

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

Date: Wednesday, February 10, 2021, 6:00 p.m.

Location: MS Teams

When making decisions, the Board is encouraged to consider the College's values of collaboration, diversity & inclusion, excellence, innovation, integrity, respect, and social responsibility.

Pages

1. **CALL TO ORDER**
2. **INTRODUCTION OF GUESTS**
3. **ADDITIONS/DELETIONS TO THE AGENDA**
4. **CONFLICT OF INTEREST DECLARATIONS**
5. **PRESENTATIONS**
 - 5.1. Update on the College's Response to COVID-19 - T. Bezruki
 - 5.2. Plans for Spring Convocation - M. Marando & K. Woods
 - 5.3. Overview of DC's International Projects - M. Marando & J. Towell
6. **CHAIR'S REPORT**
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 Public Minutes from the December 9, 2020, Board Meeting 4 - 12
- Recommendation
That the public minutes of the Board of Governors meeting of December 9, 2020, be approved as read.
- 8.2. Report of the Governance Review Committee - January 13, 2021 13 - 16
- Recommendation
That all actions taken at the January 13, 2021, meeting of the Governance Review Committee be adopted as recommended and the minutes be approved as read.
- 8.3. President's Report - December 2020 to February 2021 17 - 22
- Recommendation
That Report BOG-2021-10, outlining the president's activities from December 2020 to February 2021, be received for information.
- 8.4. Program Advisory Committee Semi-Annual Report - February 2021 23 - 70
- Recommendation
That Report BOG-2021-09, providing the Program Advisory Committee semi-annual report be received for information.

9. DISCUSSION ITEMS

- 9.1. Update on Winter 2021 Enrolment - M. Marando & E. Popp 71 - 72
- Recommendation
It is recommended to the Durham College Board of Governors:

That Report BOG-2021-11, providing an enrolment update for Winter 2021 at day 10 of classes, be received for information.
- 9.2. Government Relations Update - P. Garrett 73 - 77
- Recommendation
It is recommended that the Durham College Board of Governors:

That Report BOG-2021-12, providing an update on government relations activities be received for information.
- 9.3. Second Update on the Business Plan for 2020-2021 - D. Lovisa 78 - 144
- Recommendation
It is recommended to the Durham College Board of Governors:

That Report BOG-2021-13, providing the second update on the 2020-2021 Business Plan, be received for information.

10. UPCOMING EVENTS

- Virtual Board retreat - Saturday, March 6

11. MOVE TO IN-CAMERA SESSION

12. ADJOURNMENT



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

Date: Wednesday, December 9, 2020

Location: Via Video Conference (GoToMeeting)

Members Present: Michele James, Chair of the Board
Lisa Allen
Suzanne Beale
Elizabeth Cowie
Kelly Doyle
Kevin Griffin
Kristi Honey, Vice-Chair of the Board
Gail Johnson Morris
Christine Kozminski
Don Lovisa
Kenneth Michalko
Ian Murray
Gary Rose
Jim Wilson

Members Absent: Robert Lanc
Bart Lucyk

Staff Present: Scott Blakey, Chief Administrative Officer
Linda Flynn, AVP, Office of Development and Alumni Affairs
Peter Garrett, Mgr., Strategic Reporting and Government Relations
Janse Tolmie, AVP, IT Services
Tara Koski, Dean, Students
Barbara MacCheyne, Chief Financial Officer
Elaine Popp, Executive Vice-President, Academic
Melissa Pringle, Corporate and Board Secretary

1. CALL TO ORDER

With quorum present, the meeting was called to order at 6:02 p.m.

The Chair formally welcomed new governors Ian Murray and Christine Kozminski to their first meeting and reminded the Board about its virtual meeting protocols.

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Kevin Baker, Executive Dean, School of Business, IT & Management
- Thomas Bezruki, Manager, Emergency Management
- Jennifer Cosway, AVP, Human Resources
- Allison Hector-Alexander, Director, Equity, Diversity and Inclusion
- Faris Lehn, General Manager, Durham College Students Inc.
- Marianne Marando, Associate Vice-President, Academic (Enrolment and International Education)
- Jenna Peace, Executive Chairperson, Durham College Students Inc.
- Susan Smikle, Manager, Office of Risk Management

3. ADDITIONS/DELETIONS TO THE AGENDA

- None.

4. CONFLICT OF INTEREST DECLARATIONS

Governor Kozminski declared a conflict of interest concerning Item 8.4, 'Post-Election Report for the 2020-2021 Student Governor Election,' as it relates to her appointment to the Board and she did not take part in discussion or voting on the matter.

5. PRESENTATIONS

5.1 Update on Operations - Durham College Students Inc.

The Executive Chairperson, Durham College Students Inc. (DCSI) provided an update on DCSI's operations including its financial support programs for students, Riot Radio, the transition to digital events and clubs, the student health plan and outreach services.

The Board questioned the Executive Chairperson, DCSI.

5.2 Risk Management in a COVID-19 World

The Manager, Office of Risk Management provided an overview of the College's risk assessment and mitigation strategies as it relates to the College's response to COVID-19. Further, the Manager, Office of Risk Management advised the College took a collaborative approach in preparing procedures and protocols (e.g., lab closure checklist, guidelines for working on campus) in response to the pandemic and in support of the return to campus activities. In explaining how risks were assessed the Manager, Office of Risk Management advised the Durham College Operations Task Force used a hierarchy of controls to assess each risk and to implement the appropriate mitigating strategies (e.g., enhanced cleaning protocols, campus signage, installation of barriers, education).

The Committee questioned President, Lovisa, the Executive Vice-President, Academic, and the Manager, Office of Risk Management.

5.3 Overview of the Process to Become a Designated Learning Institution and Plan for International Students

The Associate Vice-President, Academic (Enrolment & International Education) and Manager, Emergency Management provided an overview of how Durham College became a Designated Learning Institution. It was reported that in July 2020, the Government of Canada released public health guidelines for post-secondary institutions which discussed the requirements for international students. Colleges were asked to submit documentation that explained how they were going to meet the requirements (e.g., overall requirements, pre-arrival requirements, 14-day quarantine requirements and post-quarantine requirements). Durham submitted its readiness plan in August 2020 and on October 29, 2020, the College was one of only four colleges in Ontario approved to accept international students. However, as of November 15, all public colleges are approved to receive international students.

Highlights of the College's plan include:

- Approval of quarantine plans before a student departs their home country
- Arrangements for airport pick-up and a quarantine location, if required, for both the student and their family
- Daily monitoring and support for necessities during quarantine
- Arrangements for transportation for COVID-19 testing at Day 12 to 14 of quarantine
- Verification of a negative COVID-19 test prior to entering campus

6. CHAIR'S REPORT

The Chair highlighted the following:

- Durham College was recently named GTA's top employer for the 10th year
- The *Building for Skills Campaign*, noting that Linda Flynn recently sent an email to each Governor about the Building for Skills campaign, and how donations made between now and December 31 will be matched by the Durham College Alumni Association up to a maximum of \$50,000
- As part of the Board's advocacy effort, Governor Allen and Governor Beale are meeting with Lorne Coe on December 11, 2020
- That due to the current environment, a decision was made to cancel the Board's teambuilding event (scheduled for January) and the PAC Chair and BOG Roundtable event (scheduled for February)
- There is still no update on the Board's outstanding LGIC appointment
- A professional development session is being offered on January 7, 2021, regarding the College's integrated risk management framework

Further, the Chair spoke to the following events:

- Her attendance at the Oshawa Chamber of Commerce event with Deputy Premier Christine Elliott on November 12, 2020, at which Durham College was the host
- The virtual Good Governance and Board orientation sessions hosted by Colleges Ontario on November 6, 2020, and attended by Governors Allen, Doyle and Kozminski
- The Hail and Farewell event hosted on November 18, 2020

7. CO-POPULOUS GOVERNORS' REPORT

Governor Wilson provided the co-populous governors' report noting the following:

- At the December 2, 2020, Ontario Tech University Board meeting, President Murphy provided a report from the equity taskforce, which had five recommendations for advancing equity, diversity, and inclusion initiatives
- Ontario Tech University is projecting a net surplus of \$2.6M based on approved spending plans and expected enrolment
- Ontario Tech University made the list of the top 40 of Canada's best research institutions and was named one of Canada's top four research universities in the category of small universities

8. CONSENT AGENDA

The Chair reminded the Board about how the consent agenda works. A request was made to pull Item 8.5, 'Durham College Information Governance Assessment' from the consent agenda for discussion.

Moved By Governor Allen

Seconded By Governor Wilson

"That all items listed under the heading of consent agenda be adopted as recommended, except 8.5." CARRIED

8.1 Approval of the Public Minutes of the Board of Governors Meeting of October 14, 2020

That the public minutes of the Board of Governors meeting of October 14, 2020, be approved as read.

8.2 DC Student's Inc. 2019-2020 Audited Financial Statements and 2020-2021 Operating Budget

That based on Report BOG-2020-87, DC Student Inc.'s 2019-2020 audited financial statements and 2020-2021 operating budget be received for information.

8.3 President's Report - October to December 2020

That Report BOG-2020-76, highlighting activities at the College from October to December 2020, be received for information.

8.4 Post-Election Report for the 2020-2021 Student Governor Election

1. That Report BOG-2020-77 providing the post-election report for the 2020-2021 student staff governor election, be received for information; and,
2. That the results of the student governor election be ratified, and Christine Kozminski be confirmed as student governor for a term effective October 30, 2020, to August 31, 2021.

Items Pulled from the Consent Agenda for Discussion

8.5 Durham College Information Governance Assessment

The Board questioned the Chief Administrative Officer concerning the College's plan to improve and score higher in the maturity models in future assessments. In response to questions, the Chief Administrative Officer advised the Office of Records Management is continuously trying to improve the College's information management program.

Moved by Governor Wilson

Seconded by Governor Allen

"That based on Report BOG-2020-78, Durham College's Information Governance Assessment, be received for information." CARRIED

9. DISCUSSION ITEMS

9.1 Sexual Violence and Harassment Action Plan Statistics Report

The Director, Equity, Diversity and Inclusion presented the sexual violence and harassment action plan statistics report, noting that for the period of October 2019 to November 2020, the College received four (4) reports of sexual violence and the Sexual Violence Educator and Support Coordinator received sixteen (16) disclosures of sexual violence from campus members.

Further, the Director, Equity, Diversity and Inclusion highlighted the ongoing education and awareness programming occurring at the College, and highlighted the College's leadership as it relates to the data received from the Student Voices on Sexual Violence survey.

Lastly, the Director, Equity, Diversity and Inclusion highlighted a new partnership with the Durham Rape Crisis Centre, which provides Durham College survivors immediate access to a long-term counsellor. To date, eight (8) referrals have made to the counsellor.

The Board thanked the Director, Equity, Diversity and Inclusion for her work and leadership on this important issue.

Moved By Governor Beale

Seconded By Governor Rose

"That Report BOG-2020-79, presenting a statistics report as a directive of the Sexual Violence and Harassment Plan, be received for information." CARRIED

9.2 New Program of Instruction: Supply Chain Management - Global

The Executive Vice-President, Academic and the Executive Dean, School of Business, IT & Management presented a new program of instruction for approval, Supply Chain Management – Global. The Executive Vice-President, Academic confirmed that the program had been through the full internal approval process, conformed to the credentials framework, and was compliant with the Minister’s binding policy directive.

Further, the Executive Dean, School of Business, IT & Management provided specifics of the proposed Ontario College Graduate Certificate, noting graduates of the program will gain an understanding of the complexity and interconnectedness of roles, work processes, transactions with stakeholders within and between supply chains, and the impact of supply chain decisions on financial performance. Also, the Executive Dean, School of Business, IT & Management advised there are significant employment opportunities for graduates, and the program offers a optional work term for students who want to gain experience.

The Board questioned the Executive Dean, School of Business, IT & Management.

Moved By Governor Cowie

Seconded By Governor Murray

"That in accordance with Report Number BOG-2020-74, the proposed Ontario College Graduate Certificate program of instruction listed below be approved:

- Supply Chain Management – Global." CARRIED

9.3 Government Relations Update - Fall 2020

The Manager, Strategic Reporting and Government Relations provided an overview of the College’s government relations activities and specifically, the College’s ask for financial support to mitigate the impacts of COVID-19, the College’s pre-budget submission, and the recent announcement regarding capital grants for colleges and universities, of which Durham’s share is \$1.7M for deferred maintenance.

Further, the Manager, Strategic Reporting and Government Relations advised that in November the government announced funding that would be provided to municipalities for capital projects. At the time, the colleges and universities were told that they needed to be on the list of municipal priorities to receive any share of money which caused confusion with municipal partners. In response,

Regional Chair Henry recently submitted a letter to the province advocating for the college sector to access its own funding.

Moved By Governor Doyle

Seconded By Governor Michalko

"That Report BOG-2020-81, providing an update on government relations activities, be received for information." CARRIED

9.4 Minutes of the Governance Review Committee of November 10, 2020

As Chair of the Nominating Committee, Governor Wilson provided an overview of the discussions that occurred at the Governance Review Committee meeting of November 10, 2020 including the College's self-identification survey, various suggestions that were brought forward to support efforts related to diversity and inclusion, the handling of conflicts of interest, and the Board's meeting assessment process.

Moved By Governor Griffin

Seconded By Governor Cowie

"That the minutes from the Governance Review Committee meeting of November 10, 2020, be approved as read." CARRIED

10. UPCOMING EVENTS

The following event was highlighted:

- Holiday Campus Closure - December 24, 2020 to January 3, 2021

11. MOVE TO IN-CAMERA SESSION

Durham College By-law No. 1. provides for the Board of Governors to address, in-camera, items of corporate business respecting human resources or litigation matters, confidential items covered under the Freedom of Information and Protection of Privacy Act and, items that the Board deems to be confidential to the College.

Moved By Governor Honey

Seconded By Governor Rose

"That the Durham College Board of Governors move in-camera after a 10-minute recess." CARRIED

The Board recessed at 8:05 p.m. and reconvened in-camera at 8:15 p.m.

The Board rose from the in-camera session at 9:00 p.m.

During the in-camera session, the Board discussion recommendations from its Standing Committees and a report from the Chief Administrative Officer.

11. ADJOURNMENT

With no further business, the meeting ended at 9:00 p.m.

Report of the Governance Review Committee (Public)

The Governance Review Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Governance Review Committee meeting held on [January 13, 2021](#).

1. Board Policies Due for Renewal

Recommendation

That the Board policy, 'Election 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: Wednesday, January 13, 2021

Location: MS Teams

Members Present: Jim Wilson, Committee Chair
Elizabeth Cowie, Committee Vice-Chair
Christine Kozminski
Ian Murray (joined the meeting at 7:04 p.m.)
Gary Rose
Michele James, Chair of the Board
Don Lovisa, President

Members Absent: Kenneth Michalko

Staff Present: Melissa Pringle, Corporate and Board Secretary

1. CALL TO ORDER

With quorum present, the meeting was called to order at 7:00 p.m.

2. INTRODUCTION OF GUESTS

None.

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

None.

6. ACTIONS ARISING FROM PREVIOUS MINUTES/REGULAR RECURRING ITEMS

6.1 Meeting Assessments

The President presented an overview of the research conducted regarding meeting assessments and noted the fact the Board is engaging in meeting assessments is the best practice; however, it was up to the Board to determine the metrics and tools to use.

Governor Murray joined at 7:04 p.m.

The Committee discussed the current meeting assessment process and what was trying to be achieved with a review. It was generally agreed that the Board is high-functioning and that the only potential gap in the meeting assessment process was data to track or trend whether the Board is improving or not as the current assessment process is narrative. Given the other priorities at the College, such as the continuing COVID-19 crisis and associated economic fallout, the Committee agreed that a review of the meeting assessment process was not a priority but requested, that the issue be revisited next year.

Action: The Corporate and Board Secretary to add a review of the meeting assessment process to the Board's work plan for 2021-2022.

7. DECISION ITEMS

7.1 Board Policies Due for Renewal

The Corporate and Board Secretary presented an overview of proposed changes to the Board's policies due for renewal.

