.2. Reporting Disclosures of Sexual Violence made to a Community Member

A disclosure of sexual violence made to a campus community member must be reported using an incident report form located on ICE. Completed forms should be submitted to the Sexual Violence Education and Support Coordinator at svsupport@durhamcollege.ca. When an incident of sexual violence is disclosed to an individual, that individual must allow autonomy for the survivor to determine what information is reported. A survivor may consent to their name, their narrative, the location, and any other details relevant to the incident, as well as, any or none of the above information being included. Should the survivor request that no information be shared, the individual to whom they have disclosed is required to send an email to svsupport@durhamcollege.ca simply stating that a disclosure has been made to them. No additional information is required.

5.2.3. Reporting as a Witness to Sexual Violence

If you witness sexual violence or suspect that sexual violence has occurred, please call the Sexual Violence hotline at 905.721.2000 ext. 3100, email svsupport@durhamcollege.ca, or speak with a staff member in person at the Office of Student Diversity, Inclusion and Transitions located in CFCE131. You may also speak with Campus Security at ext. 2400.

Employees and contractors have a duty to immediately report all incidents and suspected incidents of sexual violence. Students are strongly encouraged to report incidents of sexual violence, but do not need to report incidents of sexual violence to obtain supports, services or accommodation from the College

5.3. Investigation of a Complaint

Investigation of a complaint will occur after a complainant chooses to file a formal report through the Office of Campus Safety. A person who has experienced sexual violence may choose not to request an investigation and has the right not to participate in any investigation that may occur. In certain circumstances, however, the College may be required to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the person's consent, if the College believes that the safety of other members of the College community is at risk. The confidentiality and anonymity of the person(s) affected will be prioritized in these circumstances.

The College will inform the complainant and respondent of the results of its investigation in writing. The written decision summary will include a brief description of any corrective action that the College has taken or will take as a result of its investigation.

The College may decide to use an external investigator when appropriate in the circumstances.

At the complainant's request, a report of sexual violence shall be referred to the police, or to other community resources, where the persons involved are not members of the College community or otherwise where appropriate.

Where criminal and/or civil proceedings are commenced in respect of the allegations of sexual violence, the College may conduct its own independent investigation into such allegations, and will make its own determination in accordance with its policies and procedures. Where there is an ongoing criminal investigation, the College will cooperate with the local police and may adjourn the internal investigation with no specific date of resumption, pending the outcome of the criminal proceedings.

The College adheres to the following in investigating and making decisions about formal complaints. If an entitlement set out below conflicts with something set out in another College policy, the entitlement set out below shall prevail.

5.3.1. Where the Respondent is a Student

Sexual violence is a violation of this policy and, where the incident occurred in residence, is also a violation of the Residence Community Standards. It is considered a serious offence and will be addressed in a manner that is consistent with other serious offences. Please see the Student Conduct policy ADMIN-248 and where applicable, the Residence Community Standards, the Professional Standards for Placement policy, the Acceptable Use of Information Technology policy, the Employee Code of Conduct, and the Harassment, Workplace Sexual Harassment and Discrimination policy for more details on the disciplinary process and penalties.

As set out in the Student Conduct policy, appeals of student violations may be pursued based on limited grounds and are heard by a sole adjudicator appointed by the Vice-President, Student Affairs.

5.3.2. Where the Respondent is an Employee

Sexual violence is a violation of Employee Code of Conduct policy, EMPL-317, Workplace Violence Prevention policy, EMPL-313.

Allegations against employees will be addressed in accordance with the procedures set out in EMPL-317, and in any applicable collective agreement, and/or other College policies. If the complaint is sustained following an investigation, the College will decide on the appropriate disciplinary actions consistent with any applicable collective agreement and/or policies regarding discipline.

There is no formal appeal process for employee violations, though College employees who are members of a union may file a grievance as permitted by the applicable collective agreement.

5.3.3. Where the Respondent is not a Student or Employee

Contractors, suppliers, volunteers or visitors who attend on campus will be subject to complaints if they engage in prohibited conduct.

Where a complaint against the respondent is substantiated, the College will take action as appropriate to the nature of the relationship that the individual has with the College.

All contractual relationships entered into by the College will be governed by a standard contract compliance clause that states:

Suppliers and suppliers' subcontractors must comply with the College's Discrimination & Harassment policy, the Sexual Violence policy, and the Ontario Human Rights Code. If a Supplier or Supplier's subcontractors are found in violation of these Policies or the Ontario Human Rights Code it will result in cancellation of the purchase order or debarment of the contract.

There is no formal appeal process for supplier, volunteer, or visitor violations.

5.3.4. Interim Measures

Interim measures are imposed in an effort to protect the safety and well-being of the campus community, including the respondent, and can include a ban from campus property in full or in part, removal from on-campus activities and/or on campus residence, suspension, and any other necessary exclusions or restrictions prior to the completion of an investigation.

Interim measures are not punishment and do not represent a finding of misconduct. The College may impose interim measures immediately, without a hearing. Respondents may ask the College to review a decision to impose interim measures, but only to address the impact of the imposed measure and the preference for other alternatives.

5.3.5. Disposition

When a formal complaint is filed, the Office of Campus Safety will assess the complaint to determine if the complaint meets the criteria for:

- a) A resolution through the Office of Campus Safety; or
- b) A formal resolution by a sole adjudicator appointed by the Vice-president Student Affairs.

5.3.6. Informal Resolution Process

When a formal complaint is received by the Office of Campus Safety, the complaint will be assessed to determine if it has merit and/or if the complaint is of a minor nature and can be disposed of administratively by mutual consent of the parties involved and on a basis acceptable to the Director, Office of Campus Safety.

A complaint that is deemed to be of a minor nature where the offence does not jeopardize the health, safety, or security of members of the College community may be dealt with through resolution by the Office of Campus Safety and Security.

The respondent shall be provided with an Investigative Summary by the Office of Campus Safety within ten (10) business days of the complaint being made and/or their notification of the complaint.

The Director, Office of Campus Safety will meet with the respondent and Manager, Student Conduct and Campus Investigations to review the findings to determine an agreed-upon resolution, normally within ten (10) business days of receiving the complaint and/or Investigative Report from the Manager, Student Conduct and Campus Investigations.

The respondent is entitled to be accompanied by an advisor at the respondent's expense. The Director, Office of Campus Safety must be notified a minimum of one (1) business day in advance of the hearing if the student intends to attend with an advisor and be provided the name of the advisor. The Director, Office of Campus Safety may determine any of the following resolutions or any combination thereof:

- a) Restorative Justice (where both parties agree to participate in the process);
- b) No sanction;
- c) A verbal or written warning;
- d) A written apology;

- e) A written Notice of Infractions with restrictions
- f) Restitution;
- g) A conduct contract; and/or
- h) Probation.

The Office of Campus Safety will prepare a written record of the resolution to be sent to the student. A copy of the resolution will be kept on file in the Office of Campus Safety.

At any time, the student, the Director, Office of Campus Safety or the Manager, Student Conduct and Campus Investigations may refer for formal resolution.

Informal resolution proposed by the Office of Campus Safety and entered into freely by the respondent student shall be final with no option to appeal.

5.3.7. Formal Resolution Process

Where the complaint is determined to have merit and cannot be resolved under the criteria of the Informal Resolution Process, the complaint shall be referred to a sole adjudicator appointed by the Vice-President, Student Affairs. The appointed adjudicator will have appropriate training and experience in trauma-informed approaches to investigations and decision making involving sexual violence, and must not have any known or perceived conflict of interest.

The respondent shall be provided with an Investigative Summary within fifteen (15) business days of the complaint being made and/or their notification of the complaint. Where there are extenuating circumstances, as determined by the Office of Campus Safety, an investigation may require additional time. The respondent will be notified in writing of any delay.

The respondent upon receipt of the Investigative Summary shall make themselves available to meet with a sole adjudicator appointed by the Vice-President, Student Affairs within (7) business days of receiving the Investigative Summary to address the complaint.

The respondent is entitled to be accompanied by an advisor at the student's expense. The sole adjudicator appointed by the Vice-President, Student Affairs must be notified a minimum of one (1) business day in advance of the hearing if the respondent intends to bring an advisor and must provide the name of the advisor.

The sole adjudicator appointed by the Vice-President, Student Affairs will review the investigative report and hear from the respondent. Where necessary, they may also request to meet with the complainant and other interested parties in the absence of the respondent.

Upon completion of the review, the sole adjudicator appointed by the Vice-President, Student Affairs may impose any of the following sanctions or combinations of sanctions:

- a) Loss of privileges;
- b) Restitution;
- c) Community service;
- d) Suspension from one or more College facilities/services;
- e) Permanent restrictions from one or more College facilities/services;
- f) Suspension from class(s);
- g) Suspension from the College;
- h) Timetable adjustments;
- i) Expulsion from the College; and/or
- j) Other sanctions, which are consistent with College policy.

A copy of the decision will be kept on file in the Office of Student Affairs. A copy may be sent in confidence to other administrative units on a need to know basis where those units are involved in assisting the respondent to execute the sanctions or where the respondent consents to release the information to assist in a counselling or health related matter.

5.4. Appeals

5.4.1. Making an Appeal

A complainant or respondent may appeal a decision of the sole adjudicator appointed by the Vice-President, Student Affairs within (7) business days of the written decision being provided. To commence an appeal, the student must complete an appeal application through the office of Risk Management and Insurance and provide a letter of explanation outlining the grounds for the appeal. Grounds for an appeal must include one or more of the following criteria:

- New evidence relevant to the decision is available, that through no fault of the student, was not presented at the time of investigation;
- Evidence of irregularity in the investigation of the incident or its disposition, which has denied the student a fair outcome; and/or
- The sanction is unduly harsh or arbitrary or not consistent with precedent.

An appeal package will be provided to the student with the original decision communication.

Completed Appeal Application Packages must include:

- A completed Student Conduct Non-Academic Appeal Form;
- A letter of explanation clearly stating the reason(s) for the appeal and the outcome the student is seeking; and
- All other relevant documentation.

5.4.2. Appeal Process

Once the appeal application package is complete the Manager of Risk Management and Insurance will review the appeal application package, determine if the grounds for an appeal have been presented, and if appropriate forward it, as soon as possible, to the office of the Vice-President, Student Affairs.

The Vice-President of Student Affairs will review the information presented in the formal hearing, the decision, and all new information. Upon review of all information the Vice-President of Student Affairs will make and communicate, in writing, the decision to the complainant or respondent along with reasons within (5) business days. Decisions made through the appeal process are final and binding on all parties, with no further appeals allowed.

The written decision shall be provided to the sole adjudicator appointed by the Vice-President, Student Affairs, Director of Campus Safety, and/or the school Dean/Director, and/or the Office of Strategic Enrolment Services (Registrar), as required.

6. Roles and responsibilities

- 6.1. The Office of Student Affairs is responsible for ensuring that this policy and procedure is kept up-to-date with legislation, provincial standards and law related to sexual violence.
- 6.2. It is the responsibility of the Vice-President, Student Affairs and the Chief Administrative Officer to ensure this policy and procedure is fully implemented.
- 6.3. Specific Responsibilities of Campus Employees

While everyone on campus has a role to play in responding to incidents of sexual violence, some campus members will have specific responsibilities that may include:

- a) The Campus Health Centre provides psychological and emotional support, assists with safety planning and makes referrals for medical services;
- b) The Access and Support Centre (ASC) provides psychological and emotional support to students registered with ASC.
- c) Faculty, staff, and administrators facilitate academic accommodations and other needs of those who have been affected by, or who have experienced, sexual violence; E.g. Extensions on assignments, continuing studies from home, and dropping courses;
- d) Residence staff to facilitate safe living arrangements to the best of our abilities where applicable;
- e) Human Resources to assist with any incidents relating to employees;
- f) Office of Campus Safety to assist with safety planning, investigations and gathering evidence, notifying students of any interim measures, implementing measures to reduce sexual violence on campus, and collaborating with local police where appropriate;
- g) The Sexual Violence Education and Support Coordinator will receive complaints and reports of sexual violence and will provide advocacy and information, coordinate academic and other accommodations, and provide referral services to survivors, witnesses and campus members;
- h) The Director, Student Diversity, Inclusion and Transitions will serve as a Human Rights Advisor for all students on campus; and
- i) A sole adjudicator appointed by the Vice-President, Student Affairs will serve as the single trauma informed adjudicator in all formal cases of sexual violence.