The Committee discussed the policies up for renewal, and the Committee had several questions and comments on the following policies: Principles of Governance, Committee Principles, Delegation to the President, President's Job Description, Assessing the President's Performance, and Emergency Executive Succession. As such, these policies were referred back to staff for further consideration.

Moved by Governor Cowie

Seconded by Governor Murray

“That the Principles of Governance, Committee Principles, Delegation to the President, President’s Job Description, Assessing the President’s Performance and Emergency Executive Succession policies, be referred back to staff for further consideration.” CARRIED

Concerning the Election of Chair and Vice-Chair of the Board policy, the Committee requested the following amendment:

- That the words ‘Although only External Governors of the Board shall stand for election as Chair or Vice-Chair’ be removed from Section 2.1.7.

Moved By Governor Murray

Seconded By Governor Rose

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

“That the Board policy, ‘Election of Chair and Vice-Chair of the Board’ be approved as amended.” CARRIED

8. DISCUSSION ITEMS

None.

9. MEETING CRITIQUE

The Committee conducted a roundtable meeting assessment and remarked that the Committee discussed some very important issues respectfully and professionally and that there was engagement from all participants. The Committee also commented that the discussion was a learning opportunity, and listening to diverse perspectives is essential. Overall, the Committee noted the meeting was very collaborative, and everyone was working towards the betterment of the policies.

10. ADJOURNMENT

With no further business, the meeting ended at 8:20 p.m.

Report Number: BOG-2020-10

To: Board of Governors

From: Don Lovisa, President

Date of Report: January 25, 2021

Date of Meeting: February 10, 2021

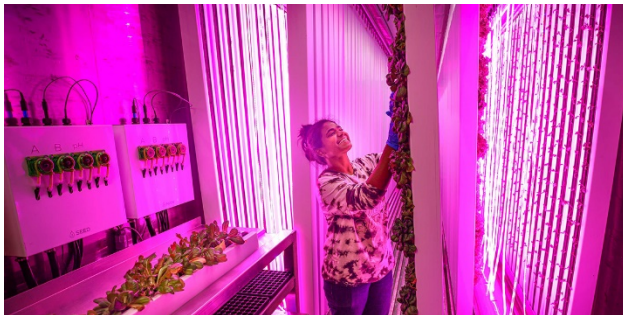
Subject: President's Report – December 2020 to February 2021

Purpose

The purpose of this report is to provide an update on the President's activities and significant college initiatives from December 2020 to February 2021.

1. Our Students

DC students grow skills through new business, The Leafy Green Machine



Durham College (DC) students in the [Horticulture Technician](#) and [Horticulture – Food and Farming](#) programs are continuing to expand their skill set with the recent launch of commercial products fresh from their vertical hydroponic farm, The Leafy Green Machine. This vertical farm,

from [Freight Farms](#), is a welcomed addition to our campus, thanks to the Weston Family Foundation farm expansion donation.

Operated by [work-study](#) students from both programs, the vertical farm provides DC students with the unique opportunity to integrate real-world experiences throughout their studies. From learning how to grow and produce crops, delving more into product development, and running a sustainable business, our students are truly becoming job-ready.

In December, the team officially launched their 150g sustainable lettuce mixes packaged in fully compostable plastic and recycled craft labels. This product is grown, harvested, washed, packaged, and produced by DC students. During the first week of sales, the team sold 25 containers, and sales have continued to grow each week. With this new experiential learning opportunity, students expand on course concepts and show how DC is leading the way.

To support this initiative, visit DC's [Pantry](#) curbside menu or through the [Kendal Hills Virtual Farmers Market](#).

2. Our People

- Virtual celebrations were held on December 8 and 10 to recognize employees who have served 5 to 40-years with Durham College

3. Our Work

Durham College named one of Greater Toronto's Top Employers for the tenth year



DC is proud to announce it has been named one of [Greater Toronto's Top Employers](#) for 2021. Awarded to organizations for their progressive, forward-thinking employee programs, this is the tenth time the college has received the honour.

DC's recognition comes during a particularly challenging year for many organizations, as the COVID-19 pandemic and subsequent response measures have impacted business operations and traditional work models across Canada.

Among the reasons for selection as a Top Employer, DC was recognized for its quick response to the pandemic, including the launch of a new internal Work@home site, which provided employees with the necessary resources and support to successfully transition to a remote work environment.

Other employee supports offered by DC were also acknowledged, including excellent maternity and parental leave policies, which include a full year of paid leave for mothers, 35 weeks of paid leave for fathers and adoptive parents, and 93 per cent salary top-up benefits.

It was also noted support does not stop once a DC employee retires. From retirement planning assistance prior to their departure to maintaining the connection between retired employees and the college through the Retiree Association, DC encourages and helps its employees at every stage of their career, from those just starting out to those ready to transition into the next chapter of their lives.

Greater Toronto's Top Employers is an annual competition organized by the editors of Canada's Top 100 Employers. This special designation recognizes Greater Toronto Area employers who lead their industries by offering exceptional places to work. Organizations are judged on several criteria, including physical workplace; work and social atmosphere; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement. Employers are compared to other organizations in their sector to determine which offer the most progressive and forward-thinking programs.

Durham College once again named one of Canada's Top 50 Research Colleges

DC is pleased to announce it has once again been named one of Canada's Top 50 Research Colleges for 2020 by Research Infosource Inc., a Canadian research and development intelligence company. This is the seventh time the college has been included on the list, which is informed by data on research income, research intensity, research partnerships, and projects at colleges across the country.

DC's [Office of Research Services, Innovation and Entrepreneurship \(ORSIE\)](#), which is responsible for facilitating all applied research at the college, has been supporting small to medium-sized businesses and student experiential learning through innovation and collaboration since its inception in 2009.

Highlights from 2020 include the launch of two new applied research centres – the [Mixed Reality Capture Studio \(MRC Studio\)](#) and [Centre for Cybersecurity Innovation](#) – which join the already well-established [AI Hub](#) and [Centre for Craft Brewing Innovation](#), allowing the college to broaden its expertise and diversify its research portfolio.

Over the last decade, ORSIE has worked with 159 industry partners on 326 projects involving more than 590 students in its projects, allowing DC to make its mark as a leading research institution through cutting-edge innovation, growth and impactful work.

In recent years, ORSIE has supported five multi-year social innovation projects. From designing financial empowerment tools and resources to help the specific needs of low-income residents to partnering with Big Brothers Big Sisters of North Durham to ensure mentor support for youth in rural areas is maintained despite the

challenges presented by COVID-19, ORSIE researchers are using their skills to improve the lives of people in the community, as well as the organizations that serve them.

Opinion Piece in Toronto Sun

An opinion piece, [Ontario Government Needs to Invest in Skilled Trades Education](#) was published in the Toronto Sun on January 19, 2021.

4. Our Community

DC's AI Hub and W. Galen Weston Centre for Food win Business Excellence Award from Greater Oshawa Chamber of Commerce

DC is proud to announce that its [Hub for Applied Research in Artificial Intelligence for Business Solutions](#) (the AI Hub) and [W. Galen Weston Centre for Food](#) (Weston Centre) have each received a Business Excellence Award from the Greater Oshawa Chamber of Commerce in the categories of innovation and sustainability, respectively.



The AI Hub's win in the innovation category highlights recent achievements and success in the local tech sector, including the planning and co-ordination of their Enable AI conference, the first of its kind in the Durham Region, and the completion of numerous unique applied research projects for small-and-medium-sized businesses.

Winning in the sustainability category, which was launched by Oshawa Power last year, the Weston Centre was recognized for its field-to-fork philosophy, as well as its diverse, environmentally friendly programs and practices. From exploring energy-efficient growing methods, while also addressing the issue of food scarcity, to planting and harvesting seasonal crops to be used in Bistro '67, the college's teaching-inspired restaurant, or in community shared agriculture boxes, sustainability underscores much of the Weston Centre's operations.

Accepting the awards on behalf of the college were [Kelly O'Brien](#), general manager, Operations, W. Galen Weston Centre for Food, and [Debbie McKee Demczyk](#), dean, Office of Research Services, Innovation and Entrepreneurship.

The Greater Oshawa Chamber of Commerce Business Excellence Awards were established in 1995 and honour organizations that excel in all areas of business and leadership within the community.

Update on Building for Skills Capital Campaign

To date, the capital campaign to fund the expansion at Whitby has raised \$5.19 million towards the \$10 million dollar goal, with 38 per cent of Board members supporting. We were delighted with the success of the Durham College Alumni Association matching gift campaign, which surpassed our expectations, raising \$58,000. Also, we recently received a very generous gift of \$150,000 from a skilled trades alumnus, which we hope will encourage others. While the pandemic has slowed progress for several reasons, including the uncertainty that many businesses and individuals are feeling, we are confident that we will raise the remaining funds over a longer time than initially anticipated. We continue to work closely with nuclear, building, and development industries and their unions to continue conversations and better understand when the right time will be. We continue to cultivate and negotiate with two transformational donor prospects whose combined commitments could range between \$3 and \$4 million. Confirming these two donors will be paramount to the successful completion of the campaign.

Virtual College Day Activities

In place of the annual College Day at Queen's Park, Colleges Ontario scheduled several virtual meetings with Ministers and local MPPs of which Durham College was invited:

- Meeting with Minister Romano (January 22, 2021)
- Meeting with Minister McNaughton (January 26, 2021)
- Meeting with MPP Lorne Coe & MPP Lindsey Park (February 5, 2021)

Key Meetings Involving the President's Office (Dec 9 to Feb 9)

- College Employer Council Management Board Teleconference (December 10, 2020)
- Greg Meredith, Deputy Minister, Ministry of Labour, Training & Skills Development (December 17, 2020) – *Attended in role with Colleges Ontario*
- Black North Initiative Education Committee Meeting (December 17, 2020; January 28, 2021)
- Meeting with Peter Bethlenfalvy and Linda Franklin (January 6, 2021)
- College Employer Council Management Board Teleconference (January 13, 2021)
- Meeting with Shaun Collier, Mayor of Ajax (January 19, 2021)
- Meeting with Don Mitchell, Mayor of Whitby (January 20, 2021)

- Meeting with Dave Ryan, Mayor of Pickering (January 20, 2021)
- Colleges Ontario Committee of Presidents Strategic Planning Retreat (January 25, 2021)
- Meeting with Dan Carter, Mayor of Oshawa (January 26, 2021)
- Meeting with Bobbie Drew, Mayor of Scugog (January 26, 2021)
- Meeting with Adrian Foster, Mayor of Clarington (January 26, 2021)
- Meeting with Rod Phillips (January 27, 2021)
- CIGan Board Strategic Session (February 2, 2021)
- College Employer Council Human Resources Steering Committee (February 4, 2021)
- College Employer Council Management Board Teleconference (February 4, 2021)
- Colleges Ontario Committee of Presidents (December 10, 2020; January 7, 2021; February 4, 2021)

Report Number: BOG-2021-09

To: Board of Governors

From: Elaine Popp, Executive Vice President, Academic

Date of Report: February 2, 2021

Date of Meeting: February 10, 2021

Subject: Program Advisory Committees – Semi-Annual Report

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-2021-09, providing the Program Advisory Committee semi-annual report 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 objective to deliver high-quality programs that reflect labour markets and are responsive to emerging economies.

School of Business, IT & Management

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Accounting	October 21, 2020	9 External 2 College Representatives	Green
Computer Programmer	November 9, 2020	10 External 2 College Representatives	Green
Computer Systems Technician/Technology	November 18, 2020	10 External 1 College Representatives	Green
Cosmetic Techniques and Management and Esthetician – Spa Management	November 2, 2020	8 External 3 College Representatives	Green
Emerging Technologies	October 20, 2020	9 External 3 College Representatives	Green
Entrepreneurship & Small Business	November 4, 2020	7 External 3 College Representatives	Blue
Finance	November 16, 2020 – Postponed	7 External 2 College Representatives	Red
Human Resources/Graduate Certificate	November 11, 2020	9 External 2 College Representatives	Green
International Business Management Graduate Certificate	November 25, 2020	10 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 (Did not meet quorum).
 Red: PAC that requires attention and review of membership.

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Marketing – Business/Marketing – Business Administration	October 29, 2020	9 External 2 College Representatives	Green
Office Administration (Executive/Medical)	October 28, 2020	8 External 3 College Representatives	Yellow
Project Management Graduate Certificate	November 17, 2020	10 External 1 College Representative	Green
Recreation & Leisure Services	October 23, 2020	7 External 3 College Representatives	Blue
Sports Admin./Sport Management/Sport Business Management Graduate Certificate	October 26, 2020	10 External 2 College Representatives	Green
Supply Chain and Operations	October 22, 2020	9 External 3 College Representatives	Green

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Accounting Cluster	Provide a further update on software & soft skills required by graduates.	C. Wilson to provide update for Spring 2021 meeting.	To be completed	Program Coordinator
	Provide a further update on the impact of COVID-19 on field placement.	C. Wilson to provide update for Spring 2021 meeting.	To be completed	Program Coordinator
	Provide an update on innovation in the virtual classroom and how to facilitate the online learning better.	C. Wilson to provide update for Spring 2021 meeting.	In Process	Program Coordinator
Computer Programmer Cluster	Look into incorporating more AODA in the program.	S. Forbes to update PAC at Spring 2021 PAC meeting	In Process	Program Coordinator
	Look into incorporating help for developing students professionally and collaboration increase collaboration skills without increasing volume of group work.	S. Forbes to update PAC at Spring 2021 PAC meeting	In Process	Program Coordinator
	Members to send potential new PAC member leads to S. Forbes.	To be completed by March 2021.	In Process	Membership
	Reach out to S. Pratt to get information on including PAC members as guest speakers for placement course.	S. Forbes to update PAC at Fall 2020 PAC meeting	To be completed	Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
Computer Systems Cluster	Provide an update to the PAC regarding CPR in the spring PAC meeting.	N. Kanga to review and update PAC at Spring 2021 PAC Meeting	In Process	Program Coordinator
Cosmetics/Esthetics	Collaborate in the Spring to discuss incorporation of operational tasks across the curriculum to meet industry requirements.	R. Authors and L. Morris to provide PAC with an update at Spring 2021 meeting.	To be completed	Coordinator/Spa Manager
	Provide an update to the PAC on the program during the spring meeting.	R. Authors to provide update at Spring 2021 meeting.	To be completed	Coordinator
Emerging Technologies	Provide PAC with an update on Additional Course for the Cybersecurity Graduate Certificate.	R. Al Omari to report finding to group during Spring 2021 PAC meeting.	In Process	Coordinator
	Provide PAC with an update on status of guest speakers in the virtual classroom.	R. Al Omari to report finding to group during Spring 2021 PAC meeting.	In Process	Program Coordinator
Entrepreneurship & Small Business	Investigate whether a course based on case studies needs to be added to the POS.	M. Ford/ J. Fisher to provide update at Spring 2021 meeting.	In Process	Program Coordinator/ Faculty
	Look into the mentorship program and look into expanding to allowing extended family members - outside of their immediate nuclear family.	M. Ford to provide update at Spring 2021 meeting.	In process	Program Coordinator
	Provide an update on the Winter 2021 semester.	M. Ford to provide update at Spring 2021 meeting.	In process	Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
Finance Cluster	Postponed due to quorum not being met. Spring 2021 meeting to be scheduled. Will be looking into membership.	J-P Mann to look into membership of PAC.	In Process	Program Coordinator
Human Resources Cluster	Reach out to placement coordinators to see if they can increase the number of employers students can apply to.	R. Graham to provide update during Spring 2021 meeting.	In Process	Program Coordinator
	Request from PAC members, specific examples of critical thinking within their organizations.	R. Graham to provide update during Spring 2021 meeting.	To be completed	Program Coordinators/ Membership
	Reach out to PAC members to identify specific guest speaker dates/times & topics.	R. Graham to provide update during Spring 2021 meeting.	In process	Coordinator/ Membership
	C. Southern to share with R. Goulding and R. Graham the set of questions being drafted by Swegon North America to show a candidate's capacity for critical thinking	R. Graham to provide update during Spring 2021 meeting.	In Process	Program Coordinators/ Membership

Program Area	Recommendation	Action Plan	Status	Responsibility
International Business Management	Provide PAC with an update of their suggestions regarding new course development.	R. Ten Kate to provide update during Spring 2021 meeting.	Complete	Program Coordinator
	Provide PAC members with an update on their suggestions by Spring 2021 meeting.	K. Baker to provide update during Spring 2021 meeting.	To be completed	Dean
Marketing Cluster	Discuss inclusion within our programs. Invite someone from the diversity and inclusion office to the next meeting.	J. Carrigan/ V. Matthews to reach out to diversity office prior to Spring 2021 meeting.	To be completed	Program Coordinator/ Administrative Assistant
Office Administration (Executive/Medical) Cluster	Vote and confirm L. Snedden as chair during Spring 2021 meeting.	J. Labatte to start motion during Spring 2021 meeting.	To be completed	Program Coordinator/ Membership
	Provide PAC with an update regarding the winter 2021 semester.	J. Labatte to provide update during Spring 2021 meeting.	To be completed	Program Coordinator
Project Management	PAC membership to review the learning plan for PROJ 2207 and see if there are any areas for improvement, or missing methods being used in industry.	Membership to send results to R. Mofid by January 1, 2021.	Complete	Program Coordinator/ Membership
	Connect with PMI DHC to rectify the issue with PMI regarding student membership. L. Service to speak with the director of membership.	R. Mofid to provide update at Spring 2021 meeting.	Complete	Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
Recreation & Leisure	Send out the program cards to PAC members for their revision by next PAC meeting.	V. Matthews to send out to membership prior to Spring 2021 meeting.	To be completed	Administrative Assistant
	Look into increasing representation and diversifying the breadth of the PAC members.	K-E Walcer to provide update during Spring 2021 meeting.	In process	Program Coordinator
	K-E Walcer to help create a needs assessment survey to capture how to increase PAC member engagement.	K-E Walcer to provide update during Spring 2021 meeting.	To be completed	Program Coordinator
	Include a question about placement hosts wanting to join the PAC to the placement student host survey.	K-E Walcer to provide update during Spring 2021 meeting.	To be completed	Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
Sport Cluster	Provide an update on the CPR to the PAC at Spring 2021 meeting.	N. Lamarche to provide update during Spring 2021 meeting.	In Process	Program Coordinator
	Provide V. Matthews the results of the PAC “Padlet” poll.	K. Houze to send to V. Matthews	Complete	Faculty/Administrative Assistant
	Send out to PAC members “Padlet” Poll link with password.	V. Matthews to send to membership.	Complete	Administrative Assistant
	Sports to review team contracts for consistency.	N. Lamarche to provide update during Spring 2021 meeting.	To be completed	Program Coordinator/ Faculty
	Populate sports stream with relevant online learning tips for students	N. Lamarche to add to student stream by January, 2021.	Complete	Program Coordinator
	Discuss diversity and inclusion in the PAC Memberships organizations at the next PAC meeting.	To be added to Spring 2021 agenda.	To be complete	Program Coordinator
Supply Chain and Operations Management Cluster	Provide update to PAC on program development.	J. Souch to provide update during Spring 2021 meeting.	In Process	Program Coordinator

School of Health & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Animal Care	December 7, 2020	10 External 4 College Representatives	Green
Behavioural Science Programs (Honours Bachelor of Behavioural Science/Autism and Behavioural Science/Behaviour Technician)	December 8, 2020	8 External 4 College Representatives	Green
Child and Youth Worker	October 19, 2020	9 External 5 College Representatives	Green
CICE – Community Integration through Cooperative Education	January 19, 2021	9 External 5 College Representatives	Yellow
Communicative Disorders Assistant	December 2, 2020	8 External 5 College Representatives	Yellow
Community (Addictions and Mental Health/Social Services Worker)	October 8, 2020	8 External 9 College Representatives	Green
Dental Programs (DA/DH/Dental Reception and Administration)	November 13, 2020	9 External 10 College Representatives	Green
Developmental Services Worker	November 23, 2020	10 External 5 College Representatives	Green
Early Childhood Education	October 28, 2020	8 External 7 College Representatives	Green
Fitness & Health Promotion	September 30, 2020	10 External 6 College Representatives	Green
Massage Therapy Program	January 21, 2021	9 External 7 College Representatives	Yellow
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	November 3, 2020	9 External 6 College Representatives	Green
Practical Nursing/Personal Support Worker and Critical Care Nursing	November 12, 2020	11 External 9 College Representatives	Yellow

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.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	Distribute information to PAC members Consider how to encourage students to disclose accommodation needs to FP agencies to ensure needs are met. Discuss Micro credential on Animal behaviour to determine title	Email PAC members new Canadian Parasitology Expert Panel (CPEP) Guidelines from S. Campbell.	Completed	Recorder
		Distribute the revised Program of Study to PAC members	Completed	Recorder
		Meet with ASC Advisor at Whitby regarding student accommodation disclosure to field placement agencies	In Progress	Program Coordinator and Field Placement Officer
		Review of office communication, etiquette and extent this is incorporated in the curriculum.	In Progress	Program Coordinator
		Submit wildlife/animal behavior as a potential micro credential	In Progress	Program Coordinator/Associate Dean
Behavioural Science (HBBS/ATBS/BTHN)	Elect a chair Complete/sign Consent Release Form and Confidentiality Agreement Membership to become familiar with programs within the PAC cluster Next meeting to be scheduled	Review responsibility of Chair as described within PAC External Members package	Completed	Membership
		External members to complete/sign Consent Release Form and Confidentiality Agreement	In Progress	Recorder
		Distribute program of study for each program to membership. Send program links to membership	In progress	Recorder
		Meeting invite to be sent out to members for spring meeting	In progress	Recorder
Child and Youth Care (CYC)	Select new Chair	New Chair to be voted in. – members to reach out to Lori B if interested	Completed	Member volunteered – Heather Thompson
			In Progress	

Program area	Recommendation	Action Plan	Status	Responsibility
	Look at ways to fast track students to graduation in order to get them into the field and meet industry needs	Explore possibility of a fast track program to meet industry needs	Completed	Program Coordinator and Associate Dean
	Consider industry related topics that can be suggested for micro credentials	Bring forward suggestions for micro credentials, Anti-oppressive training, certification. Trauma informed practice	Completed	Associate Dean
	Provide update on final Comprehensive Program Review report	Share Ministry VLO's and CPR report with PAC Members	In Progress	Program Coordinator
		Create on line forum for collaboration and peer mentorship in the CYC program		Program Coordinator/ program team
Community Integration through Cooperative Education (CICE)	Conduct a survey to confirm the best date for upcoming meetings to be scheduled for early part of January 2021.	Survey membership to determine PAC meeting days/times most suitable	Completed	Recorder
	Provide update on progress of Comprehensive Program Review (CPR).	Present general findings from CPR process, to date	In progress	Program Lead
	Share Life After High School information.	Website link to be sent to Recorder for distribution	In progress	F. Gbalajobi/Recorder
	Elicit feedback from external membership for Comprehensive Program Group	Share External Focus Group survey link with members	Completed	Program Lead
	Elicit feedback and approval on Spring 2020 minutes from absent PAC members	Distribute Spring 2020 minutes to PAC members for review/feedback and approval	Completed	Recorder
	Consider industry related topics that can be suggested for micro credentials	Distribute information on micro-credentials and membership bring forward any further ideas	In progress	Associate Dean
	Share information on CICE Fair		In progress	Program Lead

Program area	Recommendation	Action Plan	Status	Responsibility
	Reflect on COVID-19 pandemic on industry sector	Distribute CICE Fair information when link is available Distribute discussion questions and return responses to recorder	In progress	All
	New college programs	Distribute a summary of new college programs that have launched in the past year	In progress	Associate Dean
Communicative Disorders Assistant (CDA)	Provide virtual placement opportunities for FP in May 2021	Exploring virtual field placement opportunities e.g. indigenous community	In Progress	C. Bock
	Assess topics of diversity/equity in curriculum to determine if these can be enhanced further	Inclusion of topics of diversity/equity in curriculum	In Progress	N. Beechey/Program team
	Consider industry related topics that can be suggested for micro credentials	Bring forward suggestions for micro credentials in areas of diversity inclusion strategies	In Progress	Associate Dean
	Look at community opportunities for students to gain further applied learning	Explore opportunities for students to take part in York Region Public Health Partnership with SK screenings.	In Progress	Program Coordinator
Community (ADMH/SSW)	Share the link to the Honours Bachelor of Community Mental Health (HBCMh)	Send survey link to elicit feedback from membership on the proposed HBCMh degree program	Completed	Associate Dean
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration (DH_DA_DRA)	Once we can return to campus, provide a tour of clinics/labs for PAC members prior to a PAC meeting.	Alternate PAC meetings, face-to-face and virtual MS teams meetings once we are able to be together.	In Progress	Recorder
	Consider industry related topics that can be suggested for micro credentials	Ideas for Micro credentials include Leadership within the Dental Practice training as well as Digital and advanced technology in Dental industries	In Progress	Associate Dean
	Provide opportunities for connections and mentorships between students	Explore opportunity for peer mentorship program for a 1 st semester student acquiring	In Progress	Program Coordinators

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>Compile DRA comprehensive program review data to inform PAC</p> <p>Raise awareness of Dental Hygiene clinic services and hours</p>	<p>technology support from an upper level dental student.</p> <p>Communicate updates of DRA curriculum changes through the findings of the in-process Curriculum Program Review.</p> <p>Program will continue with plan for enclosed rooms for AGP's following regulatory and PH guidelines on air ventilation and fallow time.</p> <p>Share the Dental Clinic web page link with our Dental PAC members to support awareness of DC Dental clinic</p>	<p>In Progress</p> <p>Completed – rooms ready for use January 2021</p> <p>Completed</p>	<p>Donna Pegg DRA program coordinator</p> <p>Associate Dean/Program Coordinators</p> <p>Recorder</p>
Developmental Service Worker (DSW)	<p>Share placement options that have been created for students during pandemic so they can determine placement opportunities within agencies.</p> <p>Make students aware of 8 week job opportunity at Participation House</p> <p>Consider micro-credentials that would be good opportunities for the developmental sector</p>	<p>Program Coordinator and Field Placement Officer will follow up with membership to discuss winter placement opportunities for students</p> <p>Program Coordinator to share with students</p> <p>Associate Dean will follow up on list generated by membership to see what would be a strong recommendation to move forward</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Program Coordinator/Field Placement Officer</p> <p>Program Coordinator</p> <p>Associate Dean</p>
Early Childhood Education (ECE)	<p>Share PD opportunities</p> <p>Consideration of potential micro credential topic areas.</p> <p>Determine agencies that can take on FP students in the spring.</p>	<p>Send invite to Program Coordinators for Karen Callaghan presentation</p> <p>Have FP f2f opportunities for students in the spring.</p>	<p>Completed</p> <p>On Hold</p>	<p>Janine Keith (Chair)</p> <p>Program Coordinators/J. Keith</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	Facilitate ways upper level students can connect with and support first year students. Curriculum consideration	Offer forum/mentoring opportunities between new and upper year students for winter semester Look at curriculum to see if virtual communication strategies with families involved with child care facilities are adequately covered	In Progress In Progress	Program Coordinators Program Coordinators
Fitness and Health Promotion (FITS_FHP)	Alternative virtual platform for PAC meetings.	Explore using Google Meets platform for next PAC meeting. Faculty to work on student engagement	In Progress	Program Coordinator/ program team
Massage Therapy (MAST)	Students require increased demonstration of massage therapy techniques Students require preparation for the Multiple Choice Question (MCQ) certification examination of the College of Massage Therapists of Ontario (CMTO) for initial registration Students require hands-on practical experience prior to the Objectively Structured Clinical Evaluation (OSCE) certification examination for CMTO initial registration	Find technique videos that students can view and support practicing their techniques. Send video to all members. Create a comprehensive MCQ exit exam that will be delivered prior to completion of semester 6. Check to see if refresher course is offered through CMTO. Investigate the logistics of developing and offering an OSCE examination prior to students taking the OSCE for the CMTO initial registration Discuss with EVPA	Completed Completed In Progress Complete In Progress	S. Fattibene M. Smith / A. Reid Program Coordinator/Amy Reid and faculty A. Reid Associate Dean/Program Co-ordinator
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	Remove bullets from Mission, vision and values document – T. Avvampato T. Avvampato and L. Maybury to circulate TOR in advance of next meeting.	In response to feedback from PAC & community members, more focus was placed in PTA skills I on placement of modalities and integration of clinical anatomy. anatomy on preceptor survey in Spring 2021.	In Progress Will include sub-question on preparedness related to modality preparedness	T. Avvampato/L. Maybury

Program area	Recommendation	Action Plan	Status	Responsibility
	Consideration of potential micro credential topic areas.	<p>In response to feedback from PAC – group exercise project was incorporated into year 2 curriculum, with a focus on facilitating group exercise sessions for individuals with common neurological impairments.</p> <p>Comments/recommendations requested based on Program evaluation plan that was distributed</p> <p>Industry partners to consider ideas they may have for micro credentials to be brought forward.</p>	<p>and integration of clinical anatomy</p> <p>Delay this goal to Fall 2021 due to remote planning for Fall 2020. Will re-evaluate and establish SMART goal in Spring 2021.</p> <p>In Progress</p> <p>In Progress</p>	<p>T. Avvampato/L. Maybury</p> <p>T. Avvampato</p> <p>Associate Dean</p>
Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)	<p>PAC needs to elect a Chair</p> <p>Increase attendance at PACs</p>	<p>Discuss role with PAC members</p> <p>Interested members to put their name forward</p> <p>Email members to consider chair position</p> <p>Revert to two PACs: one for PN/PSW and another for CC Discuss with EVPA</p>	<p>Completed</p> <p>Completed</p> <p>In Progress</p> <p>In Progress</p>	<p>Associate Dean/Membership</p> <p>Membership</p> <p>Associate Dean/Program Coordinator/Admin Assistant</p> <p>Associate Dean</p>

School of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Culinary	November 3, 2020	6 External 4 college representatives	Yellow
Food and Farming	November 9 2020	7 external 4 college representatives	Blue
Horticulture	November 19, 2020	8 external 4 college representatives	Blue
Hospitality	October 7, 2020	9 external 4 college representatives	Green
Special Events Management	October 7, 2020	7 external 4 college representatives	Green

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 Blue: Active and engaged PAC; membership requires review.
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 Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary	With the pandemic and heightened focus on safe operations, consider greater/new focus on the following: student hygiene; keeping up with trends/times (techniques in menu planning; technology/social media; menu planning specific to takeout/delivery; equipment knowledge; Entrepreneurial; pop-up grocery stores; virtual cooking classes and family dinners; creative ways to offer catering as customers are still seeking this experience.	Review existing courses/POS	Pending – will be considered as part of annual program review	Program Team
Food and Farming	With the pandemic and heightened focus on safe operations, review curriculum to further emphasize/include quality control as it is important in food and farming industries.	Review relevant courses to ensure it is captured	Pending	Program Coordinator / Program Team
Horticulture	Consider how to incorporate more small-scale growing into curriculum in light of trends during the pandemic. Investigate adding horticulture apprenticeship designation to program mix.	To be considered during annual program review Discussion regarding the possibility of offering an apprenticeship program via DC	Pending	Dean / Program Coordinator Dean / Program Coordinator
Hospitality	Further develop roster of guest speakers to connect with students as part of the curriculum.	Request made to membership to notify program coordinator if they are interested	Ongoing	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
	Identify new placement opportunities in light of the challenges that come with the pandemic restrictions.	Call-out made to membership	Ongoing	Program Coordinator/Field Placement Officer
Special Events Management	Given the pandemic, the industry is changing. Consider how to strengthen curriculum opportunities for virtual events. Review other opportunities in the curriculum to update for these current times?	Send membership the current POS for review	Pending	Admin. Assistant / Membership
	Further develop program web page to capture various industry connections and affiliations.	Update current program page.	Completed	Program Coordinator
	Create opportunities for industry to come in and discuss different roles beyond the wedding planner, so they understand how many different opportunities exist in industry	Call-out made to membership	Pending	Program Coordinator / Membership