7. Accessibility for Ontarians with Disabilities Act considerations

Accessibility for Ontarians with Disabilities Act (AODA) standards have been considered in the development of this policy and procedure and it adheres to the principles outlined in the College's commitment to accessibility as demonstrated by the Accessibility Plan (ADMIN-203).

8. Support

On-Campus resources available to those who have been affected by or experienced sexual violence:

RESOURCE	DESCRIPTION	CONTACT INFORMATION
Campus Health Centre	The Campus Health Centre provides medical support, counselling and mental health services available to Durham College students.	Campus Recreation and Wellness Centre, Room G1030 T:905.721.3037 F: 905.721.3133 Monday to Thursday: 8 a.m. to 7 p.m. Friday: 8 to 4:30 p.m.
Human Rights Advising for Students	Respondents seeking support may access the Human Rights Advisor for information and referral services.	Director, Student Diversity, Inclusion and Transitions CFCE, Room 131 T: 905.721.2000 ext. 2856 E: Diversity@durhamcollege.ca Monday to Thursday: 8 a.m. to 7 p.m. Friday: 8 to 4:30 p.m.
Sexual Violence Education and Support Coordinator	The Sexual Violence Education and Support Coordinator provides support, information and referral services, academic and other accommodations	T.B.A. (Oshawa Campus); Room 180 (Whitby Campus, by appointment only) T: 905.721.2000 ext. 3100 E: svsupport@durhamcollege.ca Monday to Thursday: 8 a.m. to 7

	for survivors, and informal report taking.	p.m. Friday: 8 to 4:30 p.m.
Office of Campus Safety	Campus members can seek support from the Office of Campus Safety for information and referral services, safety planning, and to file formal reports.	South Wing, Simcoe Village Residence 1910 Simcoe St. N., 1 st Floor, Room 1099 T: 905.721.2000 ext. 2400 E: Security@dc-uoit.ca Monday to Friday: 8:30 a.m. to 4:30 p.m.
Access and Support Centre (ASC)	Students with exceptionalities may access counselling services through the Access and Support Centre.	Oshawa campus: Gordon Willey building, Room SW116 T: 905.721.3123 E: asc@durhamcollege.ca Whitby campus: Room 180 T: 905.721.2000 ext. 4141 E: asc@durhamcollege.ca Monday to Thursday: 8 a.m. to 7 p.m. Friday: 8 to 4:30 p.m.
Durham College Students Inc. – Outreach Services	Outreach Services provides student support, information and referral services, and the Campus Food Centre. Services are available to all Durham College students.	Student Centre, 2 nd Floor T: 905 721-2000 ext. 7615 Monday to Friday: 9 a.m. to 5 p.m.

Durham College Students' Inc. Legal Aid Clinic	The DCSI Legal Aid Clinic provides free legal advice for students, by appointment only.	Student Centre, 2 nd Floor Appointments can be booked online via: http://dcstudentsinc.ca/legal-aid-clinic/ .
First Peoples Indigenous Centre	The First Peoples Indigenous Centre offers a culturally supportive environment where all First Nations, Inuit, Metis, status and non-status students can get support and assistance through traditional teachings.	CFCE 141 (Oshawa Campus); Rm 180 (Whitby Campus, by appointment only) T: 905.721.2000 ext. 2573 or 2529 E: svsupport@durhamcollege.ca Monday to Thursday: 8 a.m. to 7 p.m. Friday: 8 to 4:30 p.m.

Online and Community Resources Available to all Campus Community Members

Aspiria	Durham College offers a Student Assistance Program (SAP) to help offer confidential off-site telephone counselling assistance (24/7) for any personal or school related issues.	T: 1.877.234.5327 Daily: 24 hours
Good2Talk	Good2Talk is a free, confidential and anonymous helpline providing professional counselling and information and referrals for mental health,	T: 1.866.925.5454 or connect through 2-1-1 Daily: 24 hours

	addictions and well-being to post-secondary students in Ontario.	
Durham Region Domestic Violence/Sexual Assault Care Centre – Lakeridge Health	The Sexual Assault Care Centre offers 24 hour service provided through the Emergency Department; emergency medical and nursing care; forensic evidence collection and documentation; testing and treatment of sexually transmitted infections, pregnancy and HIV; crisis counselling and follow-up; safety planning; and referral services.	1 Hospital Court, Oshawa, Ontario T: 905.905.576-8711 ext. 3286 F: 905-743-6908 Monday to Friday: 9 a.m. to 5 p.m. Emergency Contact information: T: 905.576.8711 ext. 3286 Daily: 24 hours
Durham Rape Crisis Centre	The Durham Rape Crisis Centre provides support services to recent as well as historical or childhood survivors of sexual assault, sexual harassment, and childhood sexual abuse.	P.O. Box 54039 8 King Street East, Oshawa, Ontario T: 905.444.9672 F: 905.444.9277 E: info@drcc.ca 24 hour Crisis and Support Line: 905.668.9200
Distress Centre Durham	Provides a 24-hour helpline service, suicide/homicide survivor support groups, adolescent suicide	306 Brock St. N. Whitby, ON T: 905.430.3511 Hours of operation: Monday to Friday: 9:30 a.m. to 5 p.m.

	awareness, community support groups, and Prideline Durham which supports members of the LGBTQ2+ community.	Distress Centre Helpline: 905.430.2522 or 1.800.452.0688 Daily: 24 hours Prideline Durham: 1.855.87.PRIDE (77433) Daily: 6 to 10 p.m.
Durham Regional Police Services	Community members in immediate danger should call 911 for police assistance. Those who are not immediately in danger may contact the non-emergency line to report incidents of sexual violence, seek support, and file a formal police report.	Emergency: T: 911 Non-emergency: T: 1.888.579.1520
DRPS Victim Services	Victim Services provides victims of any crime or tragedy with free and confidential supportive services aimed at early intervention. We provide police-referred, immediate (on-site or over the phone) and/or follow-up crisis intervention.	605 Rossland Road East, Whitby, Ontario T: 905.579.1520 ext. 3400 or 1.888.579.1520 ext. 3400 F: 905.579.5343 E: victimservices@drps.ca Hours of operation: Daily: 24 hours with police referral
Trillium Regional Sexual	Serving clients who have been sexually assaulted or have been victims of	Mississauga Hospital Emergency Department, 100 Queensway Way,

<u>Assault & Domestic Violence Services</u>	domestic violence within Peel Region. Services include media support, follow-up medical services, counselling services, and community referrals.	Mississauga Assaulted Women's Helpline T: 1.866.863.0511 Daily: 24 hours Peel Region's Hope Place T: 1.800.810.0180 Daily: 24 hours
<u>Support Services Network for Male Survivors in Ontario</u>	Survivors also have access to a 24-hour, multilingual, toll-free phone line for immediate crisis and referral services.	T: 1-866-887-0015 Daily: 24 hours

Employee Support

In addition to the supports listed above, employees may seek support through Durham College's EAP provide Shepell by creating an account at www.workhealthlife.com.

Report Number: BOG-2019-84

To: Board of Governors

From: Meri Kim Oliver, Vice-President, Student Affairs

Date of Report: September 24, 2019

Date of Meeting: October 9, 2019

Subject: Sexual Violence and Harassment Action Plan Act: Annual Board Report

1. Purpose

The purpose of this report is to provide a statistics report on the Sexual Violence and Harassment Action Plan data for 2018-2019.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-84, presenting the data required by the Sexual Violence and Harassment Plan Act (Bill132), be received for information.

3. Background

On March 8, 2016, the government passed the *Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment)*.

The action plan outlines concrete steps to provide more supports for survivors and make campuses both safer and more responsive to complaints of sexual violence and harassment. In particular, the Action Plan calls for postsecondary (PSE) institutions “to report publicly on [the] incidence of sexual violence, as well as initiatives underway to address sexual violence and harassment, and their effectiveness.”

Amendments made to the *Ministry of Training, Colleges and Universities Act*, 1990, and the *Private Career Colleges Act*, 2005, in March 2016, include a requirement for PSE institutions to:

- (1) Have sexual violence policies (completed in 2015);
- (2) Participate in a survey of students’ related to sexual violence;*
- (3) provide its board of governors with an annual report that includes:

- a) the number of times supports, services and accommodations relating to sexual violence are requested;
- b) Initiatives and programs to promote awareness of supports and services available to students;
- c) The number of incidents and complaints of sexual violence reported by students; and
- d) Implementation and effectiveness of the policy.

4. Discussion/Options

The Office of Campus Safety (OCS) received six (6) reports of Sexual Violence with a direct connection to Durham College compared to the eight (8) reports received in 2018-2019. All six (6) of these reports involved an incident reported to have occurred on campus property or directly related to the institute's day to day operations. None of the complainants chose to report the matter to the local law enforcement agency with jurisdiction over the alleged offence. All information received by the OCS in regards to the reports is filed at the OCS.

The Office of Student Diversity, Inclusion and Transitions received fifteen (15) disclosures of sexual violence from campus members. Seventeen (17) disclosures were received in 2018-2019.

The impact of the Act on reducing incidents of sexual violence is very difficult to assess with any degree of accuracy. Addressing the cultural context and social history that have made sexual violence an issue for our society requires continuous education, intervention and response.

In addition, colleges continue to be challenged with filling the need for professionally trained investigators and adjudicators.

5. Financial/Human Resource Implications

The implementation of the *Act* requires dedicated time from every employee and board member to participate in mandated training to understand roles in policy implementation in order to be compliant.

It also requires significant time from two Directors for the continued management of components of the Act.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

Ontario Tech University is also required to provide statistics to its Advisory Committee on Student Sexual Violence Prevention and Support and the Board of Governors.

8. Relationship to the Strategic Plan/Business Plan

This subject pertains to the “our people” and “our students” pillars in the strategic plan, to ensure that Durham College achieves Bill 132 compliance.

Sexual Violence Statistics - Durham College **Report to Board of Governors, October 2019**

This document is in partial fulfillment of the Ministry directive (Bill 132) to file an annual report to the college's Board of Governors on sexual violence related matters. The report includes information on student inquiries, student reports, and campus education initiatives. Policy updates have been submitted under a separate board report due to requirements for separate approval in 2019.

For the purpose of this report, sexual violence is an umbrella term that includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

<i>Supports & Services Requested/Obtained</i>		
Coaching	4	
Mental Health Nurses	5	
Physician	4	students who access mental health nurse also see physician
Residence Outreach	3	
Counselling	1	
Access & Support Ctr	2	
Office of Diversity, Inclusion & Transitions	8	
Durham Rape Crisis Ctr	2	External agent - not included in total
Total supports, services & accommodations related to sexual violence requested/obtained	23	Students may access more than one service/support

*Description of Sexual Violence per MAESD's *Common Institutional Metrics Related to Sexual Violence* Focus. Group including Sexual Assault/Sexual Harassment/Stalking/Indecent Exposure/Voyeurism/Sexual Exploitation.