School of Interdisciplinary Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
General Arts & Science <i>Previously General Arts & Science – Liberal Arts</i>	November 18, 2020	8 External 4 College Representatives	Blue
Pre-Health Sciences <i>Previously General Arts & Science – Health and Sciences</i>	November 19, 2020	8 External 6 College Representatives	Blue

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 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
General Arts & Science	Discuss developing an easier and more cost-effective way for previous post-secondary students to PLAR out of PREP 1300	To be discussed during the comprehensive program review.	Ongoing	Nathan Wilson
Pre-Health Sciences	Create and embed wellness/mindfulness modules in D2L for students.	Develop modules and determine which courses to embed them in.	Complete	PHS Program Team/Jesse Parsons

School of Justice & Emergency Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Fire and Life Safety Systems Technician	November 12, 2020	11 External 7 College Representatives	Green
Firefighter – Pre-service, Education and Training	October 19, 2020	10 External 9 College Representatives	Yellow
911 Emergency & Call Centre Communications	November 26, 2020	9 External 7 College Representatives	Green
Law Clerk Advanced Fast Track and Office Admin - Legal	October 27, 2020	9 External 8 College Representatives	Green
Mediation – Alternate Dispute Resolution	October 7, 2020	8 External 7 College Representatives	Green
Paralegal	November 3, 2020	10 External 10 College Representatives	Green
Paramedic and Emergency Services Fundamentals	November 10, 2020	10 External 11 College Representatives	Green
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	November 11, 2020	10 External 14 College Representatives	Green
Victimology	November 16, 2020	7 External 5 College Representatives	Blue
Youth Justice & Intervention	November 17, 2020	8 External 3 College Representatives	Green

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 Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Fire Life Safety Systems Technician (FLST)	M. Zukov to provide update on training and certification of integrated testing.	Provide an update to members once completed.	In process	M. Zukov
	Provide tour of the new FLST lab.	When permitted due to pandemic restrictions, provide tour of lab.	Postponed	Program Coordinator and External members
Firefighter- Pre-service, Education & Training (PFET)	Ensure that students are taught best practices as opposed to multiple methods.	Follow up with program team to ensure consistency on methods taught and follow up with PAC in the spring.	In process	Program Coordinator
	Follow up on potential micro-credential opportunities within the industry.	Obtain further information through research and committee feedback on microcredential opportunities.	In process	All
911 Emergency & Call Centre Communications (EMCC)	Implement mentoring program for students.	Investigate and provide update at the next meeting.	Delayed due to COVID - Ongoing	Program Coordinator
	Investigate possibility of stress management and resiliency microcredential for employees and students.	Discuss further the elements of a microcredential in this area that would be beneficial for those working in the industry as well as students.	In process	Program Coordinator and Associate Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF)	Faculty to streamline communication for students to support remote learning.	Follow up with program team to ensure best practices for student communication are used.	In process	Program Coordinator
	Determine potential microcredential opportunities in the industry.	Obtain further information through research and committee feedback on microcredential opportunities.	In process	All
Mediation – Alternative Dispute Resolution (MADR)	Explore the possibility of online sessions for students to learn about the JADE mediation practice group	D. Burt to connect with D. Kassirer to arrange a virtual presentation.	In process	Program Coordinator
	Continue to develop remote experiential learning for CCRS.	Investigate opportunities from committee members and other organizations in the community.	In process	Program Coordinator
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Follow up on remote courtroom learning opportunities and access to Landlord and Tenant Board hearings.	Connect with PAC members for access to courts and LTB hearings.	In process	Program Coordinators, External members
	Provide update on feedback from the Law Society about the remote delivery of courses after audit is completed.	Share feedback from the Law Society after the course visits that will be completed remotely.	In process	Program Coordinators

Program area	Recommendation	Action Plan	Status	Responsibility
Paramedic (PPC and PADV) Emergency Services Fundamentals (EMSF)	Demonstrate the new Anatomage table for PAC members.	If an in-person meeting is possible, offer demonstration.	Will occur at spring meeting	Program Coordinators
	Follow up on standardized practices for faculty using DC Connect pages.	Evaluate best practices and templates in order to create more consistency for students.	In process	Program Coordinators
	Investigate additional lab access for paramedic students during the holidays	Provide students with additional opportunities for practice.	In process	Program Coordinators/Executive Dean
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Follow up on team building and leadership implementation in programs.	Look at additional aspects for leadership and team building experience.	In process	Program Coordinators
	Implement rubrics for LAW program courses.	Work with program team to ensure rubrics are present.	In process	Program Team
	Discuss potential microcredentials at the spring meeting	After reviewing microcredential requirements at fall meeting, obtain suggestions from members in the spring.	In process	All

Program area	Recommendation	Action Plan	Status	Responsibility
Victimology (VICT)	Ensure that due dates built into DC Connect are accurate.	Reduce inconsistencies in due dates posted for students.	In process	Program team
	Create additional opportunities for students to connect and discuss outside of class time.	Create additional student networking and connection opportunities within the program design.	In process	Program Coordinator/team
	Investigate microcredential opportunities for grief, death and risk assessment.	Connect with external members to gain further information about these opportunities.	In process	Program Coordinator
Youth Justice & Intervention (YJI)	Discuss potential for microcredential opportunities.	Members asked to consider opportunities that would be beneficial not only for students but for those working in industry.	In process	Program Coordinator and Associate Dean
	Investigate the potential of a community tour day so students can see local organizations and supports.	Connect with external organizations to see if a tour would be possible.	Delayed due to COVID - Ongoing	Program Coordinator

School of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	October 1, 2020	9 External 5 College Representatives	Blue
Animation – Digital Production/Game Art	October 6, 2020	12 External 6 College Representatives	Blue
Broadcasting for Radio & Contemporary Media	September 29, 2020	10 External 4 College Representatives	Green
Contemporary Web Design/Interactive Media Design and Media Fundamentals	October 22, 2020	10 External 6 College Representatives	Green
Fine Arts – Advanced and Foundations in Art & Design	October 7, 2020	8 External 6 College Representatives	Blue
Graphic Design	October 8, 2020	7 External 4 College Representatives	Blue
Journalism – Mass Media	October 13, 2020	9 External 7 College Representatives	Green
Music Business Management/Music Business Administration	October 14, 2020	8 External 5 College Representatives	Blue
Photography, Video Production	October 15, 2020	10 External 6 College Representatives	Red
Public Relations	October 27, 2020	9 External 4 College Representatives	Green

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 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
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	No recommendations as quorum was not met.	Review membership. Promote remote and asynchronous attendance at PAC meetings.	On-going	Program Coordinator and Executive Dean
Animation – Digital Production/Game Art	No recommendations as quorum was not met. The PAC is currently seeking a new chair.	Review membership. Promote remote and asynchronous attendance at PAC meetings.	On-going	Program Coordinators and Executive Dean
Broadcasting for Radio & Contemporary Media	Organize a remote show at Durham College with KX 96 organized at Durham College.	Program Coordinator will coordinate logistics with KX96 Assistant Program Director	In process	PAC member, Jerry Archer, Program Coordinator and Executive Dean
	Teach students how to get their stories vetted and out quickly to the air.	Faculty will incorporate this learning into CLO's	In process	Faculty
	Share student work with the membership every semester for review and feedback.	Program Coordinator will organize presentation to the PAC	In process	Faculty and PAC members
	Allow students to gain experience working on a morning show by sitting in and watching a morning show live in the studios.	Faculty Team will work with local radio stations to organize visits	In process	Faculty

<p>Contemporary Web Design/Interactive Media Design and Media Fundamentals</p>	<p>Create chat or break-out rooms within the courses to help encourage collaboration between students.</p> <p>Explore more community partnerships for student projects.</p> <p>Explore using a screen reader and an automated testing tool with the students in the web technologies class.</p> <p>Incorporate compliance for accessibility legislation is incorporated into the student's projects.</p> <p>Introduce instructional design to the students through the curriculum.</p> <p>Recommend that Internet of Things (IOT) is introduced in the curriculum</p>		<p>Completed</p> <p>In-Process</p> <p>In-Process</p> <p>In-Process</p> <p>In-Process</p> <p>In-Process</p>	<p>Faculty</p> <p>Faculty</p> <p>Faculty</p> <p>Faculty</p> <p>Faculty</p> <p>Faculty</p>
<p>Fine Arts – Advanced and Foundations in Art & Design</p>	<p>Have the drawing class explore different scenarios for the students to have a chance to draw the models live.</p>		<p>In-process</p>	<p>Faculty</p>
<p>Graphic Design</p>	<p>The PAC is currently seeking a new chair.</p> <p>Introduce User Experience (UX) and User Interface (UI) into the curriculum.</p>		<p>Develop in the spring.</p>	<p>PAC members</p> <p>Faculty</p>

	<p>Introduce After Effects and Figma in the program.</p> <p>Teach the students to incorporate social media techniques and strategies into their projects.</p> <p>Investigate that creative client briefs and pitches (more meaningful conversations and questions) are strengthened in the portfolio and branding classes.</p> <p>Ensure that students are comfortable presenting virtually.</p> <p>Review the membership and ensure members are added that work in editorial, packaging and from a generalist studio</p>		<p>Develop in the spring.</p> <p>In-process</p> <p>In-process</p> <p>In-process</p> <p>On-going</p>	<p>Faculty</p> <p>Faculty</p> <p>Faculty</p> <p>Faculty</p> <p>Program Coordinator, Executive Dean and Faculty</p>
Journalism – Mass Media	<p>The PAC is currently seeking a new chair.</p> <p>Place greater emphasis on ethics in newswriting in the curriculum.</p> <p>Introduce representation and diversity for the newsroom into the curriculum.</p>	Open call to membership.	<p>In-process</p> <p>Develop during the spring.</p> <p>Develop during the spring.</p>	<p>PAC members</p> <p>Faculty</p> <p>Faculty</p>

<p>Music Business Management/Music Business Administration</p>	<p>The PAC is currently seeking a new chair.</p> <p>Review the workload for second year students and ensure it is spread out evenly throughout the semesters.</p> <p>Introduce more traditional reading is introduced back into the curriculum, especially while learning is on-line.</p> <p>Review the membership.</p>	<p>Open call to membership</p>	<p>In-process</p> <p>In-process</p> <p>In-process</p> <p>On-going</p>	<p>PAC members</p> <p>Faculty</p> <p>Faculty</p> <p>Program Coordinator and Executive Dean</p>
<p>Photography, Video Production</p>	<p>The PAC is currently seeking a new chair.</p> <p>Review membership.</p>		<p>On-going</p>	<p>PAC members</p> <p>Program Coordinator and Executive Dean</p>
<p>Public Relations</p>	<p>Review Copy Writing I and II for continuity from year one and year two.</p> <p>Invite one of the advisory members to speak to the students about Zoom meeting etiquette and protocols</p>		<p>On-going</p> <p>On-going</p>	<p>Faculty</p> <p>Faculty and PAC members</p>

Centre for Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Mental Health & Addictions PAC	November 18, 2020	8 External 2 College Representatives	Green

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Mental Health & Addictions	Engage members in the Comprehensive Program Review for the Children's Mental Health program (2020-2021).	Invite members to share industry insights as part of the Comprehensive Program Review process.	Will engage members during this CPR cycle.	Program Manager, Professional and Part-time Learning
	Continue to assess opportunities to offer ancillary professional development, in the following areas: trauma-informed care; recovery-based care/approach; de-escalation techniques; and care for clients with dual diagnosis, managing responsive behaviours, crisis prevention/ intervention, working in forensic care (i.e.	Continue to investigate potential to offer professional development in any of the areas identified.	Ongoing	Program Manager/Dean, Professional and Part-time Learning

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.

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>education for health professionals so they better understand the criminal justice system as it may related to clients/client care)</p> <p>Offer training related to the complexities of work within corrections (e.g. for mental health nurses).</p>	<p>Offered new courses in Winter 2021 which focus on topics raised through the PAC, including an <i>Introduction to Trauma-Informed Practice</i> and <i>Contemporary Correctional Theory and Practice</i> (unfortunately, the latter was cancelled by the host college in OntarioLearn due to low enrolment). As previously reported, we will be picking up and offering courses about women and indigenous populations in corrections in future terms when offered by host college in Ontario Learn.</p>	<p>In progress</p>	<p>Program Manager, Professional and Part-time Learning</p>

School of Science & Engineering Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status ¹
Architectural Technology	October 1, 2020	7 External 5 College Representatives	Green
Biomedical Engineering Technology	October 15, 2020	5 External 4 College Representatives	Blue
Biotechnology	November 25, 2020	8 External 5 College Representatives	Green
Chemical Engineering Technology	November 3, 2020	9 External 4 College Representatives	Green
Chemical Laboratory Technician	November 12, 2020	8 External 4 College Representatives	Green
Civil Engineering Technician/Technology	November 5, 2020	8 External 4 College Representatives	Green
Electronics Technician/Technology	October 20, 2020	5 External 4 College Representatives	Blue
Electromechanical Engineering Technology	October 6, 2020	9 External 3 College Representatives	Green
Environmental Technology	September 29, 2020	9 External 4 College Representatives	Green
Health Care Technology Management	October 14, 2020	8 External 4 College Representatives	Green
Mechanical Engineering Technician/Technology	September 22, 2020	10 External 3 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	November 26, 2020	8 External 4 College Representatives	Green
Pharmaceutical and Food Science Technology	November 17, 2020	6 External 4 College Representatives	Blue
Water Quality Technician	October 7, 2020	8 External 4 College Representatives	Green

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Key recommendations Winter 2021 Meetings

Program area	Recommendation	Action Plan	Status	Responsibility
Architecture Technology	The majority of Architecture business operations have virtually evolved in response to COVID.	Program Coordinator will invite Members to participate in a sub-committee discussion and share best practices to support the ARHY program make a similar transition.	Complete	Program Coordinator
	Membership receives an update about community partnerships and new experiential learning opportunities within the ARHY program.	Program Coordinator, Faculty (A. Taileb) and students will present City Study and TeachingCity-Bee City projects during the spring meeting.	New	Program Coordinator/ Faculty (A. Taileb) and Students
	Presentation and discussion about curriculum changes pertaining to project estimating, design and fundamentals of Architecture.	Program Coordinator will provide an update about the new curriculum and share student feedback during the Spring meeting.	In-process	Program Coordinator
Biomedical Engineering Technology	Explore opportunities to grow and diversify PAC Membership.	Program Coordinator and Associate Dean will invite new employer and industry partners to learn more about programs and consider PAC roles.	New	Program Coordinator/Associate Dean
	Membership identifies the need to increase technology skills and abilities in the workforce. Endorse, review and consider systems integration.	Program Team will review and consider a way to include concept of embedded and integrated systems during the CPR, Spring 2021.	In-process	Program Coordinator and Faculty (L. Bertrand)

	<p>PAC emphasize the importance of maintaining hands-on learning during COVID, especially in Biomedical Engineering.</p> <p>COVID has changed business operations for many industry members, including a transition to a virtual office environment. Membership recommend soft skills training to build knowledge of professional conduct for online meetings and interviews.</p>	<p>Program Coordinator will investigate extended lab access to support student learning and projects.</p> <p>Program Team will consult Field Placement Coordinator and Career Services and introduce a module to address professionalism and virtual conduct.</p>	<p>Complete</p> <p>In-process</p>	<p>Program Coordinator/Manager SET</p> <p>Program Coordinator/Field Placement Coordinator</p>
Biotechnology Advanced	<p>Critical lab skills driving employment are quickly evolving in mid- and post-COVID lab environment.</p> <p>Membership receives a presentation about the 2020/2021 Comprehensive Program Review (CPR). Requesting feedback from faculty, students and industry.</p> <p>Work Integrated and experiential learning continue to be a priority for Membership and Program Team. Industry endorse in-person and non-traditional experiences for students during the pandemic.</p>	<p>Program Team will explore the acquisition and inclusion of RT PCR instrument as part of the applied lab experience and curriculum.</p> <p>Program Coordinator will distribute survey to solicit feedback in support of the CPR. Survey will be sent to student and industry stakeholders electronically.</p> <p>Field Placement Coordinator will connect with PAC Member (R. Massimi) to explore opportunities with York Durham Environmental Lab.</p>	<p>New</p> <p>Complete</p> <p>New</p>	<p>Program Team</p> <p>Program Coordinator /CAFE</p> <p>Faculty (J. Cortez-Cordova) and R. Massimi</p>

Chemical Engineering Technology	Program Team presentation: investigating skills gaps and the need for new equipment implementation.	Program Coordinator and Faculty (D. Duncan) will distribute a survey to industry members requesting feedback about current equipment and timing for implementation requirements.	In-process	Program Coordinator/Faculty (D. Duncan)
	DC Alumni and Students express interest in the new Environment Health and Safety (EHSM) Graduate Certificate.	Executive Dean to connect the Program Coordinator/Subject Matter Expert with interested individuals.	Complete	Executive Dean
	Explore non-traditional placement opportunities for students to support industry partners during the COVID pandemic.	Members will meet with Field Placement Coordinator to discuss new opportunities at AeroTek Manufacturing Ltd and Vive Crop Protection	In-process	Members (J.Schofield; W. Rijal) /Faculty (D. Duncan)
Chemical Laboratory Technician	Grade 12 Physics is not commonly offered in high school. Current program admission requirements reflect: MCT4C (Math) or grade 12 Physics.	Program Coordinator will work with PAC Member (K. Dhamrait) at TDSB to confirm current course offerings and common enrolment. Findings will be presented during the Spring 2021 meeting.	New	Program Coordinator and Member (K. Dhamrait)
	Membership request more information about level of content in the Program of Study (POS) pertaining to sample handling, specifically in labs.	Program Coordinator will present curriculum for PAC review and comment during the Spring meeting.	New	Program Coordinator
	Membership and Students request that community outreach opportunities evolve and be offered	Executive Dean will investigate possibility of outreach opportunities.	New	Executive Dean

	virtually during COVID. (Example: YWSTT event)			
Civil Engineering Technician/Technology	The Highway Transportation course uses manual studies of traffic in labs. Synchro traffic software provides students with an integrated and applied learning experience. Students are invited to attend traffic control centre to enhance this experience (in future).	Program Coordinator to connect with Member (B. McWade) at Regional Municipality of Durham.	New	Program Coordinator/Member (B.McWade)
	Members provide an update about changing industry regulations for disposal and management of excess soil.	Program Coordinator will introduce ENVT Program Coordinator to Members at Golder Associates Ltd. and Regional Municipality of Durham to discuss soil regulations and curriculum.	New	Program Coordinator; Environmental Program Coordinator/ Members (D. Edwards and B.McWade)
	An increasing trend of recycling materials (aggregates, concrete and asphalt) is noted by broader Membership.	Program Coordinator will meet with Members (C.Hankey and D. Edwards) from Golder Associates Ltd. and explore potential partnership for a capstone project on the topic of material handling and recycling.	New	Program Coordinator/Members (C.Hankey and D. Edwards)
	Membership expresses the importance of using industry relevant samples to support experiential learning in hands-on labs.	Member from Regional Municipality of Durham will share design files (templates and sample drawings) for students use in model	In-process	Technologist and Member (B. McWade)

		production and data point resourcing.		
Electronics Engineering Technician /Technology	Explore opportunities to grow and diversify PAC Membership.	Program Coordinator and Associate Dean will invite new employer and industry partners to learn more about programs and consider PAC roles.	New	Program Coordinator/Associate Dean
	Membership provided a career development and employment update for students.	Program Coordinator and Program Team will discuss opportunities for students to interact with Membership and industry partners virtually.	New	Program Coordinator
	Membership receive a presentation about the domestic and global pathway/articulation agreements available to students in the two- and three-year programs.	Program Coordinator will find alternative ways to make information available to applicants and students to support transfer interest. Program Coordinator will invite guest from Limerick Institute of Technology as a guest speaker during an upcoming PAC meeting.	In-process	Program Coordinator/CAFE
	Membership receive information about the 2020/2021 Comprehensive Program Review (CPR). Requesting feedback from faculty, students and industry.	Program Coordinator will distribute survey to solicit feedback in support of the CPR. Survey will be sent to student and industry stakeholders electronically.	In-process	Associate Dean
	New program concept – IoT and Security receives notional endorsement by ELTC/ELTY PAC.	Associate Dean will invite interested Members to participate in the Ad-HOC PAC for new program.	Complete	Associate Dean/CAFE

Electromechanical Engineering Technology	In response to expressed industry need, Membership endorses the timing and plans for co-op implantation; traditional and extended model.	Co-op Coordinator and Program Coordinator will speak with interested Members to gather feedback about non-traditional and off-stream co-op terms.	Complete	Program Coordinator / Co-op Coordinator
	Non-traditional field placements are becoming necessary during the COVID pandemic.	Program Coordinator will share information about alternative options, like Six Sigma, for PAC consideration during the Spring meeting.	New	Program Coordinator
	Single-line safety devices are becoming a predominant trend in the manufacturing and automation sector.	Program Coordinator and Program Team will explore ways to adapt curriculum for PAC consideration during the Spring meeting.	New	Program Coordinator/Program Team
Environmental Technology	Municipalities are seeing an increase in residential waste due to COVID.	Program Team will explore waste management and environmental impacts within the curriculum. Findings will be presented during the Spring meeting.	New	Program Team
	New soil management regulations will go into effect in December 2020, and will change operations management.	Program Coordinator will meet with industry partners to explore the impact to analytic testing techniques, and determine if revisions are necessary to address the change.	In-process	Program Coordinator
	Industry predicts a significant demand for soil sampling technicians.	Associate Dean and Program Coordinator will explore potential short-term training or micro-credential in sampling techniques.	New	Associate Dean/ Program Coordinators

Honours Bachelor of Health Care Technology Management	Membership encourages students to grow their professional network and keep up-to-date by attending conferences.	Program Coordinator will follow-up with Member (P. Austin) for link to CISCO virtual conference Feb 8-9/21 and share with ORSIE.	In-process	Program Coordinator/Faculty (S. Kudla) and Members (B. Gentles; P. Austin)
	Cyber security and the issue of patient privacy is an increasing need in health care management. Health care and third party agencies are becoming more remote as a result of COVID.	Program Coordinator/Program Team will provide an update about the topic of security in the curriculum during the Spring meeting.	New	Program Coordinator/Program Team
	Membership received presentation about Field Placement Host project.	Program Coordinator will share resources for digital material (website and brochure) with Membership.	Complete	Program Coordinator
Mechanical Engineering Technician and Technology	Membership elects a new PAC Chair.	Member (B. Barnett) from Whitney Canada Corporation is elected and will chair the Spring meeting.	Complete	Executive Dean
	Industry discuss an ongoing need for project support during the COVID pandemic.	Executive Dean will meet with Member (S. Richardson) to explore collaboration and project; calibration and sound measurement.	Complete	Executive Dean/Member (S. Richardson)
Mechanical Engineering Technician – Non Destructive Evaluation	Current industry specifications are becoming more relevant in technician training, in both theory and lab design.	Member (P. Kacaba) from Black and McDonald to connect with Faculty (T. Greve) and provide industry product samples for use in the Visual Inspection Level I & II lab.	Complete	Faculty (T. Greve)/ Member (P. Kacaba)

	<p>Industry and Alumni collaborations are an important aspect of how DC promotes the NDE program.</p> <p>Raw steel and hydrogen storage / distribution are emerging and high priority industry trends. Members express the need for a better understanding of skills development on this topic.</p>	<p>Program Coordinator will email Membership an invitation to participate in the 'day in the life' initiative, featuring videos for use during Recruitment events.</p> <p>Executive Dean and Program Coordinator will meet Member (S. Susac) from NDT group and Member (P. Kacaba) from Black and McDonald to investigate a micro-credential or applied research project (hydrogen).</p>	<p>In-process</p> <p>Complete</p>	<p>Program Coordinator</p> <p>Executive Dean/ Program Coordinator</p>
Pharmaceutical and Food Science Technology	<p>Review of changing lab procedures and to how use equipment due to COVID.</p> <p>COVID has had a substantial impact on industry and lab operations.</p> <p>Members request information about training opportunities and industry collaboration.</p> <p>January 2021 is the last intake for the Pharmaceutical and Food Sciences program. PAC Members</p>	<p>Program Coordinator will provide Membership with an update about new operating procedures in the lab, and share a Health and Safety resource; anti-fog lenses.</p> <p>Program Coordinator will meet with Members at Sunny Crunch foods to discuss specific COVID response protocols.</p> <p>Executive Dean to meet with Member (B. de Leeuw) from Excellence in Manufacturing Consortium and discuss future areas of interest and partnership opportunities.</p> <p>Program Coordinator will provide an update on program approval and curriculum</p>	<p>Complete</p> <p>In-process</p> <p>Complete</p> <p>In-process</p>	<p>Program Coordinator; Administrative Assistant</p> <p>Program Coordinator /Members (K. Poblocka and H. Vyas)</p> <p>Executive Dean / Member (B. de Leeuw)</p> <p>Program Coordinator</p>

	endorse committee division to support new programs in Fall 2021.	development at the Spring Meeting.		
Water Quality Technician	<p>Professional Development is important to the waste water/drinking water sector. COVID has paused all in-house training and workforce development.</p> <p>Membership identify skills-gap in human resource and management development for water professionals as a result of increasing retirements and pandemic related needs.</p>	<p>Executive Dean will meet with Member (I. Chin) from City of Toronto and DC's Part-Time Professional Learning to explore opportunities to support training.</p> <p>Membership will consult with internal organizations and send feedback to Executive Dean. Explore short-term courses and opportunities to assist industry build their eLearning capacity in-house.</p>	<p>New</p> <p>New</p>	<p>Executive Dean and Member (I. Chin) from City of Toronto</p> <p>Membership / Executive Dean</p>

School of Skilled Trades, Apprenticeship & Renewable Technology

PAC - Program / Program Cluster	Last Meeting Date	Membership	Status¹
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	September 24, 2020	8 External 7 College Representatives	Green
Crane Operation, Rigging & Construction Techniques (CORC)	November 18, 2020	7 External 3 College Representatives	Yellow
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	December 9, 2020	9 External 4 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	October 7, 2020	7 External 3 College Representatives	Green
Mechanical Technician – Millwright (MTMW)	October 28, 2020	7 External 4 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	October 14, 2020	8 External 7 College Representatives	Green
Motive Power Technician (MPTN)	Cancelled due to lack of quorum.	Under review.	Red
Power Engineering Technician (PETN)	October 20, 2020	7 External 4 College Representatives	Green
Welding Techniques (WETN)	Cancelled due to lack of quorum.	Under review.	Red

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.

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) and Carpentry and Renovation Technician (RENO)	Due to the cost of housing, the RENO program might consider focusing on “accessory” apartments in the curriculum. Incorporate a hands-on demo regarding Nudura ICF foundations from S. Snider for both the Reno and Carpentry program.	Investigate Investigate	Ongoing Complete	Don Fishley Don Fishley and Mike Henderson
Crane Operation, Rigging & Constructions Techniques (CORC)	Ask PAC members for suggestions regarding micro-credentials.	Email all members for suggestions. Will follow up at upcoming meeting to continue discussion.	Complete/ Ongoing	Sarah Reid
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Ask Chris Hall to attend next meeting for PPL information. Send members presentation they held with Durham College (A. Mittelstaedt) All committee members to be on the look-out for additional external participants to our team in order to increase numbers and broaden representation.	Email Chris Hall to attend next meeting. Andrew to email his presentation to all members Members to email Program Coordinator or Sarah Reid with new member information.	Complete In process Ongoing	Sarah Reid Andrew Mittelstaedt All Members

Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Find out if Durham College will offer a Residential Refrigeration Mechanics License program (313D) and if it's a seat issue or not.	Martin to investigate.	In process	Martin Jones
	Update on Adding a propane component to the Curriculum	David Watkins to investigate adding a propane component into the curriculum	In process	David Watkins
Mechanical Technician – Millwright (MTMW)	Discuss and implement guest speakers for Winter semester courses	Contact industry to find out when guest speakers are needed and follow up at spring meeting.	In process	Clair Cornish and Gary Noordstra
	Oil Analysis quotes to be Completed by the October Meeting	Oil analysis products need to be completed. Once quotes are completed we can add to our capital / AEF wish list. Follow up with program team in May 2021	In process	Clair Cornish
	Lead discussion with program team around group work, rubrics and messaging to the students in regards to the importance of verifying individual performance.	Reach out to program team to discuss.	In process	Clair Cornish
	Report to committee on status of any IMM433A curriculum updates and review sign-off books.	Report to committee by spring 2021 PAC meeting.	In process	Clair Cornish

<p>Mechanical Technician – Elevating Devices (MTED)</p>	<p>Faculty can reach out to industry for equipment needs.</p> <p>Investigate holding CECA meet and greet online.</p> <p>Send Co-op Information to PAC Members</p> <p>Determine continuing education opportunities.</p>	<p>Reach out to Phil State and Bogden Rus if needed.</p> <p>Investigate.</p> <p>Email members information.</p> <p>Chris Hall to reach out to Tom O'Reilly</p>	<p>Ongoing</p> <p>In process</p> <p>Complete</p> <p>In process</p>	<p>Gary Noordstra and faculty</p> <p>Gary Noordstra</p> <p>Christine Miller</p> <p>Chris Hall and Tom O'Reilly</p>
<p>Motive Power Technician (MPTN)</p>	<p>No recommended actions.</p> <p>Meeting cancelled due to lack of quorum.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>Power Engineering Technician 4th Class (PETN)</p>	<p>Project updates for next meeting: Simulator Software.</p> <p>Elect New Chair for PETN PAC</p> <p>Use alternative platform to meet for PAC meetings.</p>	<p>Rebecca Milburn to prepare project updates at spring 2020 meeting.</p> <p>Send out email to program committee members.</p> <p>Look into alternative platform.</p>	<p>In process</p> <p>Complete</p> <p>Complete</p>	<p>Rebecca Milburn</p> <p>Sarah Reid</p> <p>Sarah Reid</p>
<p>Welding Engineering Technician (WETN)</p>	<p>No recommended actions.</p> <p>Meeting cancelled due to lack of quorum.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Report Number: BOG-2021-11

To: Board of Governors

From: Marianne Marando, Associate Vice-President, Academic (Enrolment and International Education); Emma Cronin, Manager of Admissions and Aldo Mendizabal, Manager of International Recruitment

Date of Report: February 1, 2021

Date of Meeting: February 10, 2021

Subject: Update on Winter 2021 Enrolment

1. Purpose

The purpose of the report is to provide the Board of Governors with an enrolment update for Winter 2021 at day 10 of classes.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-11, providing an enrolment update for Winter 2021 at day 10 of classes, be received for information.

3. Background

Enrolment targets establish the foundation for college budgets and strategic planning. Enrolment targets were set as usual, in November 2019, and were reviewed and readjusted in December 2020 to reflect the new environment brought on by the COVID-19 pandemic.

4. Discussion/Options

Enrolment planning this semester meant navigating some challenges related to the COVID-19 pandemic including decreased enrolment.

For the winter 2021 semester, the day 10 total enrolment count is 11,283 students. Of those, 2,067 are international students (representing 18.3% of total enrolment). Compared to the winter 2020 intake, Durham College (DC) is seeing a 6.3% decrease in total Day 10 enrolment.

This decrease can be largely attributed to a lack of flow-through students, from lab-based programs that we chose to suspend a semester one intake for, in May 2020 and September 2020 because of the pandemic.

While overall domestic winter 2021 Day 10 enrolment saw a decrease of -6.1% compared to winter 2020, new domestic applications realized an 8% increase, and our Day 10 new domestic student count was up by 2.8% compared to winter 2020.

First choice domestic applicants remained stable at 34% of the total applicant pool.

International applications realized an 86.0% increase for winter 2021 compared to winter 2020. Our new international student Day 10 count was up by 85.9% compared to winter 2020. Consistent with other colleges in the system, we have extended deadlines for international students to withdraw in order to give students maximum time to obtain study permits. Even with this extension, not all students will be successful in obtaining their final permits and may have to defer or withdraw their studies. Therefore, we are expecting our Day 10 international student count to decrease more than usual.