Reports of Sexual Violence

Formal reports are received by the Office of Campus Safety and informal reports are referred to the Office of Student Diversity, Inclusion and Transitions.

Sexual Violence Reports	2017/18	2018/19
Total number of formal complaints/reports of <u>sexual violence</u> *	8	6
Number of formal complaints/reports of sexual assault	3	3
Number of formal complaints/reports of sexual harassment	5	2
Number of formal complaints/reports of voyeurism		1
Number of informal (disclosures) of sexual violence	17	15

The Office of Campus Safety (OCS) has received six (6) reports of Sexual Violence* with a direct connection to Durham College.

All six (6) of these reports involve an incident reported to have occurred on campus property or directly related to the institute's day to day operations.

None of the complainants chose to report the matter to the local law enforcement agency with jurisdiction over the alleged offence.

All information received by the OCS in regards to the reports is filed at the OCS.

Programs, Education, Initiatives

The Office of Student Diversity, Inclusion and Transitions is dedicated to educating the campus community on sexual violence by facilitating conversation on topics such as: consent, rape culture and gender-based violence. The 2018-2019 academic year marked DC's first time participating in the global 16 Days of Activism Against Gender-based Violence campaign. This campaign featured events such as:

- Stay woke: Educate yourself on gender-based violence;
- Building male ally ship to prevent sexual violence;
- On-campus and community resource fair;
- Restorative circle on Missing and Murdered Indigenous women;
- Film screening and discussion panel on 'The Hunting Ground';
- Becoming a pro-social bystander; and
- Responding to disclosures of sexual violence.

*Description of Sexual Violence per MAESD's *Common Institutional Metrics Related to Sexual Violence* Focus. Group including Sexual Assault/Sexual Harassment/Stalking/Indecent Exposure/Voyeurism/Sexual Exploitation.

Additional programming in the 2018-2019 academic year included a six week film series and discussion on the Lifetime docu-series Surviving R. Kelly, the 2nd Annual Kiss with Consent Campaign, and participation in Sexual Violence Awareness week.

The 2019-2020 academic year activities is off to a great start!

- A number of new student volunteers have been recruited to assist with our Yes Mean Yes campaign;
- The Sexual Violence Taskforce held its first meeting for the 2019 academic year;
- A new Understanding Consent poster/digital signage campaign has been launched;
- Durham College participated in the 39th Annual Take Back the Night event on Friday, September 27;
- Healthy Masculinity Series began in September 2019; and
- New partnerships have been established with Ontario Tech and community stakeholders for collaboration on this year's 16 Days of Activism campaign.

Education & Initiatives	
Number of students who completed Prep1000	3206**
Number of students who completed Leadership in Action – Online Module	660
Number of employees who completed the Sexual Violence Online Module	449
Number of Yes Means Yes Initiatives	18
Number of Class Presentations	6
Number of Student-led Dialogue sessions	4
Number of students who completed Student Voices on Sexual Violence (Campus Climate Survey)	601

*Description of Sexual Violence per MAESD's *Common Institutional Metrics Related to Sexual Violence* Focus. Group including Sexual Assault/Sexual Harassment/Stalking/Indecent Exposure/Voyeurism/Sexual Exploitation.

Report Number: BOG-2019-73

To: Board of Governors

**From: Andre De Freitas, AVP & Registrar, Student Affairs and Lisa Shepard, Dean,
International Education**

Date of Report: September 30, 2019

Date of Meeting: October 9, 2019

**Subject: Domestic and International Enrolment Update – Fall 2019 – Day 10 of
Classes**

1. Purpose

The purpose of the report is to provide the Board of Governors with an enrolment update for fall 2019 at day 10 of classes.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-73, providing an enrolment update for fall 2019 at day 10 of classes, be received for information.

3. Background

Enrolment targets establish the foundation for college budgets and strategic planning. As a result of the corridor funding model implemented by the Ministry of Training, College and Universities (MTCU) in 2018, the enrolment target for domestic students was targeted at a 0% increase for 2019.

4. Discussion/Options

While there were declines in the domestic college system in both applications (- 4.26%) and confirmations (- 4.85%) overall, Durham College has placed above the system average at (- 2.18%) for applications and at (- 3.35%) for confirmations.

The fall semester of 2019 vs. 2018 for Durham College is summarized below:

- Total applications - down (- 3.4%)
- First choice applications - down (- 3.7%)
- Confirmations - down (- 3.8%)

For the 2019-2020 academic year, international student enrolment was targeted at a maximum of 20% of the total college enrolment for the three semesters of May 2019, September 2019 and January 2020. Figures at Day 10 for fall enrolment reflect a total of 16.9% international enrolment to total enrolment. This represents an increase of 147 students over the international enrolment reported in September 2018, with 70 different countries represented by our student body.

In summary, the total enrolment for Fall 2019 at day 10 of classes (including new and returning domestic and international students) was 11,839. This represents an increase of 3 students over the total enrolment reported in September 2018.

5. Financial/Human Resource Implications

The current corridor funding model will expire at the end of March 2020 and will be replaced with performance/outcomes-based funding. The performance/outcomes-based funding grant will be tied to performance outcomes starting in the 2020-21 academic year as part of the third round of Strategic Mandate Agreements (SMA3). The government has announced a finalized set of 10 metrics against which institutional performance will be assessed. The executive leadership team is currently in bilateral discussions with the MTCU to focus on the implementation of performance/outcomes-based funding and the SMA3 agreement.

6. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

7. Relationship to the Strategic Plan/Business Plan

Our students: Our goal is to maintain optimum enrolment to ensure high quality programs can be delivered to capacity classes.

Our business: Our ability to maintain high quality programs is directly tied to enrolment.

Report Number: BOG-2019-70

To: Board of Governors

From: Peter Garrett, Manager, Strategic Reporting and Government Relations

Date of Report: October 3, 2019

Date of Meeting: October 9, 2019

Subject: Government Relations and Federal Election Update

1. Purpose

The purpose of this report is to provide a summary of the government relations activities related to the 2019 federal election.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-70, providing an update the 2019 federal election, be received for information.

3. Background

These reports are made to provide the Board with an overview of the activities and interactions the College has with political candidates and parties during an election period.

The report also doubles as an opportunity to provide information regarding polling, candidates in ridings and platform information relevant to post-secondary education.

4. Discussion/Options

Durham College federal election activities

The main priorities for the 2019 federal election are to maintain communication with all major parties and their local candidates, as well as provide our students with access to voting information.

So far, DC has maintained strong communication with several political parties and engaged with candidates to share information and inform them of college priorities. These meetings have been largely successful, with some college priorities being mentioned in public debates.

At both the Ajax-Pickering Board of Trade debate, which hosted candidates for the ridings of Pickering-Uxbridge and Ajax, and the Whitby candidates' debate, the Whitby campus expansion was mentioned as a solution to the ongoing skilled trades shortage.

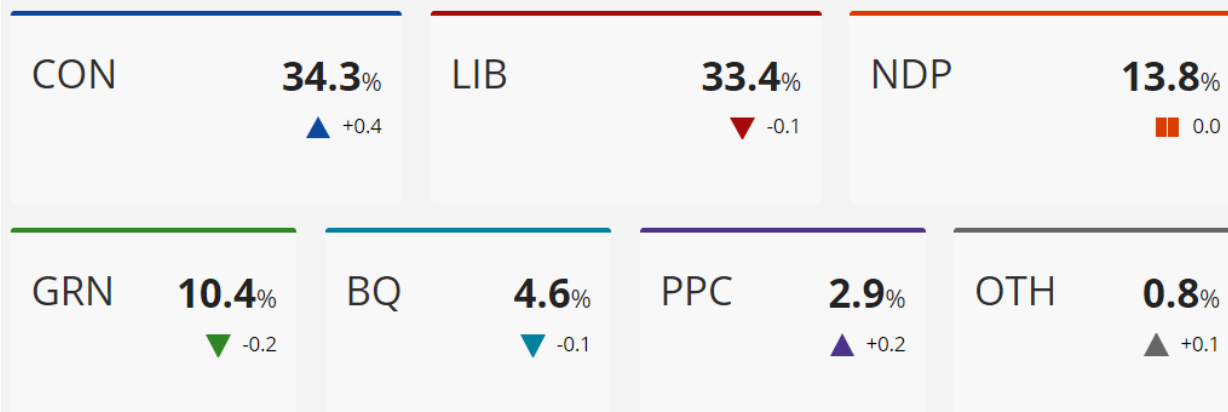
For our students, Elections Canada was invited to both the Oshawa and Whitby campuses on September 30 and October 1. These booths were staffed by Elections Canada representatives who helped students register to vote and provided information on when and where to vote.

Federal Election People, Polls and Platforms

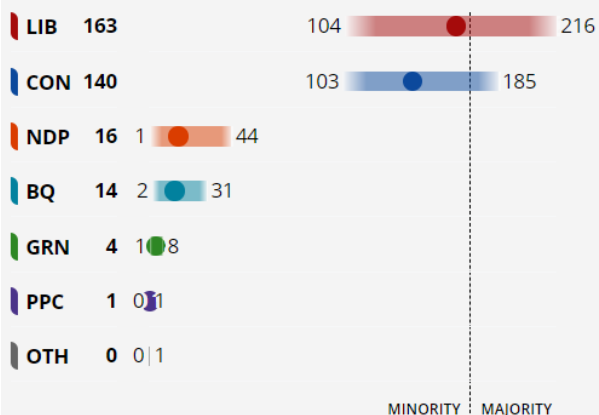
Electoral District	Candidates				Incumbent
	Liberal	Conservative	NDP	Green	
Ajax	Mark Holland	Tom Dingwall	Shokat Malik	Maia Knight	Mark Holland
Durham	Jonathan Giancroce	Erin O'Toole	Sarah Whalen-Wright	Evan Price	Erin O'Toole
Oshawa	Afroza Hossain	Colin Carrie	Shailene Panylo	Jovannah Ramsden	Colin Carrie
Pickering—Uxbridge	Jennifer O'Connell	Cyma Musarat	Eileen Higdon	Peter Forint	Jennifer O'Connell
Whitby	Ryan Turnbull	Todd McCarthy	Brian Dias	Paul Slavchenko	Celina Caesar-Chavannes
Northumberland Peterborough South	Kim Rudd	Philip Lawrence	Mallory MacDonald	Jeff Wheeldon	Kim Rudd

Polling averages as of October 1, 2019, CBC

Poll averages ⓘ



Seat projections ⓘ



Probability of winning ⓘ



Platforms as of September 30, 2019

Liberal	Conservative	NDP	Green
<u>Post-secondary</u> <ul style="list-style-type: none"> Increased Canada student grant by up to \$1,200 per year. Offer students two-year window after graduation before they start paying off student loans, interest-free. Delay student loan repayments until graduates make at least \$35,000. Pause student loan repayments for new parents, interest-free. <u>Other</u> <ul style="list-style-type: none"> Introduce universal pharma care plan. Federal minimum wage of \$15. Create a Canadian apprenticeship service, providing up to \$10,000 per apprentice, over four years, for every new position created. Invest \$100 million in skills training. Commit to net-zero emissions by 2050. Ban harmful single-use plastics by 2021. 	<u>Post-secondary</u> <ul style="list-style-type: none"> <i>No specific proposals on education yet.</i> <u>Other</u> <ul style="list-style-type: none"> Balance the federal budget in five years. Increase government's contribution to an RESP from 20 per cent to 30 per cent for every dollar invested up to \$2,500 a year. Set emissions standards for major emitters that produce more than 40 kilotonnes of greenhouse gases per year. Create a two-year green homes tax credit for homeowners to help pay for energy Increase the Canada Health Transfer and the Canada Social Transfer by 3% every year. Invest \$1.5 billion during first term to purchase MRI machines and CT machines. 	<u>Post-secondary</u> <ul style="list-style-type: none"> Eliminate interest on federal portion of student loans. Move away from loans by increasing access to Canada Student Grants. <u>Other</u> <ul style="list-style-type: none"> Ban unpaid internships outside of educational programs. New federal minimum wage of \$15 and rules for part-time and contract workers to be equally compensated as full-time. National dental care plan – free for households making under \$70K. Introduce a national pharma care plan. Restore Automotive Innovation Fund that supports research and development initiatives of companies in the automotive sector. Put a price cap on cellphone and internet services. 	<u>Post-secondary</u> <ul style="list-style-type: none"> Eliminate post-secondary education tuition. Forgive existing student debt held by federal government. Remove 2 per cent cap on increases to education funding for Indigenous students. Eliminate Registered Education Savings Plans. <u>Other</u> <ul style="list-style-type: none"> Balance federal budget over five years. Federal \$15 minimum wage. Establish a Canadian Sustainable Generations Fund for investments in trades, apprenticeships and education required to transition to a green economy. National dental care plan. Introduce pharma care plan. Establish a guaranteed liveable income program.