5. Financial/Human Resource Implications

Budget adjustments have been made to reflect forecasted enrolment.

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

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

Our work: Our ability to maintain high quality programs and services is directly tied to enrolment.

Report Number: BOG-2021-12

To: Board of Governors

From: Don Lovisa

Date of Report: February 4, 2021

Date of Meeting: February 10, 2021

Subject: Government Relations Update

1. Purpose

The purpose of this report is to provide a summary of the government relations activities for winter 2021.

2. Recommendation

It is recommended that the Durham College Board of Governors:

That Report BOG-2021-12, providing an update on government relations activities be received for information.

3. Background

This report summarizes the government relations activities at the College. This report describes ongoing communications with government officials and ministries, and the projects impacted by these communications.

4. Discussion/Options

On February 5, 2021 Durham College will be attending the virtual provincial pre-budget submission. The upcoming budget builds on the province's interim fall budget, and Durham College will be making a submission focused on relaying the impact of COVID-19 on the campus, as well as encouraging investment in increasing skilled trades training capacity. A copy of the budget submission has been attached to this report.

Since the beginning of January, the College has been holding virtual meetings with all mayors in Durham Region. While a majority of these meetings have taken place there is one meeting left.

Unfortunately, on January 24, 2021, Brock Township Mayor, Debbie Bath-Hadden passed away after a long battle with cancer. Bath-Hadden was elected mayor in 2018, becoming the first female Mayor in Brock Township history. She started her political career in 1997. During her years on council, Bath-Hadden was successful in bringing Brock its first Zamboni, summer day camp program and annual charity golf tournament. One of her biggest achievements was securing funding from the federal government for a Community Employment Centre in Brock, which Durham College helped staff.

Discussions with mayors so far have revealed a steady optimism in the community's approach to the current pandemic. Most mayors have noted that businesses which closed, were either the result of a retirement or considering closing before the pandemic conditions took place. Despite the current environment, Oshawa Mayor Dan Carter noted that Oshawa is currently the fastest selling real-estate market, and one of the fastest growing cities in Canada.

On January 19, the college published an op-ed in the Toronto Sun, [Ontario government needs to invest in skilled trades education](#), in response to a previous article released from the province also on the Sun. In addition to the Ministry of Labour's push to increase recruitment efforts, the article published by the college commended these efforts and further recommended that direct investment in training is also required. The article was shared by the Colleges Ontario network. There has been follow-up discussion with the Ministry of Labour, in which the college further expressed the need for direct investment.

Colleges Ontario scheduled several virtual meetings with Ministers and local MPP's in place of annual College Day at Queens Park. January 22, we met with Minister Romano and on January 26 a meeting was held with Minister McNaughton. There will be a meeting with MPP's Coe and Park on February 5.

On January 25, the college alongside Linda Franklin from Colleges Ontario met with Minister Bethlenfalvy, in his capacity as Minister of Finance to provide a brief summary on college priorities before budget submissions were received.

On January 27, the college had a catch-up call with MPP Phillips. Over the winter break, MPP Phillips is no longer the Minister of Finance. At the moment, Minister Bethlenfalvy is both President of the Treasury Board and Minister of Finance, overseeing this winter's budget.

With the change in provincial leadership, the scheduling of meetings with the board of governors and local MPP's has been temporarily put on hold. In particular there was a meeting with Minister Bethlenfalvy, which his schedule no longer permits. Other meetings will be scheduled going forward.

Finally, all three post-secondary institutions in Durham Region have been invited to a federal pre-budget discussion with Whitby MP Ryan Turnbull on February 10. As we did in the fall, a meeting will take place beforehand with Ontario Tech's government relations representative as well as Trent University Durham's representative to discuss a united message on post-secondary initiatives from a federal perspective.

5. **Financial/Human Resource Implications**

There are no financial or human resource implications at this phase of the 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 at this time.

8. **Relationship to the Strategic Plan/Business Plan**

This government relations update supports the 2020-2023 Strategic Plan including the Mission, Vision and Values outlined in the Strategic Plan.

1. **Our Students** – To educate and inspire students to realize success in their careers and communities.
2. **Our People** – To invest in our employees and empower them to be entrepreneurial, innovative and strategic.
3. **Our Work** - To be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.
4. **Our Community** - To drive the economic, social and environmental success of our community, locally and globally.

February 5, 2021

The Honourable Peter Bethlenfalvy
Minister of Finance
c/o Budget Secretariat
Frost Building North, 3rd floor
95 Grosvenor Street
Toronto, ON M7A 1Z1
Sent via email: submissions@ontario.ca

Re: Budget Submission 2021

Dear Minister Bethlenfalvy,

Durham College is pleased to submit our 2021 Provincial pre-budget submission. As stated in the fall budget submission, we hope the province will extend its leadership during the global pandemic, as it has with health care and public education, to support the college system to weather this storm and train even more resilient and skilled workers.

The Durham College Board of Governors approved an in-year operating deficit of \$4.985 million for 2020-21. This number does not reflect our total deficit reported at \$26.8 million. This reduced in-year deficit is a result of the college implementing several cost-saving measures such as canceling strategic initiatives, delaying capital projects, and using the balance of its unrestricted reserves. We have also reduced our human resource costs by eliminating or furloughing employees, with approximately 225 full and part-time jobs and over 200 part-time student jobs impacted.

Like others, we are experiencing a significant loss of revenue from ancillary operations and increased costs related to providing personal protective equipment, enhanced cleaning, and preparing teaching and learning spaces to address physical distancing requirements. With losses expected to continue into the next fiscal, and having depleted our internal reserves, we will have no surplus to mitigate future operating deficits.

Additionally, before COVID-19, Durham College had started construction of a 60,000 sq. ft. building at our Whitby campus, intended to increase the skills trade training capacity in the Durham Region. We've set a goal of raising \$10 million through a capital fundraising campaign, but this has been impacted by the economic impact of the pandemic, posing a further strain on the college's resources.

Durham College is asking the provincial government to consider the following:

Providing financial support to Durham College (and other colleges) who will be posting an in-year operating deficit, taking into account the individual efforts taken to mitigate the magnitude of the deficit, and,

Provide post-secondary grant funding above the current flat enrolment allocation to fund an increase for 750 students in skilled trades programs, the number of students we will accommodate when the Whitby expansion is complete. Estimated at \$3,112,115.

The province has shown outstanding leadership during the COVID-19 crisis, with strong messaging on health and safety and support for the medical community. We understand these are challenging times and that there are competing priorities. However, we urge you to consider providing direct financial support to help colleges that are struggling during this period of fiscal hardship. There is an increasing need for personal support workers, nurses, and a continuous shortage of tradespeople – all of whom are trained in Ontario's colleges.

We must ensure all learners continue to receive the academic education and training they need to launch their careers. The economic recovery of the province cannot proceed unless there is a skilled workforce to meet demand.

Sincerely,



Don Lovisa
President, Durham College

Report Number: BOG-2021-13

To: Board of Governors

From: Don Lovisa, President

Date of Report: February 4, 2021

Date of Meeting: February 10, 2021

Subject: Second Update on the 2020-2021 Business Plan

1. Purpose

The purpose of this report is to provide the second update on the 2020-2021 Business Plan.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-13, providing the second update on the 2020-2021 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 second 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 (2020-2023), 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 Colleges and Universities (MCU) uses the information provided in college business plans for government planning and policy-making purposes.

The Durham College Board of Governors approved the 2020-2021 Business Plan at its meeting of May 13, 2020 (Report BOG-2020-36). 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 2020-2021 Business Plan, involving employees from academic schools and departments of every area of Durham College operations.

The Business Plan this year is more dynamic than any plan before it. Given the circumstances around COVID-19 from the planning stages of this plan it was apparent that objectives and actions would have to be flexible. As the pandemic began, certain items were added to this plan to account for COVID-19, however, even then it was still early on. Since the plan was approved and the College has undergone significant impacts due to the pandemic, several items within the business plan have been modified including additional action items to account for COVID-19 as well as continuous discussions on social issues such as black lives matter, and indigenous reconciliation.

Posting a deficit, incurring a smaller enrolment than expected and shifting classes online has impacted the overall status of the campus. Despite this, as you will see in the scorecard, many of the objectives are on track to be completed. Some were amended to show actions related to supporting online learning and online services, in which the college is well on track to accomplish.

The accompanying 2020-2021 Business Plan Scorecard describes in detail the progress made on each objective; the majority of activities for the 118 actions are tracking well for completion with forty-three (43) items completed to date. In addition to a few items being delayed or put on hold, there are a couple of items that have been cancelled. One such item includes the \$350,000 innovation fund to support projects that demonstrate innovation, creativity, and entrepreneurship. This fund was cancelled to support the in-year deficit. The other item of note that has been cancelled is the development of an Office of the Registrar committee for management and staff to contribute to the future planning of department goals. Due to the recent reorganization, direction for this action has changed and departmental goals will be set through consultation with necessary stakeholders and included in the operational plan.

Highlights from the scorecard are as follows:

4.1 Our Students

- Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.
 - Two new programs launched successfully in January 2021:
 - Autism and Behavioural Sciences
 - Tourism – Destination Marketing program

- Provide exceptional learning experiences in and out of the classroom.
 - Student Academic Learning Services (SALS) Enrolment statistics tracked for SALS ONLINE units, online workshop completion, and practice tests (Apr. 1 – December 31, 2020):
 - 7,978 registrations across 8 self-directed units
 - 2,300 accessed practice tests
 - All new teaching and learning tools implemented in 2020 (all statistics from April 1, 2020 – January 12, 2021):
 - 32,192 classes hosted through Virtual Classroom (avg. duration: 63 minutes).
 - 4,586 individual assignments, 944 group assignments, 180 interactive videos submitted through the Video Assignment tool. 15,215 recorded videos through video assignments.
 - 7,262 classes and/or meetings hosted through MS Teams by faculty and academic schools (increased 585% compared to January 2020).
 - 4,069 usage of OneDrive by faculty and academic schools (increased 403% compared to January 2020).
 - Co-op has been launched in six additional programs effective fall 2020:
 - Electromechanical engineering technology
 - Environmental technology
 - Law clerk advanced
 - Mechanical technician – elevating devices
 - Mechanical technician – millwright
 - Tourism – destination marketing

- Develop and create opportunities to build student resilience, competence, personal capacity and life enhancing skills.
 - Access and Support Centre (ASC) workshops on self-regulation and resilience being offered virtually with topics modified to reflect current COVID-19 circumstances.
 - Over 40 participants in six unique weekly workshop series.

4.2 Our People

- Attract and retain highly qualified, creative and collaborative employees:
 - Held quarterly professional development sessions for the Centre for Professional and Part-time Learning's (PPL) part-time teaching staff.
 - Four sessions held between May and December 2020, with strong participation at about 20 participants per session.
- Developing teams whose work exemplifies our mission, vision and values (Executive vice-president, Academic report April 1 – January 12, 2021):
 - CAFE offered 286 PD sessions with 1493 participants.
 - 5,929 faculty support requests completed. Increase of 290% year-over-year.
 - SALS ONLINE resources have been reviewed and update is ongoing; new resources in development.
 - SALS staff have been attending PD (CAFE, HR and external, including LinkedIn Learning).
 - HR Management Development Series and weekly coffee break connection, scheduled for 20/21 Academic year.
 - Wellness programming focused on increasing engagement and creating cross-college connections (e.g. new DC Toastmasters club).
 - Management Development Series expanded to include 12 workshops for 20/21 with new topics related to allyship and managing during COVID-19.
 - Resources are available to managers on leading remote teams and meetings effectively.
 - Team focused online engagement activities to connect colleagues and enhance communications while working remotely.

4.3 Our Work

- Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work:
 - Annual Employee Awards of Excellence promoted with two faculty selected from DC.

- CIGan Award of Excellence nomination submitted for one faculty member.
- Service awards recipients of 2020 were celebrated and recognized in fall, 2020.
- Conducted in-person consultations at the Coordinator meeting and at Academic Council and virtual sessions with employee groups, students, members from our Program Advisory Committees and our Alumni Association. Draft development in process with the working group. Teaching and Learning Plan, Internationalization and Global Engagement Plan and Applied Research Plan are all progressing well.
- Academic Plan launched January 25, 2021.
- Be at the forefront of the evolving practices of teaching, learning and applied research.
 - Two Mitacs-supported projects have been developed and awarded, totaling 8 internships. One has been completed; the other is underway. A third proposal was submitted to Mitacs in December 2020.
 - 46 company projects have been completed or confirmed in Riipen to date. 15 courses have matched with company projects; 1 additional course is published.
 - Durham College has signed an MOU with The Regional Municipality of Durham, Durham Regional Police Services, and two other PSEs to collaborate on municipal challenges through the City Studio model, offering experiential learning and research opportunities to students. 10 classroom or placement projects have been started or confirmed for 2020-21.

4.4 Our Community

- Establish and strengthen sustainable partnerships locally and internationally with industry, government, community and alumni:
 - The Manager, Entrepreneurship Services is a panel member for the Colleges Ontario Entrepreneurship Community of Practice (ECP), a provincial working group seeking to reinvigorate cross-institutional discussions regarding entrepreneurship training and best practices in a COVID-19 year.
 - EnactusDC is developing a partnership with Irish University (Galloway NUIG) to develop an international environmental project based on our existing 3eehive project model.
- Leverage and grow our positive impact on the communities we serve:

-
- GM project closed on November 15, 2020.
 - 595 users accessed the portal.
 - 4677 jobs were posted online.
 - Career fair in October 2019 saw over 500 job seekers attend.
 - 24 employment resource pages created.
 - 217 employment events posted.
 - Strengthen our relationships with Indigenous communities:
 - First Peoples Indigenous Centre (FPIC) led the development of a collaborative Summer Transitions program (Sweetgrass Series). Collaborated with Loyalist College, Trent University and Ontario Tech University. Created the Indigenous Student Success Network, which provided cultural programming and social engagement opportunities with traditional knowledge keepers so that more Indigenous students feel connected to a larger community – 8 sessions so far with 485 registrants.

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 2020-2021 Business Plan supports the 2020-2023 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 educate and inspire students to realize success in their careers and communities.
2. **Our People** - To invest in our employees and empower them to be entrepreneurial, innovative and strategic.
3. **Our Work** - To be a leader in teaching and learning while responsibly

managing resources, ensuring good governance and strategically investing in the future.

4. **Our Community** - To drive the economic, social and environmental success of our community, locally and globally.

2020-2021 Business Plan Scorecard

NOTE:

The 2020 – 2021 business plan was developed prior to and during the pandemic and as such, may change as the college develops an organizational recovery plan, which will be inclusive of our students, our people, our work and our community. *Priorities* and *We Will* statements may be changed, altered or eliminated based on what actions are required to return to normal operations in the post pandemic environment.

OUR STUDENTS

Goal: To educate and inspire students to realize their success.