5. Financial/Human Resource Implications

There are no financial or human resource implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This government relations and election update supports the 2017-2020 Strategic Plan including the Mission, Vision and Values outlined in the Strategic Plan. Further, this Business plan supports the four pillars of the strategic plan, specifically:

1. **Our Students** - To provide students with the best possible learning experience.
2. **Our People** - To optimize the experience and expertise of our people and help them make the best possible contribution toward the student experience.
3. **Our Business** - To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.
4. **Our Community** - To contribute and respond to the economic, social and environmental well-being of our community.

Report Number: BOG-2019-71

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 3, 2019

Date of Meeting: October 9, 2019

Subject: First Update on the 2019-2020 Business Plan

1. Purpose

The purpose of this report is to provide the first update on the 2019-2020 Business Plan.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2019-71, providing the first update on the 2019-2020 Business Plan, be received for information.

3. Background

Consistent with the Board of Governors' Board Policy and expectations of the Minister's Binding Policy Directive for Business Plans, the college president is required to bring Business Plan reports to the Durham College Board of Governors throughout the year. This is the first of three reports to be shared with the Board of Governors.

The Business Plan allows Durham College to plan its operations for the fiscal year (April 1st – March 31th) within the framework outlined in its Strategic Plan (2017-2020), and in support of its mission, vision and value statement. The Business Plan identifies to the public and provincial government the operational outcomes that the college expects to achieve in the fiscal year. The Ministry of Training, Colleges and Universities (MTCU) uses the information provided in college business plans for government planning and policy-making purposes.

The Durham College Board of Governors approved the 2019-2020 Business Plan at its meeting of May 15, 2019 (Report BOG-2019-42). The plan was developed with input, direction, review and guidance representing all departments, schools and areas of operation on the campus, led by the Durham College Leadership Team (DCLT).

4. Discussion/Options

The following describes the progress made to date across the four goals set out in the 2019-2020 Business Plan, involving employees from academic schools and departments of every area of Durham College operations.

The accompanying 2019-2020 Business Plan Scorecard describes in detail the progress made on each objective; the majority of activities for the 22 objectives are tracking well for completion with fourteen (14) items completed to date, and the rest on track to be completed.

Highlights from the scorecard are as follows:

4.1 Our Students

- Achieve domestic and international student recruitment and enrolment goals:
 - Spring/summer 2019 day 10 statistics:
Domestic = 2,109
International = 562
 - Fall 2019 day 10 statistics:
Domestic = 9,872
International = 1,999
 - Launched year 3 of the signature and priority program campaign to support enrolment and build reputation.
- Ensure exceptional quality in our academic programs and services:
 - Supporting internationalization of the curriculum with new training opportunities such as the Hofstede program, which will be delivered at DC on October 21-23 for up to 15 faculty.
 - Kenya Education for Employment Program (KEFEP) project is on schedule and documentary phase 2 is planned for 2020.
 - Durham College received the PIEoneer award for our work on the KEFEP documentary.

-
- Launched two new programs in Fall 2019:
 - Artificial Intelligence Analysis, Design and Implementation Graduate Certificate.
 - Carpentry and Renovation Technician Diploma.
 - Honours Bachelor of Construction Management application submitted to MTCU for consent review September 12, 2019.
 - Honours Bachelor of Artificial Intelligence degree, full submission for MTCU targeted in December 2019.
 - Welcomed back to campus 65 co-op students from their summer work terms – job development for summer 2020 has begun.
 - Update and improve student services:
 - RFP for the next food services contract is in development and expected to be publicly posted in November 2019.
 - Currently developing a plan to update the DC Oshawa campus bookstore to a DC only space. Renovation work expected to take place over summer 2020.
 - Develop effective program marketing campaign:
 - Media engagement planning to support signature and priority program strategy is underway. With the kickoff of the 2019 signature program there will be increased opportunities to engage with media as rich content and stories are curated and shared.

4.2 Our People

- Supporting employee development:
 - Promoting teaching practices and providing training provisions for faculty related to new technologies – 68 sessions focused on DC Connect, Ed Tech and Multimedia with 248 participants delivered.
 - Developing curricula and pedagogical resources to support indigenization efforts of faculty – First Peoples Indigenous Centre (FPIC) online modules near completion, first module available by the end of September.
- Redesign open houses – involving more faculty & college resources:
 - Student recruitment team has encouraged participation and engagement in Fall Open House by hosting volunteer

recruitment tables and meeting with school representatives, faculty members and service departments.

4.3 Our Business

- Complete major capital projects on time and on budget:
 - Contract awarded for construction of new entrance from Stellar Drive to Centre for Food (CFF) Bistro 67' and new mobile crane compound north of Stellar Drive.
 - The Office of Development and Alumni successfully relocated to their new office space in the Simcoe Village residence in the spring of 2019.
 - Design development underway for new 60,000 sq. ft. addition on the north/east side of Whitby campus main building.
- Support effective college governance:
 - In negotiating the 2020-2025 Strategic Mandate Agreement (SMA3) with the province – pre-populated workbooks from the Ministry have arrived for review and analysis to establish weightings for each performance metric. Draft SMA3 documents to be submitted to Ministry by December 17.
 - New Strategic Plan for 2020-2023:
 - A survey that was open to all stakeholders took place in April, with hundreds of respondents participating.
 - Two employee sessions were held in the summer.
 - A student input session was held in September. Student input forms were distributed at the Ask the President event to engage a larger group of students for response.
 - A community input session was held in June and the last session will be held on October 10.

4.4 Our Community

- Supporting partners in reaching their community goals:
 - 16 students currently participating in the Community Justice HUB stream. Provincial offences services are scheduled to be offered this semester for the first time. Negotiations for further expansion of services are underway with new Executive Director of the Durham Community Legal Clinic.
 - Held Health Mission Outreach program in June at DC where dental hygiene and restorative dental care were provided to 120 low income community members. Over 50 volunteer dentists,

faculty, students and staff were involved in making the day a success.

- Established a new MOU with Brock Township to deliver employment services in Beaverton, signed in August. Services have already begun.
- Advancing applied research partnerships:
 - Six new AI projects initiated with new industry partners to date within the NSERC Innovation Enhancement portfolio. Twenty-four students employed to date to deliver on AI projects with industry partners.
 - Currently in discussion with eight local brewers about CCBI lab testing services.
 - Year Two of the two-year NSERC College and Community Social Innovation Fund (CCSIF) – substantial completion of a study recommending a housing model for youth living on their own. Full report by May 30, 2020.
 - First phase completed; data collected through 30 interviews with 21 service providers; consultation with 41 trusted youth.
 - Data analysis underway involving 18-person team including external partners.

5. Financial/Human Resource Implications

There are no financial or human resource implications at this phase of the Business Plan update.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

The 2019-2020 Business Plan supports the 2017-2020 Strategic Plan including the Mission, Vision and Values outlined in the Strategic Plan. Further, this Business plan supports the four pillars of the strategic plan, specifically:

-
1. **Our Students** - To provide students with the best possible learning experience.
 2. **Our People** - To optimize the experience and expertise of our people and help them make the best possible contribution toward the student experience.
 3. **Our Business** - To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.
 4. **Our Community** - To contribute and respond to the economic, social and environmental well-being of our community.

2019-2020 Business Plan



OUR STUDENTS

Goal: To provide students with the best possible learning experience.

We will:

- Deliver high-quality programs to help students develop a wide range of career-ready skills.
- Expand flexible, experiential and global learning opportunities.
- Support students’ wellbeing with a focus on adaptability and resilience.
- Build lifelong relationships with students.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Achieve domestic and international student recruitment and enrolment goals	<ul style="list-style-type: none">• Develop annual recruitment and marketing strategies that support the enrolment targets identified for 2019-2020.	<ul style="list-style-type: none">• Successfully attain domestic and international enrolment targets as follows:<ul style="list-style-type: none">• Spring/summer 2019: 1,973 domestic and 494 international students;• Fall 2019: 9,946 domestic and 1979 international students;• Winter 2020: 9,719 domestic and 2,147 international students.• Expand activity in appropriate markets to achieve a more balanced international student population and realize source countries greater than 65.	<ul style="list-style-type: none">• Vice-president, Academic• Vice-president, Student Affairs• Chief administrative officer	<ul style="list-style-type: none">• Spring/summer 2019 day 10 statistics: Domestic enrolment = 2,109 International enrolment = 562• Fall 2019 day 10 statistics: Domestic enrolment = 9,872 International enrolment = 1,999• Winter 2020 projected enrolment (based on Enrolment Management Plan estimates): Domestic enrolment = 9,516 International enrolment = 1,379• Launched year 3 of the signature and priority program campaign to support enrolment and build reputation.• Worked with international and SES to develop college guide, view book, marketing material, recruiter presentations, and recruitment booth.	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
2. Ensure exceptional quality in our academic programs and services	<ul style="list-style-type: none"> Implement enhancements to program review and renewal processes. 	<ul style="list-style-type: none"> Implement a revised curriculum mapping using Tableau. Initiate a streamlined approach for program review, including revised policies, procedures and SWOT analysis, beginning with 2019-2020. Conduct comprehensive program reviews. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Revised curriculum mapping project using Tableau implemented; ongoing updates underway; pilot project initiated to allow 15-20 program teams access to visualizations of WebCOT data without the full mapping data inclusive of pre-work. Review of program reviews underway with recommendations for approval and next steps due Dec. 2019; full implementation due spring 2020. Planned 2019-2020 CPRs underway; additions of new required CPRs accommodated from CAFE workload perspective. 	On track
	<ul style="list-style-type: none"> Support internationalization of the curriculum. 	<ul style="list-style-type: none"> Create and deliver a minimum of two internationalization professional-development opportunities for academic employees. Provide international-learning opportunities for a minimum of eight employees through Kenyan and Vietnam projects. Support the delivery of three faculty lead classroom abroad experiences, providing international experience for six employees and 30 students. Develop educational and logistical resources to assist in pre- 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Hofstede training will be delivered at DC on October 21-23 for up to 15 faculty. The VSEP project provided international learning opportunities for 5 employees in 2019. The KEFEP project provided international learning opportunities for 3 employees this year. Two faculty led classrooms abroad will be completed by mid-October 2019 (a total of 20 students and 3 faculty), with two more scheduled for Winter 2020 (targeting 20 students and 3 faculty). Reviewed pre-departure orientation and currently revising materials to be more “trip specific” as pre-departure was quite focused on general cultural items. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
		departure and debrief activities. <ul style="list-style-type: none"> Complete all assets from the Kenya Education for Employment Program (KEFEP) project. Plan upcoming Kenya excursion, KEFEP part two (time, material and human resources needs) and begin the process of recruiting faculty and students. 		Enhanced emergency management planning for upcoming trips. Debrief surveys sent out to all trip participants and debrief sessions held. <ul style="list-style-type: none"> KEFEP project is on schedule and documentary phase 2 is planned for 2020. 	
	<ul style="list-style-type: none"> Develop augmented reality/virtual reality (AR/VR) research facility with compositing and motion capture functionality. 	<ul style="list-style-type: none"> Initiate research related to AR/VR, motion capture and compositing (with at least one funded project). Incorporate use of AR/VR technology into Animation – Digital Production and Game Art programs curricula as an experiential learning opportunity. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> A Teaching City project involving the Oshawa Valley Botanical Garden was completed over the summer, which made use of augmented reality. With the enhanced studio set-up nearing completion, work has begun to promote the new research capabilities to industry. To date, one presentation to industry has been made and another industry visit has been scheduled. An event is being planned to create awareness among potential industry partners and an online presence is in development. As the new Multimedia Lab facility nears completion (September 22nd) training is planned for all full and part time faculty on the technology during 2019-20. Integration into the curriculum will begin with tours and demonstrations in 2019-20 with CLO's incorporated into ADP and GART curricula by May/June 2020. Public demonstrations of this technology are scheduled for 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				September 28 th (Oshawa Doors Open); and November 2 nd (Open House).	
	<ul style="list-style-type: none"> Launch new post-secondary programs in fall 2019. 	<ul style="list-style-type: none"> Artificial Intelligence Analysis, Design and Implementation Graduate Certificate. Carpentry and Renovation Technician Diploma. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Programs approved and launched as per the academic school's targets. 	Completed
	<ul style="list-style-type: none"> Submit new degree program proposals to the Ministry. 	<ul style="list-style-type: none"> Honours Bachelor of Technology – Construction Management. Honours Bachelor of Artificial Intelligence (AI). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Honours Bachelor of Construction Management application submitted to MTCU for consent review Sept. 12, 2019. Honours Bachelor of Artificial Intelligence degree completion of course outlines mid-Sept. BITM, VPA, desk review, library statement due Oct. 31, 2019. Full submission targeted to MTCU Dec. 2019. 	On track
	<ul style="list-style-type: none"> Work with 13 programs and five academic schools to provide co-operative education (co-op) supports and services to programs currently offering co-op. Develop system workflow for Strategic Enrolment Services and the Financial Aid and Awards to create 	<ul style="list-style-type: none"> Number of work terms approved and completed to match student enrolments. Submit a project application to Institutional Project Prioritization Council for prioritization. Once the project has been prioritized, progress will be monitored as we work towards implementation. Co-op office to source job opportunities expanding employer 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> IPPC project submitted and awaiting prioritization by council. Launched new co-op programs for BITM in Sept 2019 with 50 new students. Welcomed back to campus 65 co-op students from their summer work terms. Job development for summer 2020 has begun. Enrolment Services worked with the co-op office to create the transfer to the co-op stream including developing forms and 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>a more automated transfer process for students applying to the co-op option of their program.</p> <ul style="list-style-type: none"> Expand relationships with the business community to engage employers in DC co-op with six new co-op programs launching. 	<p>relations to meet the goal of having 19 programs with co-op, internship and work term options.</p>		<p>process requirements.</p> <p>The systems team will work with IT to create a workflow process to allow the co-op office access to specific information for their approval process and to reduce administrative workload.</p>	
	<ul style="list-style-type: none"> Strengthen the quality of the continuing education learning environment. 	<ul style="list-style-type: none"> Introduce added rigour to instructor hiring practices. Strengthen orientation sessions and make them mandatory. Conduct trend analysis of student feedback results. Improve online course templates to ensure consistent delivery of core information in areas such as time management, academic integrity, writing proctored online exams, etc. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> In progress. Introduced process change to require cover letters for applications to be considered. Changes continuing. In progress. Sessions are mandatory. Online orientation session for new CE instructors ran on August 17. Changes in this session included a more detailed discussion on critical instructor responsibilities to create a more engaging learning environment. In progress. Feedback from the three-year provincial CE survey has been analyzed to identify opportunities for improvement that will support CE's revised strategy. Implementation plans now under development. In progress. As course maintenance work is being done, key opportunities for changes to the course template are being identified. Formal project with CAFE begins in October. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Implement new marketing approaches for continuing education. 	<ul style="list-style-type: none"> Develop and implement a minimum of three new marketing approaches based on research done in 2018-2019. 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative officer 	<ul style="list-style-type: none"> New department name has been approved – Centre for Professional and Part-time Learning and will be launched internally in late October 2019 and externally in November 2019. New brand concepts are approved and key messages are in development and will be launched in November 2019 in conjunction with the winter marketing campaign. 	On track
	<ul style="list-style-type: none"> Further strengthen and develop our Mechanical Technician - Elevating Devices (MTED) program and position DC as the program of choice in Ontario. 	<ul style="list-style-type: none"> Achieve an 85 per cent employment rate of the first graduating cohort. Develop additional elevator training opportunities. Provide all MTED students the opportunity to secure their EDM-T licence. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Employment rate – tracking and ongoing, hosted various employers on campus to meet graduating students. Finalized attestation (level 1 and 2) for graduating students in MTED program to support student hiring. Summer 2019 – 2 faculty members from the Millwright program participated in job shadowing opportunities for one week with elevating companies in May/June. The millwright and elevating programs share a common first year and this opportunity provided the millwright faculty an opportunity to better understand the elevating field. All students will now graduate with EDM-T licence. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Collaborate with community partners in advancing student entrepreneurship to support the needs of the local economy and labour market. 	<ul style="list-style-type: none"> Introduce five niche program streams to student entrepreneurs – e-commerce, technology, food, arts, and social innovation – with an expanded mentor pool from the community. Develop at least one international Enactus project, with financial support from a strategic partner. Develop and host the first annual IMPACT Summit in the Global Classroom, positioning DC as a leader in social innovation, enterprise and change making. Develop and facilitate the FastTECH Program to offer ‘Project X’ – a paid, experiential-learning opportunity for DC students to utilize the FastTECH Makerspace to work on technology projects for OPG’s X-Lab. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Five program streams launched and active, with a key partnership being developed for each stream, specifically, Food Foundry & Ontario Agri-Food Venture Centre, Maker2Market & Port Hope Chamber of Commerce, FastTECH & OPG’s X-Lab, IMPACT & EnactusDC, and E-SHOP & Shopify. Assessing and researching the opportunity to work with DC alumnus Cailey Hart, in Botshabelo, South Africa, on a garden build and education project. Impact Summit booked for Friday, November 22nd in the Global Classroom. Marketing efforts being organized with regional partners, and invitations and program being finalized. MOU for FastStart/X-Lab currently under review. Collaboration agreement being finalized with the industry partner. Media release and web announcement in development. Space is ready for project work. 	On track
	<ul style="list-style-type: none"> Create and launch a DC Indigenous language program in efforts to indigenize the campus community. 	<ul style="list-style-type: none"> Target: 75 participants. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Program launched. To date 12 sessions have been hosted with 192 participants . 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. Update and develop student services	<ul style="list-style-type: none"> Develop related strategies for next food services contract by June 2020. 	<ul style="list-style-type: none"> Successful implementation of continuing food services. Contract awarded for next food service provider. KPI Tracking. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Staff have been meeting with representatives from Aramark, Chartwell's and Sodexo as well as independent food service providers. RFP for the next food services contract is in development and expected to be publicly posted in November 2019. Concept planning for 2020 includes additional stand-alone contracts for speciality/niche opportunities. 	On track
	<ul style="list-style-type: none"> Plan targeted resources to support increased enrolment in trades and apprenticeship. Conduct a needs assessment identifying and developing resources using student and faculty input. 	<ul style="list-style-type: none"> Track use of resources in Student Academic Learning Services online. Faculty and student feedback. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Complex math and physics resources developed and loaded to SALS ONLINE. Tracking is ongoing and continual. Student and faculty focus groups completed, resources recalibrated and adjusted to align with program needs. Partnerships developed to support high needs courses. 	Completed
	<ul style="list-style-type: none"> Develop a plan to update the DC Oshawa campus bookstore to a DC only space. 	<ul style="list-style-type: none"> Implement physical upgrades to space (lighting, storage etc.). Increase merchandizing of non-book product lines. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Design planning to occur in fall with renovation work over summer of 2020. Additional merchandising opportunities under review. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Evaluate current faculty career development supports in the classroom to create new ways to engage students with career development. Enhance faculty toolkit with more career development resources focusing on in-class activities and assignments. 	<ul style="list-style-type: none"> Work with faculty focus group to evaluate effectiveness of resume seminars provided to classes. Increase number of career development resources to faculty toolkit on ICE by 10 per cent. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Launched new career development workshop series September; anticipate being invited to 100 classes. Did a complete overhaul of the online career development faculty resources on Hired by over 100%. 	Completed
	<ul style="list-style-type: none"> Develop open workshop series for students focused on RESPECT campaign. Plan and host Ontario Post-secondary Access and Inclusion Program (OPAIP) conference on Campus (February 21, 2019). Design and launch an experiential learning project with the Durham District School Board (DDSB) and the School of Health and Community Services. 	<ul style="list-style-type: none"> RESPECT target: 15 workshops, 300 participants. OPAIP target: 24 Ontario Colleges and representation from MTCU. 250 participants for DDSB project. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> The first session in the RESPECT series, “RESPECT the Land” was held in mid-September with 26 participants. The OPAIP conference was hosted at the Whitby campus with 16 Colleges and Universities in attendance. 65 participants. Plans are on the way to launch the experiential project with the DDSB. Expected launch: November 2019. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Strengthen relationship with Durham College Students Inc. 	<ul style="list-style-type: none"> Collaborate with student development team re: elections, annual general meeting, board development and orientation activities. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Long Night Against Procrastination (LNAP) was planned in partnership with DC students inc. (DCSI). They provided the food, swag from the student association , a popcorn machine, games and staff to support this event. They did stress buster activities and supported students until 11 at night. In the PTC, we advertised DCSI workshops and participated in the food drive fundraiser. Student Academic Learning Services (SALS) initiated the donation campaign with staff and faculty in partnership with DCSI to raise funds for the food bank. The swap market was hugely successful raising a significant sum for the purchase of food. SALS was recognized by DCSI as a valued partner at their celebration dinner. 	Completed
	<ul style="list-style-type: none"> Expand capacity for walk-in appointments and extended hours at Campus Health Centre 	<ul style="list-style-type: none"> Implement extended hours Monday-Thursday until 7 p.m. depending on doctor's availability. Allows students to access services in the evening and during peak stress times (eg. exam periods). 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> We augmented a contract with one of the MDs to incorporate walk- in hours every day of the week. During strategic planning as a team decided the only way to expand the clinic was to add additional hours to accommodate students late on campus. We continue to track usage and will adapt according to student needs. 	Completed