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.	<ul style="list-style-type: none"> Successfully launch five new programs; <ul style="list-style-type: none"> Esport Business Management (graduate certificate) Tourism – Destination Marketing diploma Behavioural Science – Honours Bachelor degree Environmental Health and Safety Management (graduate certificate) Autism and Behavioural Sciences (graduate certificate) 	<ul style="list-style-type: none"> Enrolment targets realized for all new programs. 	<ul style="list-style-type: none"> Vice-president, Academic 	Two new programs launched successfully in Fall 2020: <ul style="list-style-type: none"> Esport Business Management (Enrolment: 13 students) Behavioural Science – Honours Bachelor degree (Enrolment: 23 students) 	Completed
				Two programs successfully launched in January 2021: <ul style="list-style-type: none"> Autism and Behavioural Sciences Tourism – Destination Marketing program 	Completed
				One program has been delayed and will launch in September 2021: <ul style="list-style-type: none"> Environmental Health and Safety 	Delayed

2020-2021 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Gain approval to offer Steamfitter apprenticeship. 	<ul style="list-style-type: none"> Submit application for Apprenticeship Training Delivery Agent for Steamfitter (307A). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Ministry approved August 2020. 	Completed
	<ul style="list-style-type: none"> Successfully launch four new Centre for Part-time and Professional Learning (PPL) programs based on OntarioLearn courses: <ul style="list-style-type: none"> Veterinary Office Administration Construction Management Coding Essentials Medical Terminology (micro-credential) 	<ul style="list-style-type: none"> Launch all four new programs by January 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> All four programs were successfully launched in September 2020. Note name change to Veterinary Office <i>Assistant</i>. 	Completed
	<ul style="list-style-type: none"> Launch the PPL microcredential AI Privacy and Compliance. 	<ul style="list-style-type: none"> Launch the new program by fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Program development completed as planned. The micro-credential was advertised in September and January, but did not run due to insufficient registrations. It will be offered again in spring, after changing the marketing approach. 	Delayed

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Continuous improvement of program review and renewal processes. Completion of planned Comprehensive Program Reviews (CPRs). 	<ul style="list-style-type: none"> Implement revised Annual Program Review (APR) template and CPR templates and process. Implement pilot project for program change requests. Implement program curriculum visualizations for all programs. Successful completion of 23 CPRs as per 2020-2021 roster. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Sixteen 2019-2020 CPR revised reports completed Fall 2020 due to the pandemic. Eight remaining 2019-2020 CPR reports to be completed during winter 2021 term. Revised APR and CPR processes and report templates to pilot in Spring 2021. Develop and pilot program change request app in Winter 2021. Program curriculum visualizations for all programs available November 2020. 2020-21 CPR roster has been amended to 20 programs. CPR amended processes due to pandemic in process for spring 2021 report completion. Program curriculum visualizations available November 2020. 	<p>Complete</p> <p>On Track</p>
	<ul style="list-style-type: none"> Develop new partnership with Humber River Hospital to offer emergency room program. 	<ul style="list-style-type: none"> Launch first cohort of 24 students by winter 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> At the stage of getting ready to develop the curriculum with Humber River staff; but was put on hold due to pandemic. 	<p>On Hold</p>

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Broaden the reach of Corporate Training Services (CTS) programs beyond Durham Region by implementing programs with a national scope. 	<ul style="list-style-type: none"> CTS to develop and deliver two national programs online or in class. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> CTS built an interactive English and French Learning module for: <ol style="list-style-type: none"> Hyundai Canada Sales and Service consultants on their BlueLink application. Hyundai Canada on the new IONIQ hybrid vehicle. In response to COVID shutdowns, CTS changed a 32 city GM Product Plus tour, a 26 city GM Service Plus tour and a 8 city Cadillac tour into virtual classroom training. Adapted to deliver a blended hybrid GM training program with 180 classroom sessions across 32 cities. We have developed close to 200 “Selling Tips” videos and literature to support the new way of learning for COVID times. 	<p style="text-align: center;">Complete</p>
	<ul style="list-style-type: none"> Support the delivery of high-quality programs by increasing awareness and program reputation in the following ways: <ul style="list-style-type: none"> Continue the Signature and Priority Program digital advertising campaign. Introduce a 	<ul style="list-style-type: none"> 150,000 visits to identified program web pages. Generate 1,500 impressions, 300 page views, and 140 engagements on average, per blog. 15,000 hits on www.durhamcollege.ca/degrees landing page. Total of 50,000 hits to all specific program web pages. 	<ul style="list-style-type: none"> Chief administrative officer 	<p>Signature/Priority campaign:</p> <ul style="list-style-type: none"> Spring/Summer campaign generated 95k+ visits to program web pages and 110k+ engagements. Fall campaign generated 92k+ visits to program web pages and 110k+ engagements. Winter campaign runs from January 25 through to March 2021. <p>Content marketing:</p> <ul style="list-style-type: none"> Published 10 blogs, generating 69,288 	<p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p>

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>content-marketing strategy with a focus on authentic storytelling to deepen the audience connection with the DC brand and identified programs.</p> <ul style="list-style-type: none"> Promote degree programs through strategic and targeted marketing including digital, print and environmental graphics. 	<ul style="list-style-type: none"> Bachelor of Healthcare Technology Management : 25,000 Bachelor of Behavioural Science: 15,000 Construction: 10,000 		<p>impressions, 822 webpage views and 2,166 engagements.</p> <ul style="list-style-type: none"> Three blogs were associated with Signature programs, generating 34,885 impressions, 347 page views and 1,486 engagements. <p>Media coverage:</p> <ul style="list-style-type: none"> Secured 1,383 media stories [print and broadcast] 43 stories associated with Signature programs, with a reach of 32,768,843 265 media stories for COVID-19 with a reach of 720,169. <p>Degree programs:</p> <ul style="list-style-type: none"> BHCTM and BBS are being promoted for Fall/Winter. When additional degrees are Ministry approved, they will be added to the plan. April to December 31, 2020 generated: 17,000 + visits to /degrees, 17,800 visits to /BHCTM, 16,700 visits to /BBS. A new Hello 2021 marketing campaign to support enrolment numbers is running from October 2020 through March 2021. 	<p>On Track</p>

2020-2021 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
<p>2. Provide exceptional learning experiences in and out of the classroom.</p>	<ul style="list-style-type: none"> Inspire students to be self-directed, life-long learners who set achievable goals for themselves and continue to revise those goals throughout their lives to reach their highest potential. 	<ul style="list-style-type: none"> Track use of Student Academic Learning Services (SALS) online resources and quizzes Work with faculty to integrate SALS online learning into courses. Coach students to use SALS online supports Facilitate academic coaching to increase persistence and resilience. Co-ordinate homework groups encouraging students to join communities of fellow learners. Promote the benefits of using LinkedIn Learning. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Enrolment statistics tracked for SALS ONLINE units, online workshop completion, and practice tests (Apr. 1 – Dec. 31/20): <ul style="list-style-type: none"> 7978 registrations across 8 self-directed online units 2300 accessed practice tests 3037 visits for direct remote services, serving 865 distinct students: <ul style="list-style-type: none"> 1604 visits for tutorials / workshops 1433 one-on-one appointments Distributed SALS orientation video for faculty to share with students to promote SALS ONLINE & services for the 2020/2021 academic year. Developed SALS ONLINE unit containing resources for time management, remote classes, studying, technology, remote study groups. Funding for LinkedIn Learning has been terminated by the Ministry. A new peer tutoring role was established to provide student support for computer-based challenges such as navigating DC Connect, the Virtual Classroom, MS Teams, etc. 	<p>Completed</p> <p>Completed</p> <p>Cancelled</p> <p>Completed</p>

2020-2021 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Increase usage of three educational technology tools to engage students and deepen learning, as well as allowing for varied assessments. 	<ul style="list-style-type: none"> Increased usage of a minimum of three educational technology tools, demonstrated by a 10 per cent growth in the number of faculty participating. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>All new tools implemented in 2020 (all statistics from April 1, 2020 – January 12, 2021):</p> <ul style="list-style-type: none"> 32,192 classes hosted through Virtual Classroom (avg. duration: 63 minutes). 4,586 individual assignments, 944 group assignments, 180 interactive videos submitted through the Video Assignment tool. 15,215 recorded videos through video assignments. 7,262 classes and/or meetings hosted through MS Teams by faculty and academic schools (increased 585% compared to January 2020). 4,069 usage of OneDrive by faculty and academic schools (increased 403% compared to January 2020). Data collection plan for DC Connect usage in progress. 	<p>Completed</p>
	<ul style="list-style-type: none"> Develop additional learning objects such as 360 videos. Learning objects are modular resources, digital or web-based, that are used to support learning activities for students. 	<ul style="list-style-type: none"> Minimum of 10 new learning objects developed. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Eleven new learning objects completed:</p> <ul style="list-style-type: none"> Architecture 360 tour completed for the Architectural Technology program The Types of Features fill-in-the-blank for Journalism Dental Dentition charts drag-and-drop for Dental WriteItAgain for writing skills in IS and SALS (phase 1 live and in use by students) 	<p>Completed</p>

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> • Three sustainability learning objects for IS (Siemen funded) --currently in faculty review • Four Rhythm Strips fill-in-the-blank for Cardiac Care completed <p>In development and Upcoming development:</p> <ul style="list-style-type: none"> • Fluid Power, Metrology Trainer • Tube Girl must be redeveloped due to Flash not being available after Dec. 2020. 	
	<ul style="list-style-type: none"> • Roll out new DC Connect “Core” package from D2L, including promotional materials and training opportunities to encourage faculty to use its new tools and functionality. 	<ul style="list-style-type: none"> • Transition to the core package with limited support calls to Centre for Academic and Faculty Enrichment. • Phased launch of new tools in DC Connect. • Provision of monthly updates on new tools and functionality in DC Connect. 	<ul style="list-style-type: none"> • Vice-president, Academic • Chief administrative officer 	<p>CAFE support is provided on all DC Connect tools irrespective of tool type</p> <ul style="list-style-type: none"> ○ volume is not high on specific core tools released <ul style="list-style-type: none"> • Annotations tool launched • Video Note extended time launched <p>QuickEval tool launched (resource link for faculty here: https://durhamcollege.ca/cafe/educational-tech/dc-connect-support/#quickeval).</p> <ul style="list-style-type: none"> • Both new tools communicated via CAFE Monthly and CAFE website with step-by-step resources developed • Phased launch in planning 	<p>Completed</p>

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Lead the way in developing new projects and partnerships with the TeachingCity Oshawa initiative. 	<ul style="list-style-type: none"> School of Media, Art & Design (MAD) students to participate in developing a wayfinding tool for the Oshawa Lakeview Park using augmented reality technology. Install public art project as part of collaboration between the schools of Health & Community Services and MAD. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> MAD students completed preliminary work on Oshawa Lakeview Park wayfinding tool project. Project is currently on hold due to COVID-19-related closures. Student art was showcased during Culture Days Oshawa 2020 virtual exhibition. Physical public art installations are temporarily on hold due to COVID-19-related closures. The Access to Justice Hub project is ongoing, four additional projects are approved and set to launch in 2020-21, and two others are being explored. 1 program-wide City Idea Lab (CIL) collaboration and six other CIL courses were initiated in 2020-21, including: <ul style="list-style-type: none"> 2 full-year courses 1 Fall 2020 course 3 Winter 2021 course 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Launch co-op opportunities in additional programs. 	<ul style="list-style-type: none"> Successfully launch co-ops in six academic programs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Co-op has been launched in six additional programs effective Fall 2020:</p> <ol style="list-style-type: none"> Electromechanical Engineering Technology <ul style="list-style-type: none"> 2 work terms (fall 2021, summer 2022) Environmental Technology <ul style="list-style-type: none"> 2 work terms (summer 2021, summer 2022) Law Clerk Advanced 	<p style="background-color: #00FFFF; display: inline-block; padding: 2px;">Completed</p>

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> ○ 2 work terms (summer 2021, summer 2022) 4. Mechanical Technician – Elevating Devices <ul style="list-style-type: none"> ○ 1 work term (fall 2021) 5. Mechanical Technician – Millwright <ul style="list-style-type: none"> ○ 1 work term (summer 2021) 6. Tourism – Destination Marketing <ul style="list-style-type: none"> ○ 1 work term (delayed to summer 2022 and will be a work term (not co-op) due to delayed intake from September 2020 to January 2021) 	
	<ul style="list-style-type: none"> • School of Justice & Emergency Services students further develop off-campus engagement with marginalized populations, which extend post-secondary learning to a group who would not otherwise receive it. 	<ul style="list-style-type: none"> • Move from piloting Walls to Bridges to embedding it into two graduate certificate programs, Victimology and Mediation – Alternative Dispute programs. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Plans in place to amend the POS for each program; • Rollout of initiative will depend upon ability of the prison to accommodate learning due to the pandemic; • Video conferencing capabilities are being explored. 	On Hold
3. Be a champion of experiential learning, global engagement and applied research opportunities.	<ul style="list-style-type: none"> • Experiential Learning office to support five academic schools in delivering cooperative education (co-op) supports and services to programs currently offering co-op. 	<ul style="list-style-type: none"> • Promote co-op work term options to students in first year to encourage participation in this work-integrated-learning opportunity and facilitate the transfer processes with the academic schools and the Office of the Registrar (RO). 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Introductory emails promoting co-op and explaining application timelines were sent to all students in programs with a co-op option. • 19 virtual information sessions promoting co-op have been delivered to first-semester students. 	On Track

2020-2021 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<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 scheduled to launch 2020. 	<ul style="list-style-type: none"> Provide supports to employers and students during work terms Experiential Learning office to source job opportunities expanding employer relations to have 14 programs with co-op, internship and work term options. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> ITS system workflow project to facilitate transfer processes is underway with RO and EL teams. Experiential Learning team supported employers and students during Summer and Fall 2020 work terms and internship. Work underway to source job opportunities for Summer 2021 and Fall 2021 work terms for 22 programs, including five of the six new programs that launched co-op this year. 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Continue to develop and foster partnerships with eight local regional chambers with the goal of developing School of Business IT & Management (BITM) student membership agreements. 	<ul style="list-style-type: none"> Develop and implement formal agreements with the local regional chambers for BITM student membership with the goal of establishing a business summit next year. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Agreement has been vetted by all 8 chambers and by the college's risk department and is ready to be finalized and signed off by the respective signing authorities at DC and each of the eight chambers. A signing ceremony had been scheduled for April, 2020 with implementation to follow in September 1, 2020. These were both postponed due to COVID-19. The new partnership program launch date is slated for September 1, 2021. 	<p style="background-color: #FFFF00; display: inline-block; padding: 2px;">On Hold</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Provide international learning opportunities through international project work. 	<ul style="list-style-type: none"> Successfully complete year four of the Kenya Education for Employment Project (KEFEP). Successfully complete year one of Skills to Access the Green Economy and the Pacific Alliance projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Timelines for all projects have been adjusted given the COVID situation and most projects are moving forward as planned, virtually. Successfully completed year one of the Pacific Alliance Education for Employment project. Successfully complete year one of two Young Africa Works projects. 	<p>On Track</p>
	<ul style="list-style-type: none"> Expand international experiential learning opportunities for FastStartDC participants. 	<ul style="list-style-type: none"> Develop at least one strategic international partnership for SHIFT, providing training opportunities for student entrepreneurs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> FastStart is working with SOS to offer a 'Virtual International Exchange' opportunity where DC students support youth entrepreneurship training, in rural Guatemala. DC students are offering virtual coaching to the Guatemalan youth on a monthly basis, under FastStart guidance. The impact of COVID-19 in the rural Guatemala regions has been significant - we are committed to remaining flexible to the needs of SOS, and have agreed to extend the program through summer 2021, if need be. Through our learning Programs Partnership with Shopify, FastStart is developing the 'Shopify Experiences' program as a valuable EL and field placement option for DC students interested in entrepreneurship, e-commerce, marketing and web 	<p>On Track</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				development. This is essentially a robust online marketplace that supports DC student entrepreneurs in 2021; however this model has the potential to expand to support cross-institutional or international entrepreneurs in 2022.	
4. Develop and create opportunities to build student resilience, competence, personal capacity and life enhancing skills.	<ul style="list-style-type: none"> Review the combined the Office of the Registrar (RO) and International Education portfolio to make recommendations for integration which capitalize on synergies and efficiencies. 	<ul style="list-style-type: none"> Creation of an Operational/Strategic Plan for the RO and International Education portfolio. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Departmental consultations have been undertaken. Preliminary plan has been developed. 	On Track
	<ul style="list-style-type: none"> Improve the self-regulation and resilience of students who are registered with Access and Support Centre (ASC). 	<ul style="list-style-type: none"> Access and Support Centre counsellors will offer virtual student workshops to develop effective self-regulation techniques and resilience for managing stress, which will be designed to improve student coping strategies. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> ASC workshops will be offered virtually. Workshop topics have been modified to reflect the current COVID-19 circumstances. Over 40 participants in six unique weekly workshop series. 	On Track
	<ul style="list-style-type: none"> Campus Health and Wellness Centre will create and launch in-person and online modules to assist students with managing resiliency and positive self-esteem as well as 	<ul style="list-style-type: none"> Launch modules through in-person and social media promotions using virtual platforms. Track participation rates and measure impact of participation with session rating scales and outcome rating scales. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Using virtual platforms to deliver resilience building modules. Topics have been modified to address new themes which have emerged in the COVID-19 environment including social connectedness and grief. 	On Track