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Launch a successful eGaming centre – the Esports Gaming Arena. 	<ul style="list-style-type: none"> Generate revenue (break even initially). Track utilization and various activities. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The eSports Arena opened in April 2019. To-date \$19,000 in revenues has been booked. 3 large-scale tournaments are planned or completed. Facility has been well received by students and has also been contracted for numerous private bookings/corporate events - 30 total bookings completed (15 birthday parties, 11 local tournaments, & 4 Corporate bookings). 	On track
4. Develop effective program marketing campaign	<ul style="list-style-type: none"> Improve program reputation by managing program-specific media relations strategies. 	<ul style="list-style-type: none"> Support the signature and priority program strategy. Increase media engagements by 10 per cent (50 engagements) by March 2019. Develop a media training kit to be piloted by training one faculty member from each school. Faculty member determined in consultation with VPA and deans. Completion date March 31, 2019. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Media engagement planning to support signature and priority program strategy is underway. Focused media engagements on these programs were limited in Q1 and Q2. With the kickoff of the 2019 signature program project there will be increased opportunities to engage with media as rich content and stories are curated and shared. Media training was delivered in July. Participants, who were identified by DCLT, represented the President's office, International Education office, schools of START, MAD, HSC and ConEd. A second session is planned for October. 	On track
5. Increase Alumni Engagement, and strengthen relationship between alumni and students	<p>Track alumni engagement.</p> <ul style="list-style-type: none"> Develop rating scale that indicates level of engagement. Segment communication based on identified levels of engagement. 	<ul style="list-style-type: none"> All interactions with alumni documented in Raiser's Edge. System for measuring engagement. Targeted emails are sent based on segmentation. Host one alumni coffee date per 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Record system has been established. Currently developing rating system. Plan is to be initiated in Q4. Ongoing. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop an alumni coffee program. 	month.			
	Alumni volunteer program. <ul style="list-style-type: none"> Increase alumni guest speaker program by 20 per cent (base 85). Encourage alumni involvement in student conversion calls. Expand Alumni Mentorship Program pilot. 	<ul style="list-style-type: none"> Increase alumni guest speaker participants by 20 per cent. A minimum of five alumni to participate in conversion calls. Bring on board one school to the mentorship program with the goal of having a minimum of 10 mentors and mentees. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Significant growth experienced already. Last year we had 110 participants, and this year we have already had 21 in the first three weeks of school. Average per week is double from last year. Need to meet with new registrar to discuss alumni conversion calls. Supply Chain Management is the new school – mentors and mentees are in place, pairing is underway. 	On track
	<ul style="list-style-type: none"> Increase alumni touchpoints. Implement milestone recognition program. Increase alumni networking events. Increase alumni stories and distribution channels. 	<ul style="list-style-type: none"> Implement process to send cards/gifts recognizing alumni milestones. Host two new events (one per quarter). Add a webpage to the DC website for alumni stories and refresh it quarterly. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Complete – customized cards, baby t-shirts and socks to celebrate family and career milestones. Alumni Summer Social complete, Alumni Games night scheduled for November. Complete 	Completed

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Provide global learning opportunities for alumni through DC international programs. 	<ul style="list-style-type: none"> Work with International Office to investigate opportunities for alumni to participate in global learning opportunities. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Partnering with International for Alumni Global Class scheduled for November. 	On track
	<ul style="list-style-type: none"> Continue to focus on improving and promoting alumni benefits with alumni and graduating students. 	<ul style="list-style-type: none"> Increase number of benefits by 20 per cent with a specific focus on provincial/national benefits. Increase revenue from affinity programs by five per cent. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Number of benefits have increased by 21.5%. 5.5% growth in insurance affinity revenue. 	On track
	<ul style="list-style-type: none"> Expand alumni-focused support system for students. 	<ul style="list-style-type: none"> Ensure a mechanism that provides encouragement for students at exam time is implemented. Host a professional clothing drive that allows alumni to donate gently used professional clothing for students. Develop a process for students to receive “wish I knew” messages from alumni. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Planning stages. Investigating applicability – planned for Q4. Video complete, investigating distribution options. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Review and align Durham College Alumni Association (DCAA) strategic plan with the college strategic plans. 	<ul style="list-style-type: none"> Review and revise DCAA bylaws to ensure student recruitment to the DCAA board. Strategic plan reviewed and revised. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Revised bylaw was approved at AGM in September. DCAA nominating committee is in the process of developing a recruitment plan. Expect to have student in place by January. Strategic plan has been revised. 	Completed
	<ul style="list-style-type: none"> DCAA involvement in Enactus. 	<ul style="list-style-type: none"> Execute DCAA sponsorship agreement. DCAA Board members and other alumni to participate in six Enactus activities. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs. 	<ul style="list-style-type: none"> Complete. Three have been confirmed. 	On track
6. Develop strategy to respond to strategic planning feedback from students	<ul style="list-style-type: none"> Compile data collected from strategic planning survey and sessions for review by the Durham College Leadership Team (DCLT). 	<ul style="list-style-type: none"> Data to be presented to DCLT in Fall 2019. Address recurring concerns or comments and identify and delegate solutions. Host a student town hall with the president. 	<ul style="list-style-type: none"> President's Office Vice-president, Student Affairs 	<ul style="list-style-type: none"> Final data on stakeholder input being collected in October. Results will be presented to DC leadership in November. 	On track

2019-2020 Business Plan

OUR PEOPLE

Goal: To optimize the experience and expertise of our people and help them make the best possible contribution toward the student experience.

We will:

- Improve communication across all levels of the college to better facilitate co-operation, collaboration and a culture of service.
- Continue to grow diversity in our workforce to reflect our student body and community.
- Cultivate and reward employee engagement, creativity and innovation.
- Invest in the professional development and personal wellbeing of our employees.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Support employee development	<ul style="list-style-type: none"> • Promote teaching practices and provide training provisions for faculty learning related to new technologies. 	<ul style="list-style-type: none"> • Successfully deliver DC Connect, Ed Tech and Multimedia sessions for faculty. • Pilot at least two new technologies and have faculty present their findings. • Equip and utilize B240 and CAFE training room to increase number of faculty participating in professional development activities related to new technologies. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • 68 sessions focused on DC Connect, Ed Tech and Multimedia with 248 participants delivered. • Piloted three new technologies (O365; peerScholar; Lockdown Browser); plans to identify faculty to present findings. • Plan to source and consult stakeholders to implement innovative teaching hub aligning with DC classroom standards. 	On track
	<ul style="list-style-type: none"> • Support Globalization and Intercultural awareness. 	<ul style="list-style-type: none"> • Complete student and faculty focus groups. • Integrate resources and update the database on the Global Classroom website. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Faculty survey and student focus groups complete and results shared with ALT. • Work on the organization of the Global Classroom partner list is ongoing by the Global Learning Facilitator and the Global Classroom Coordinator. 	On track
	<ul style="list-style-type: none"> • Support indigenization. 	<ul style="list-style-type: none"> • Develop curricula and pedagogical resources to support faculty. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • First Peoples Indigenous Centre (FPIC) online modules (n=7) near completion; First module available by end of Sept. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Create and implement a mentorship program for faculty. 	<ul style="list-style-type: none"> Successful implementation of pilot phase in Winter 2020 that will see a minimum of 30 faculty members participate. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Draft manual for the faculty mentorship program planned for presentation at Academic Leadership Team (ALT) and coordinators' meetings in Sept. 2019. Pilot to launch for winter 2020. 	On track
	<ul style="list-style-type: none"> Increase mental health awareness for all employees by collaborating with internal (such as Coaching and Access and Support) and external partners. 	<ul style="list-style-type: none"> Monitor numbers of employees participating in workshops. Implement collaboration between Campus Health Centre, Access and Support Centre and Health Promotions to support staff education. Look to the Mental Health Review for ways to support employees. Investigate new collaborations in partnership with Ontario Shores and Durham Region Public Health. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Looking at ways to expand the MOU with Ontario Shores post the demonstration project complete anticipated March 2020. Opening of the Well-Being Centre on campus to bring Access and Support and Health Centre teams together to form a multidisciplinary support team for students. 	On track
	<ul style="list-style-type: none"> Create and implement action plans supporting the Academic Integrity Ad-Hoc Committee recommendations. 	<ul style="list-style-type: none"> Strengthen the culture of academic integrity at DC. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Turnitin webinars (n=2) presented during Professional Development (PD) week in May 2019; recorded and distributed. Reconvening Academic Integrity Committee for the academic year in Sept. 2019 to confirm recommendations and deliverables for 2019-2020. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
2. Conduct employee engagement survey and develop strategy to respond	<ul style="list-style-type: none"> Develop a communication plan to include: purpose of survey; timelines; results (high level); action plan. Conduct employee focus groups Fall 2019 to seek input from employees on professional development and employee engagement opportunities. Human Resources (HR) collaborate with the Office of Research Services, Innovation and Entrepreneurship to develop survey questions. Survey to be launched in February 2020. 	<ul style="list-style-type: none"> Minimum three focus groups completed by December 2019. Employee Engagement Survey completed by March 2020. Survey response rate of 65 per cent. Results provided to managers by end of March 2020 to create action plan in response to results. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> A focus group session will be held at the end of the following PD/Wellness workshops. Nutrition Session – October 9, 2019, Engaging your Team – October 15, 2019, Minute Taking – November 13, 2019. The topics covered will include: <ul style="list-style-type: none"> -What professional development would you or your team benefit from? -What wellness workshops would you or your team benefit from? -What employee engagement opportunities would you like to see implemented? 	On track
3. Redesign open houses – involve more faculty, include more campus buildings	<ul style="list-style-type: none"> Create robust mandatory training program (available through multiple channels i.e. in person as well as online) for student, faculty and staff Open House volunteers. Manager, Student Recruitment to attend 	<ul style="list-style-type: none"> Implementation of training program. Increased faculty involvement and engagement. More campus buildings are utilized. Feedback from internal and external surveys conducted post event. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Student recruitment team has encouraged participation and engagement in Fall Open House by hosting volunteer recruitment tables and meeting with school representatives, faculty members, and service departments. Plans for Fall Open House have addressed utilizing all space on-campus including: 	On track

2019-2020 Business Plan



Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>program coordinator meetings to discuss the value and meaning of the open houses.</p> <ul style="list-style-type: none">• Ensure the student recruitment team is available to address questions about the event and encourage participation and engagement.• Better utilize space on campus including multiple “landing points” with “team leads” attending to registration at each.			<p>- multiple entrances with DC Lord tents to allow for registration points across campus.</p> <p>- engaging in activities across campus including food trucks in the CFCE parking lot, Esports arena with free gaming, DC Spa demos, degree panel in the Global Classroom, and a FastStart pop-up inside the CFCE.</p> <ul style="list-style-type: none">• Student recruitment has assigned crew chiefs for each major area of volunteering so that staff, faculty and student volunteers have a direct point of contact throughout the event.	

2019-2020 Business Plan

OUR BUSINESS

Goal: To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.

We will:

- Offer quality programs, services and systems that modernize, support and grow our business.
- Maximize resources and processes in all aspects of our business oversight and leadership to achieve financial sustainability.
- Connect our objectives with economic, social and environmental policy perspectives that support the wellbeing of our local, provincial, national and international community.
- Expand our reputation among the local and global community.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Complete major capital projects on time and on budget	<ul style="list-style-type: none"> Whitby Stellar Drive second entrance to crane site and W. Galen Weston Centre for Food completed. 	<ul style="list-style-type: none"> Completion of second entrance work for main lot. Enhanced access to Whitby campus once Stellar Drive is opened. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Contract awarded for construction of new entrance from Stellar Drive to Centre For food (CFF) Bistro '67 and new mobile crane compound north of Stellar Drive. Second entrance to main parking under review with Town as part of overall Site plan Agreement. 	On track
	<ul style="list-style-type: none"> Complete renovations at the Oshawa campus to continue with updating and modernizing space on campus. 	<ul style="list-style-type: none"> Renovations of D-Wing complete. Simcoe Village second floor: continuation of administrative space – IT relocation from second-floor D-Wing. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> IT and the Office of Development and Alumni successfully relocated to their new office space in the Simcoe Village residence in the spring of 2019. D Wing renovation completed in time for the first day of class. 	Completed
	<ul style="list-style-type: none"> Prepare parameters for potential Whitby campus expansion. 	<ul style="list-style-type: none"> Design requirements for new space are developed. Continued engagement with MTCU on section 28 approval for a new long-term loan. Continued engagement with federal government for grant. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Design development underway for new 60,000SF addition on n/w side of main campus building. Site Plan Agreement and permit process underway with Town of Whitby. Construction pending approval of 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Section 28 request. There has been ongoing communication with MTCU, the OFA and various levels of government regarding the application.</p> <ul style="list-style-type: none"> MTCU provided their approval on September 5, 2019. Currently awaiting approval from the OFA. 	
	<ul style="list-style-type: none"> Renovate front desk and nursing station in Campus Health Centre. 	<ul style="list-style-type: none"> Improved accessibility, ergonomics and privacy to ensure compliance with AODA standards. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> The front desk renovation started Mid August and full completion was end of September. The Nursing station project was put on pause as there were changes to the operation. 	Completed
2. Update Information technology Systems	<ul style="list-style-type: none"> Enhance Global Classroom video wall with remote in-classroom projection capabilities. 	<ul style="list-style-type: none"> Solution identified and implemented. Select and procure equipment. Go live by September 1, 2019. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The equipment was selected and procured. The solution was implemented and went live in August 2019. 	Completed
	<ul style="list-style-type: none"> Increase main internet connectivity infrastructure to allow for significant growth. 	<ul style="list-style-type: none"> Implement design changes to network infrastructure in data centre. Procure equipment. Implement infrastructure change. Go live by September 1, 2019. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The equipment was selected and procured. The equipment was integrated in the network infrastructure in the data centre. Went live with the increased connectivity in June 2019. 	Completed

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Upgrade customer service kiosks in computer commons. 	<ul style="list-style-type: none"> Integrate new kiosks in customer queue management solution. Select equipment and procure equipment. Go live by January 1, 2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The equipment was selected and ordered. 	On track
3. Support effective college governance	<ul style="list-style-type: none"> Continue to foster better collaboration opportunities with Ontario Tech University. 	<ul style="list-style-type: none"> Refine and improve degree pathways, based on program KPI's. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> New Business – Finance pathway to Ontario Tech University program is finalized and open to students. 5 pathway programs within the School of Business, IT and Management have been reviewed and curriculum has been updated to ensure Ministry requirements are met. DC and Ontario Tech faculty are mapping curriculum between Chemical Engineering Tech. diploma (DC) and Bachelor of Tech. Renewable Energy (Ontario Tech.) This will lead to the development of embedded transfer program and possible bridge pathway. 	On track
	<ul style="list-style-type: none"> Work with province to negotiate the 2020-2025 Strategic Mandate Agreement (SMA3). 	<ul style="list-style-type: none"> Execute and approve Strategic Mandate Agreement (SMA3). Receive 2018-19 SMA2 report back by Office of Research Services, Innovation and Entrepreneurship. 	<ul style="list-style-type: none"> President's Office Vice-president, Academic 	<ul style="list-style-type: none"> Pre-populated workbooks are expected from the Ministry in early October for review and analysis to assist in establishing weightings for each performance metric. First bilateral discussion with Ministry representatives has been 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				scheduled for October 9. Draft SMA3 documents to be submitted to Ministry by December 17. A second bilateral discussion will take place in January, with the final draft submitted to the Ministry by Feb 18. Final SMA3 to be executed and posted by March 31.	
	<ul style="list-style-type: none"> Approve new strategic plan for 2020-2023. 	<ul style="list-style-type: none"> Host opportunities for stakeholder engagement, including an online survey, focus groups and consultation with the Durham College Leadership Team. New strategic plan approved by the Board of Governors in February/March 2020. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> A survey that was open to all stakeholders took place in April, with hundreds of respondents participating. Two employee sessions were held in the summer. A student input session was held in September. Student input forms were distributed at the Ask the President event to engage a larger group of students for response. A community input session was held in June and the last session will be held on October 10. 	On track
4. Support effective board governance	<ul style="list-style-type: none"> Support new governors in orientation and mentorship. 	<ul style="list-style-type: none"> Implement new governor mentorship program. Provide orientation and support for new governors through good governance certificates, conferences and planned board events. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> In-coming governors were matched with a mentor A board professional development session was held on September 12, 2019 and 8 governors attended. In-coming governors are scheduled to attend the Higher Education Summit in November, including the 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				pre-sessions on Good Governance and Board Orientation.	
	<ul style="list-style-type: none"> Provide board with an overview of Federal election results. 	<ul style="list-style-type: none"> Government relations strategy to report on elections and provide presentation pre-election about party positions and priorities to keep the Board informed of political events and initiatives afterward. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> Board to be presented in October with an elections overview of local candidates and party platforms. Board provided with an information session in September on government relations, including an update on federal election. 	Completed
5. Develop strategies to scale special projects and research assets	Source new international projects. <ul style="list-style-type: none"> Respond to project RFP's and source new contract opportunities. 	<ul style="list-style-type: none"> Successfully secure at least one new international project from a proactive market country. Build processes to manage proposal development, human resource management, finance and budgeting, risk management and capacity development. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Calls for proposals have been delayed for the Pacific Alliance series and we have a team waiting to respond for this bid once the call comes out. New SAGE project call for proposals was released last week and IE is currently working with 3 other Canadian partners to review the project ToRs and plan to bid. Currently considering bidding on two projects in this series, proposals due October 22. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>Grow W. Galen Weston Centre for Food (CFF) off-site operations.</p> <ul style="list-style-type: none"> • Increase volume of off-site catering. • Establish partnerships that make CFF a preferred vendor. 	<ul style="list-style-type: none"> • Grow overall off-site business by 10 per cent. • Secure three agreements as preferred vendor. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Offsite catering has started to grow particularly in recurring daily/weekly Catering commitments offsite. Currently catering three times a week to popular tourist attraction in Whitby and twice a week to two education provider. • Most recent offsite catering events include Employee Barbecue at global employer, museum gala, and a health sector employer. • Current partnerships include Durham-based brewer, tourist attraction in Whitby; new DC residence in Whitby. • Preferred vendor at education provider and popular Whitby tourist attraction. In talks for a new venue to be opened by local Ontario distillery. 	On track
	<ul style="list-style-type: none"> • Develop strategy to scale AI Hub services. 	<ul style="list-style-type: none"> • Develop an AI Hub business expansion plan that addresses the growing demand for AI services. • Develop strategy for space and infrastructure issues required to enable scale-up. • Initiate at least two projects with partners beyond the scope of NSERC funding. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Business case prepared and approved by DCLT, identifying deliverables for projects as well as resources required. Strong industry demand continues. • Space identified to meet growing need for collaboration and meeting space. C111 was painted, furnished, and equipped, and is now in use. • \$210,000 approved from Ontario Centres of Excellence to support 21 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				AI-related projects with industry partners. Additional sources of funding under consideration.	
	<p>Grow and diversify Corporate Training Services (CTS) offerings:</p> <ul style="list-style-type: none"> Foster partnerships between CTS and academic schools to offer new quality programs and services that support, grow and diversify our business. Increase clientele base beyond Durham Region. 	<ul style="list-style-type: none"> Design, develop and deliver at least two new programs which are in partnership with academic schools. Productize CAFE offerings to create a service catalogue for CTS clients. Design, develop and deliver at least three new national or international programs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> OPG Machining Training completed in summer 2019 with partnership with START for scoping and delivery. Utilized faculty, equipment and space requirements. Boilermakers and OPG pre-apprenticeship training program in collaboration produced 93 graduates by August 2019. Key collaboration with START for faculty, equipment, space requirements. Partnership with START to deliver Working at Heights curriculum to 250 students starting in September 2019. CTS and CAFE working to commoditize offerings to be advertised on CTS website. CTS leveraged CAFE multimedia expertise in the completion of 4 bilingual e-learning programs between April 1-September 1. CTS designed and delivered a new program for Hyundai Sales consultants on the Palisade SUV. The program delivered in 15 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Canadian cities from coast to coast between April and June 2019.</p> <ul style="list-style-type: none"> A second National program is planned for October 2-November 27 on the new Sonata. 15 cities in both official languages. CTS collaborating with DC International Education on contract training opportunities (Q2 - Chile contract scoping started). 	
6. Continue financial sustainability practices and priorities	<ul style="list-style-type: none"> Maintain financial sustainability. 	<ul style="list-style-type: none"> Achieve a balanced budget for 2019-2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Early indications show that the College will report a small surplus for 2019-20. 	On track
	<ul style="list-style-type: none"> Identify strategies to reduce operating expenditures. Streamline process for student payments and refunds. Effectively transition payroll services to new ADP platform. 	<ul style="list-style-type: none"> Implement the Touchnet Payment centre for Monday, July 1, 2019. Implement E-transfer refunds for September 1, 2019. Move full-time payrolls to new ADP platform by July 1, 2019. Move part-time payrolls to new ADP platform by September 1, 2019. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The Touchnet Student Payment Centre is now live. E-transfers project is ongoing. The team is actively working through the requirements with TD. Aiming for a revised implementation date in November. Both full-time and part-time payrolls are expected to be moved to the new platform by the end of October. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Implement new provincial ancillary fee protocol and metrics into reporting. 	<ul style="list-style-type: none"> Reporting mechanisms are updated to reflect new provincial regulations. 	<ul style="list-style-type: none"> Chief administrative officer Vice-president, Student Affairs 	<ul style="list-style-type: none"> SES worked with IT, Finance, and OnTechU to create the opt-out of ancillary fees process. This included system development, communication strategies and involvement from all stakeholders. For 2019 there was less than a 10% opt out rate per fee. 	Completed
7. Improve environmental sustainability efforts	<ul style="list-style-type: none"> Incorporate sustainable technologies in new/renovation projects. 	<ul style="list-style-type: none"> Energy usage is monitored through Building Automation System and related systems. Reduction in monthly electrical usage charges is realized – tracking based on degree-day normalization. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Ongoing monitoring of campus-wide electrical and natural gas usage. Replacement of outdated building mechanical and electrical systems ongoing through facility renovation projects. 	On track
	<ul style="list-style-type: none"> Improve waste diversion rate and waste reduction. 	<ul style="list-style-type: none"> Launch centralized office waste collection and mini-bin program for employees to produce less waste, sort waste more effectively and take home organic waste to compost in the regional green bin program. Collect results from waste audit in May 2020 to measure improvements. – goal to exceed current rate of 52 per cent. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Centralized waste collection and mini bin program launched. 	On track
8. Launch Capital Campaign for Whitby Expansion	Create and begin implementing Campaign Plan: <ul style="list-style-type: none"> Conduct feasibility study for \$10 million campaign. Communicate 	<ul style="list-style-type: none"> Feasibility study is completed with a minimum of 30 interviews. Stewardship of past donors complete. 	<ul style="list-style-type: none"> Associate Vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Feasibility study completed along with donor impact report. Gift chart complete, prospect and suspect list ongoing. In progress – meetings scheduled. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>stewardship messages to past donors.</p> <ul style="list-style-type: none"> • Develop prospect list of industry stakeholders. • Develop gift chart. • Develop case for support. • Refresh Development portion of website. 	<ul style="list-style-type: none"> • Prospect list and gift chart is completed. • Cultivation and solicitation strategies are underway. • Case for support written and in use. • Build Something Amazing campaign success celebrated. • Student Experience Fund (SEF) described and on-line giving portal updated to accommodate SEF donations. 		<ul style="list-style-type: none"> • Case for support draft complete, in design, communications plan complete. 	
9. Broaden mandate for Durham College Foundation	<ul style="list-style-type: none"> • Introduce governance structure and fundraising mandate • Develop policies and procedures. • Revise by-laws. • Provide training for directors. • Recruit new directors and campaign cabinet. • Determine possibilities for representation from Board of Governors and Durham College Alumni Association. 	<ul style="list-style-type: none"> • Policies and procedures in place that cover terms, responsibilities and expectations. • By-laws revised to reflect changes. • Training sessions built into agendas. • Job descriptions written; board and cabinet fully recruited. • Representation from both other board on Foundation Board. 	<ul style="list-style-type: none"> • Associate Vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> • Complete; ratified at Board meeting on October 2nd. • Complete; ratified at Board meeting on October 2nd. To BOG Oct. 9. • First one in December with Anna Naud, legal counsel. • To begin Q3. • BOG representative chosen and DCAA to choose in October. 	On track

2019-2020 Business Plan

OUR COMMUNITY

Goal: To contribute and respond to the economic, social and environmental well-being of our community.

We will:

- Develop new programs and services to meet the evolving demands of the job market and our students.
- Celebrate and support advances in entrepreneurship, innovation and sustainability.
- Advance our role as a community hub in Durham.
- Demonstrate leadership in volunteerism and giving back to our community.
- Strengthen our industry and community partnerships, including our campus partner Ontario Tech University.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Support partners in reaching their community goals	<ul style="list-style-type: none"> • Partner with the Community Justice HUB to provide an accessible, central location for legal and social service agencies to provide wrap-around services to low income and precariously employed residents. 	<ul style="list-style-type: none"> • Continue implementation of a 14-week semester placement, for an increased number of paralegal students at the HUB (moving from nine to 15 students). • Expanded services provided to residents in specific areas of paralegal practice, to include advice and authorized representation in the field of Provincial Offences under the supervision of licensees of the Law Society of Ontario. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • 16 students currently enrolled in the HUB stream, so target met. • Provincial Offences services are scheduled to be offered this semester for the first time. • Negotiations for further expansion of services are underway with new Executive Director of the Dutham Community Legal Clinic. 	On track
	<ul style="list-style-type: none"> • Collaborate with Durham Region Social Services, Youth Coaching Program, Project Youth Opportunities, and York/Durham Crown Ward Education Championship Team. 	<ul style="list-style-type: none"> • Host financial education workshops. • Provide tools for students to develop successful financial plans and objectives for funding their post-secondary choices. 	<ul style="list-style-type: none"> • Vice-president, Student Affairs 	<ul style="list-style-type: none"> • Event collaboration between Financial Aid and Diversity, Inclusion & Transitions offices. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Provide support for the next phase of the D-Hive Innovation Hub. 	<ul style="list-style-type: none"> Government relations and advocacy support. Attend relevant meetings and events. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> D-Hive project has been turned over to Spark Centre (Regional Innovation Centre for Durham). We continue to support their efforts to secure funding. 	On track
	<ul style="list-style-type: none"> Create Summer Transitions Institute (Needs specific) program in partnership with the Durham District School board (as per MOU). 	<ul style="list-style-type: none"> Implement needs specific programming for students who will be attending DC in Fall 2019. Target: 200 students. 	<ul style="list-style-type: none"> Vice-president, Student Affairs 	<ul style="list-style-type: none"> Five (5) transitions sessions were hosted. The target was exceeded. Over 219 students attended 5 sessions over the summer. 	Completed
2. Advance applied research partnerships	<ul style="list-style-type: none"> Successfully complete Year Two of the five-year Natural Sciences and Engineering Research Council (NSERC) grant supporting the AI Hub. 	<ul style="list-style-type: none"> Twelve new AI projects with industry partners initiated. Thirty-two students employed in AI research projects. Fifty students engaged in AI bootcamps. Successful delivery of the Enable AI Summit. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Six new AI projects initiated with new industry partners to date within the NSERC Innovation Enhancement portfolio. Additional projects being scoped to meet the deliverables. Twenty-four students employed to date to deliver on AI projects with industry partners. Bootcamps currently under re-development for a November launch. Fifty students expected to participate. The successful Enable AI Summit was hosted on June 6 with over 120 attendees, preceded by a dinner of industry leaders and local government representatives. Following the 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Summit, a Tech Talk was hosted to explore Oshawa's readiness for the tech revolution.	
	<ul style="list-style-type: none"> Expand applied research and service collaborations with craft brewers through the Centre for Craft Brewing Innovation (CCBI). 	<ul style="list-style-type: none"> Two new CCBI-funded projects initiated. Develop relationships with five local breweries for ongoing craft beverage testing support. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Currently in in-depth discussion with one brewer for an NSERC Engage applied research project and a fee-for-service agreement. Several other brewers are lined up for applied research discussions. Anticipate at least two funded projects initiated by December 2019. Currently in discussion with eight local brewers about contracts for CCBI lab testing services. 	On track
	<ul style="list-style-type: none"> Explore new areas of specialization for applied research. 	<ul style="list-style-type: none"> Submit at least one grant application to NSERC for an Applied Research Tools and Instruments grant. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Two potential applications under consideration for the NSERC Applied Research Tools and Instruments grant. Application(s) to be submitted by November 15. 	On track
	<ul style="list-style-type: none"> Successfully complete Year Two of the two-year NSERC College and Community Social Innovation Fund (CCSIF) grant in collaboration with community partners. 	<ul style="list-style-type: none"> Substantial completion of a study recommending a housing model for youth living on their own (full report by May 30, 2020). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> First phase completed; data collected through 30 interviews with 21 service providers; consultation with 41 trusted youth. Data analysis underway involving 18-person team including external partners. First co-design sessions scheduled for Sept 25. Three students developed research skills as research assistants. 	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. Align Community Relations program with DC strategic objectives	<ul style="list-style-type: none"> Develop annual strategy that aligns with DC plans and budget. Segment opportunities to ensure funds are allocated appropriately. Set targets for each category.. 	<ul style="list-style-type: none"> Goals and metrics are set for each strategic bucket. Online application form is in place. A streamlined system for determining attendance at events in place. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Complete – budget allocated for the year; policy updated; Complete. In progress; all events for next two months have full representation. 	On track
	<ul style="list-style-type: none"> Provide relevant and timely reports to Board of Governors, president and DC employees. Determine relevant information. Develop timeline for reporting. Develop templates. 	<ul style="list-style-type: none"> Ensure a process for obtaining impact information from community partners is in place. Reporting mechanisms for BOG and employees. Implementation of Raiser's Edge reporting. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Online tool tracks appropriate data Quarterly report template complete; reporting timeline tbd. Use of Raiser's Edge may not be feasible due to limitations of the software. 	On track
4. Develop community volunteer program for international students	<ul style="list-style-type: none"> Establish connections with Rotary, United Way and other key volunteer organizations in collaboration with Office of Development and Alumni Affairs. Determine feasibility of hosting a volunteer fair at International Orientation. 	<ul style="list-style-type: none"> Secure student volunteer opportunities for a minimum of 40 international students. If there is enough interest from organizations, a Volunteer Fair will be hosted during International Orientation. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs. 	<ul style="list-style-type: none"> AVP and Dean of International presenting at Education and AVP Office of Development and Alumni Affairs are attending the Durham Philanthropy Forum Region Charitable Foundation event in October., along with a group of international student volunteers. Volunteer Fair in discussion. In discussions with ORSIE and the chair of the Local Diversity and Inclusion Partnership Council (LDIPC) regarding a potential bid for funding for an applied research project to measure the impact of international student 	On track

2019-2020 Business Plan



Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				volunteers on the local community (Durham Region).	

2019-2020 Business Plan

- On Track for Completion (75 to 99 per cent chance of completion)
- Risk of Delay (50 to 74 per cent chance of completion)
- Delayed (0 to 50 per cent chance of completion)
- Completed (100 per cent completed)

On Track
At Risk
On Hold
Delayed
Completed

Minister Ross Romano, MPP
Minister of Training, Colleges and Universities

September 26, 2019

Minister:

Thanks so much again for taking time to have dinner with our board on Monday and discuss the issues of immediate importance to our sector.

We particularly appreciated your sharing your thoughts on how to move forward on the framing of the public/private partnerships for those wishing to participate and your goal to ensure that this policy connects to the province's need to support small rural and northern communities to improve demographics and attract new industries with a skilled workforce. It is important to note that these partnerships are just one element of the international strategies on all of our post secondary campuses designed to bring students from around the world to Ontario to gain skills and support the Ontario workforce in our local communities. We will continue to work to attract and serve international students and we appreciate the Ministry's support of these important efforts.

We also understand that you are very committed to a quality student experience for all international students and the inclusion of housing options as a part of that quality assurance.

We agree with these principals and goals and want to help ensure that the final PPP policy can achieve your intended purpose. To that end, we have been discussing these goals and have identified two challenges and possible solutions.

Balancing international student populations locally and in PPPs:

Recent successes in attracting international students to our local home campuses has meant that the number of students at our local campuses have increased more than we might have anticipated and probably more than the Ministry would have estimated. As a result, we want to be sure that our communities are equipped to welcome these students, including providing services and job opportunities, before we add to these numbers. Requiring colleges to achieve significant increases to their existing local international student population in order to establish a reasonable threshold for PPPs might have the unintended consequence of increasing the local population of international students too quickly for the local community to manage. This is particularly challenging for colleges who do not have PPPs today, as our estimation is that there is a critical mass of students required to make these partnerships viable and it may not be advisable to immediately increase the local international student population to the extent required to allow the PPP to attain this sustainability threshold.

To solve this potential challenge, we are suggesting that the Ministry require all colleges in PPPs today, or starting them up going forward, to establish and maintain a ratio between their local international student population and their PPP students. The current international students the college has at its home campus would be the starting point for establishing this ratio to ensure that the impact of international students already in our communities is factored in to the framework as well as to allow new PPPs the ability to grow to a sustainable level without causing undue disruption in their home

communities. Thus, a college with 1500 international students at their local campus today would be entitled to grow to no more than 3,000 students in a PPP based on a ratio of 2 PPP students for every 1 international student at their local campus. We believe there should be some flexibility in this ratio to address local circumstances but it should not be higher than 2:1. That flexibility could be negotiated in yearly SMA discussions.

Once the college had reached this initial threshold based on their current local international enrolment, they would only grow their PPP enrolment going forward in line with international growth at their local college, based on the established ratio. In a 2:1 ratio, therefore, colleges that had reached their initial threshold could then bring 2 additional international students into their PPP population for every 1 student they added to their local international enrolment. Equally, if the international student population declined in a college's local community, they would be required to reduce their PPP enrolment in accordance with this ratio – we would ask that there be a two year lag between the local population change and the change in PPP enrolment to address short term challenges such as SARS.

This approach would accomplish your goal of ensuring that growth in public/private partnerships supports growth in international students on local campuses who can help address the demographic and skilled workforce requirements of all of our communities. It has the added advantage of factoring in the current international enrolment on local campuses as a starting point for PPP enrolment, thus addressing our local communities' need to ensure that services and supports are in place before the international student population is increased further on our main college campuses.

Housing:

We understand completely your interest in ensuring our international students have housing options available to them when they arrive at our institutions. This, we believe, is a part of a larger commitment to a quality student experience that colleges are committed to providing to both their domestic and international students. We know you are equally committed to quality in the student experience for all of those studying in Ontario. The 24 public colleges have committed to embedding in a standard contract with any PPP an outline of required elements in these partnerships to ensure a high quality student experience. We will add housing options, including counselling and advisement, to this outline to make sure this is addressed in each partnership. As you know housing is an ongoing challenge in many smaller communities and in many places – including the North - public institutions are working with local municipalities, the provincial and federal government and other stakeholders to address this issue and we will continue this work.

In conclusion:

Minister, we are very appreciative of the opportunity to engage with you on this critical policy issue and we believe that our suggested approach to achieving your vision will address any unintended consequences created by the unexpected growth of international students on our local campuses in the last year.