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>coping strategies and connectedness.</p>				
	<ul style="list-style-type: none"> Resurgence of the Healthy Campus Task Force. 	<ul style="list-style-type: none"> Terms of reference to be updated and communicated. Regular meetings to be scheduled as well as establishing working groups to report on relevant work completed (i.e. Mental Health Strategy for Campus). 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> First meeting of Healthy Campus Taskforce took place in fall 2020. Co-chairs established. Taskforce has changed its name to College Wellness Committee and will be focused on developing a Student Mental Health Framework for 2021-2022. 	<p>On Track</p>
	<ul style="list-style-type: none"> Orientation and Student Information Online Module. 	<ul style="list-style-type: none"> Identify relevant content and communication timelines in consultation with students and campus partners. Develop module for review by students. Ensure module is available in DC Connect with relevant course information. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> PREP 1000 – Durham College’s Orientation and Student Information online Course consisting of 7 different modules was completed during the summer of 2020. PREP 1000 is available in DC Connect. First-year students are automatically registered into the course. Content became available to students at the end of July 2020 Relevant content was identified as a result of survey responses completed during the winter semester. Modules were reviewed by students prior to release: As of September 23, 2020 - 3,621 users (76% of total number of users) have visited content in PREP 1000. 	<p>Completed</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> As of January 19, 2021 Winter Orientation 2021 (Prept 1000 had 1963 users, 57% had visited content. 	
	<ul style="list-style-type: none"> Deliver Career Development workshops to career and field placement prep classes to assist students with enhancing their career resilience and grit for the new economy. 	<ul style="list-style-type: none"> Fully migrate faculty requests to the transformational workshops rather than content-specific topics such as resume writing and portfolio creation. Enhance online resources for faculty delivering career prep. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> In-class Career Development workshops are now virtual and accessible in a variety of ways including: Live workshops via Teams and Bongo and Pre-recorded presentations that can be uploaded to DC Connect. All workshops build upon the basic career knowledge and include: <ul style="list-style-type: none"> Get Hired Networking Linked In Touch Interviews Resumes and cover letters The Career Development Faculty Toolkit has been updated with new and relevant resources. 	<p>Completed</p>
	<ul style="list-style-type: none"> Deliver mindfulness modules to students in four programs in Justice and Emergency Services (JES). Explore potential to make mindfulness modules available to all students. 	<ul style="list-style-type: none"> Deliver mindfulness modules to 400 students in the Paramedic, Police Foundations Firefighter – Pre-service, Education and Training and 9-1-1 Emergency and Call Centre Communications programs. Develop recommendations for 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> 5 programs have been identified for participation: EMCC, PFET, PPC, PFP, Paralegal. Group sessions have been established for the fall semester, and have already started. Currently at 275 students. 	<p>On Track</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		increasing availability, based on experience delivering modules across four JES programs.			
5. Foster the development of durable skills that transfer across all industries and workplaces including collaboration, entrepreneurial and critical-thinking, digital literacy, communication and creativity.	<ul style="list-style-type: none"> Develop and implement professional development sessions focused on teaching for skills transfer, including critical thinking, digital literacy and communication skills. 	<ul style="list-style-type: none"> Deliver three professional development sessions for faculty with this focus. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Embedded PD sessions into the Teaching Remotely synchronous sessions offered in spring and fall 2020 Session for Dual Credit Program team focused on faculty communication skills in remote environments PD sessions will continue to be offered throughout the year. 	Completed
	<ul style="list-style-type: none"> Create a Digital Learning Plan as part of the Teaching and Learning Plan. 	<ul style="list-style-type: none"> Completion of Digital Learning Plan as part of the Teaching and Learning Plan. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Contributed to the ministry's session on Ontario's Digital Learning Plan. Began research and investigation into DC's Digital Learning Plan. Digital learning plan completion will be delayed to 2021-22 to align with Academic Plan and Teaching and Learning Plan. 	Delayed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop a framework for global competency for students. 	<ul style="list-style-type: none"> Launch framework by February 2021. Pilot in at least one school in late winter 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Pilot will launch winter 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Develop and produce Phase II of KEFEP documentary project. 	<ul style="list-style-type: none"> Through interdisciplinary collaboration between students from Journalism and Video Production programs, develop and produce video and multimedia assets. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> In order to meet the deliverables of this project, travel to Kenya is required. Given that travel is not feasible at this time, we have submitted a request for an extension to CIGan. We are waiting for confirmation of the extension. 	<p style="background-color: #FFFF00; display: inline-block; padding: 2px;">On Hold</p>
	<ul style="list-style-type: none"> Support the Enactus DC team to reflect the United Nations Sustainable Development Goals through their work. 	<ul style="list-style-type: none"> With support from the FastStart team, develop and initiate a technology-based Enactus project on campus aimed at reducing plastic waste through entrepreneurial innovation. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> FastStart and EnactusDC are working with the AI Hub and rLoop to develop rCycle, an innovative plastics recycling project with an AI component. The project is currently pending funding alignment, and has potential to be highly scalable in 2022. An in-person presence on campus will be required to execute this project in its final stages of tech build, testing, and campus adoption. 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Support the development of creative skills for careers in marketing for BITM students and FastStartDC participants. 	<ul style="list-style-type: none"> Develop one creative literacy workshop designed for BITM marketing students and FastStartDC participants to support the development of essential creative skills for careers in marketing. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> This unique workshop series has been nimbly reconfigured in response to COVID-19 to be relevant and valuable to student entrepreneurs in 2021. The first virtual event launches January 19, followed with complimentary, bi-weekly virtual events. We expect to be able to offer a virtual creative literacy workshop in the spring term, pending BITM faculty capacity. 	On Track
6. Cultivate relationships with students that extend beyond graduation.	<ul style="list-style-type: none"> Create a strategy to promote student pathways. 	<ul style="list-style-type: none"> Work with Communications and Marketing to create a communication plan which will include informational videos that better promote pathway opportunities for our graduating students. Communication plan will be complete by early 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Given the re-organization, this item has been reassigned to the Office of the Registrar. Initial discussions with Communications and Marketing have taken place. 	Delayed
	<ul style="list-style-type: none"> Create and engage with students through approved social media mediums. 	<ul style="list-style-type: none"> Creation of an Office of the Registrar (RO) social media strategy and social media channels. Continue president's social media initiative. 	<ul style="list-style-type: none"> Vice-president, Academic President's Office 	<ul style="list-style-type: none"> A social media strategy for RO is a low priority. Work on this deliverable has paused. President's office social media on hold, as no student position is filled at this time to create stories. 	On Hold

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	<ul style="list-style-type: none"> Engage students and alumni in career-oriented events to expand their industry connections and networking skills. 	<ul style="list-style-type: none"> Deliver 10,000 Coffees program online mentoring program sponsored by RBC in collaboration with Alumni Office and Office of Student Diversity, Inclusion and Transitions. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Offering student/alumni career focused webinars weekly Offering individual employer branding building or recruitment events via MS Teams. 10,000 Coffees has been renewed Actively promoting the platform for approximately 1 year with 573 members. Prior to COVID, advertising has been via social media, including giveaways and through targeted emails. Information’s workshops have been held to promote the initiative Ongoing promotion continues. Working with HR to promote 10,000 coffees to DC employees to encourage mentorship. 	<p>On Track</p>
	<ul style="list-style-type: none"> Develop an alumni network focused on international graduates. 	<ul style="list-style-type: none"> Host at least one virtual networking event for international graduates. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Consultation and planning have been started for a virtual networking event in Spring 2021. 	<p>On Track</p>

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	<ul style="list-style-type: none"> Continue to support and expand the alumni mentorship initiative. 	<ul style="list-style-type: none"> Increase participation in the alumni mentorship initiative by 20 per cent. Embed alumni mentorship initiative into the curriculum. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Chemical Engineering program established - projected 21 participants. Pilot project added with Increased to 4 programs (Advanced Law Clerk; Supply Chain/OM; Chem Eng; International Business Program - max 10) – 72 participants. 	<p>Completed</p>
	<ul style="list-style-type: none"> Increase Alumni engagement 	<ul style="list-style-type: none"> Establish and execute year-long engagement: <ul style="list-style-type: none"> Define “notable alumni”. Increase notable alumni database by 10 per cent. Participate in faculty and athletics-driven alumni events. Develop Alumni Hiring Alumni Program. Work with Durham College Alumni Association student representative to strengthen relationship with students. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Policy created that includes definition and process for researching and documenting Notable Alumni in database Identified over 30 new notable alumni and developing engagement plans and connected with 10 new notable alumni 3 spotlight articles completed, research ongoing Alumni Hiring Alumni Program deferred due to resources 	<p>On Track</p>
	<ul style="list-style-type: none"> Increase alumni donations to DC. 	<ul style="list-style-type: none"> Research and implement innovative approaches for mass alumni solicitation. Develop “alumni leader” giving program. Minimum of three major gift (\$10,000) asks to alumni. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Continuing to research an innovative approach to mass alumni solicitation including an online lottery. May be at risk due to pandemic. DCAA Alumni Ambassador Match program raised just over \$50,000. Program established (renamed to Alumni Leader) - 13 alumni donors (\$7000) secured from recent DCAA 	<p>On Track</p>

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				<p>Matching Donation campaign.</p> <ul style="list-style-type: none"> • Cultivation activities continue. Secured 3 donations - \$50,000 DCAA donation, supported donation from Brookfield through an alumni relationship and secured \$150,000 from Bird Mechanical (president is an alumnus). 	
<p>7. Champion the necessity and value of life-long learning.</p>	<ul style="list-style-type: none"> • The Office of the Registrar (RO) to support our academic partners in the research and development and micro-credentials at DC. 	<ul style="list-style-type: none"> • Policy and procedure development for micro-credentials, fees, registration, and parchments. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • RO processes for micro-credentials have been developed and piloted. 	<p>On Track</p>
	<ul style="list-style-type: none"> • Develop and launch a Centre for Professional and Part-time Learning (PPL) marketing strategy to communicate with alumni from targeted programs about the value of lifelong learning. 	<ul style="list-style-type: none"> • Launch in winter 2021. 	<ul style="list-style-type: none"> • Vice-president, Academic • Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> • Strategy development completed and approved. • Four short articles on lifelong learning were written and posted on the PPL website. • Article availability was tweeted with each release, with re-tweets from corporate and alumni accounts. • A flyer was distributed to fall graduates to remind them of the importance of lifelong learning. 	<p>Completed</p>

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	<ul style="list-style-type: none"> Establish pathways for students between DC and Ontario Tech University. 	<ul style="list-style-type: none"> Create a pathway for students in DC's Massage Therapy program to articulate into the university's Kinesiology degree program. Establish an integrated diploma/degree between DC's Advertising and Marketing Communications program and the university's Digital Media Arts and Creativity degree. Explore opportunities for an integrated diploma/degree between the DC's Electromechanical / Electronics Engineering Technology programs and the university's Mechatronics Engineering degree. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Meetings have occurred with Dean, Faculty of Health Sciences, Ontario Tech in regards to developing a dual direction pathway for Massage Therapy into Kinesiology and Kinesiology into Massage Therapy. Meetings were paused due to the pandemic. Communications between MAD and the Faculty of Social Sciences are focused on Communications and Digital Media Studies. The first draft of the Digital Media Arts and Creativity has been received by OnTech University. Considerations for partnering MAD programs include Advertising, Fine Art and Public Relations. Two structures are possible: a diploma/degree created from existing courses and one that is comprised of entirely new, purpose-built courses. Both would award a diploma and a degree to graduates. Ongoing communication between SET and School of Engineering at Ontario Tech to support the Development and exploration of embedded bridge, diploma to degree, pathway between Electromechanical, Electronics and Mechanical Engineering Technology 	<p>On Hold</p> <p>On Track</p>
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				to Manufacturing Engineering degree.	
	<ul style="list-style-type: none"> Establish alternative delivery formats for select School of Business, IT & Management programs. 	<ul style="list-style-type: none"> Establish a minimum of one program to offer the alternative delivery format and identify the alternative delivery formats to be employed. For example, evening or weekend delivery. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Preliminary discussions have been held with the Office Administration program. We are also investigating the feasibility of alternative for several grad certs including HURM and PROM. Discussions will be held with proposals developed over the course of the Fall and Winter semesters. 	On Track
	<ul style="list-style-type: none"> Continue to provide specific industry based learning to meet justice and law enforcement needs through the Centre for Integrated Justice Studies (CIJS). 	<ul style="list-style-type: none"> Provision eight to 10 workshops or courses through CIJS. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Workshops and courses are being scheduled where available through partners – COVID-19 permitting; may not reach 10 sessions. 	On track

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OUR PEOPLE

Goal: To build upon the expertise of our employees so that they can make the best contribution to student success.

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Attract and retain highly qualified, creative and collaborative employees.	<ul style="list-style-type: none"> Hold quarterly professional development sessions for the Centre for Professional and Part-time Learning's (PPL) part-time teaching staff. 	<ul style="list-style-type: none"> New sessions to be held virtually in May, August, and December. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Sessions delivered/scheduled as follows:</p> <ul style="list-style-type: none"> May 26 – Improving Online Assessments September 22 (moved from August due to COVID) – Student Accommodations Sept. 30 – How to Use Video Assignments in DC Connect (hosted by the CAFÉ) December – Communication and Feedback All sessions had strong participation (average of 20 participants per session) and feedback was consistently positive 	Completed
	<ul style="list-style-type: none"> Develop online resources for Part-time and Professional learning (PPL) teaching staff to provide news/ updates, as well as easy access to tools and best-practice ideas which can be implemented in their teaching practices. 	<ul style="list-style-type: none"> Launch by December 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> A PPL newsletter was developed (first edition published in early January). Information included a resource summary, details of new course/program development, explanations of credential levels, how to build relationships with online students, and more. The newsletter was subsequently made available on ICE. Very positive feedback was received, and the 	Completed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				newsletter will be published at the start of every semester going forward.	
	<ul style="list-style-type: none"> Revise the full-time and part-time faculty orientation program curricula, to better support faculty onboarding. 	<ul style="list-style-type: none"> Launch of revised orientation programs for full-time and part-time faculty by Fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Revised orientation program curriculum for part-time faculty and implemented in fall 2020 with overall satisfaction rating of 4.8 on a five-point scale. Adding cultural components to part-time orientation as well as anti-black racism and diversity in teaching and learning Full-time faculty orientation deferred until hiring is resumed. 	<p>Completed</p> <p>On Hold</p>
	<ul style="list-style-type: none"> Expand the faculty mentoring program to all full-time academic schools. 	<ul style="list-style-type: none"> Adoption of the faculty mentoring program by all eight full-time academic schools. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Overall, 6 full-time Schools have participated across the fall 2020 and winter 2021 semesters.</p> <ul style="list-style-type: none"> Eighteen faculty from three full-time academic schools (IS, JES, SET) participating in fall 2020. Thirty-four faculty from four full-time academic schools (JES, HCS, BITM, MAD) participating in winter 2021. <p>*Delay is anticipated due to increased workload on SWF related to conversion</p>	<p>Delayed</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				to remote delivery.	
	<ul style="list-style-type: none"> Achieve Top Employer and Greenest Employer designations. 	<ul style="list-style-type: none"> Strategically identify DC initiatives and milestones for inclusion in award applications. Select employee testimonial representatives. Promote application to all DC employees through electronic view book. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Underway for the next application due in May 2021. Canada's Greenest Employers – DC was selected as a winner again. Special announcement published nationally in The Globe and Mail and on Eluta.ca on April 19, 2021. HR and C+M will collaborate for the announcement. 	Completed
2. Develop teams whose work exemplifies our mission, vision and values.	<ul style="list-style-type: none"> Empower our people to maximize their skills and advance their knowledge, and education, to create supports that will meet the needs of current students and serve future generations. Leadership will identify learning opportunities during strategic planning to support our students and people. Employees will develop resource materials for Student Academic Learning Services online. Employees will participate in Centre for Academic and Faculty 	<ul style="list-style-type: none"> Employees to identify goals in performance reviews. Employees will commit to the development of content each year. Employees will sign up for and attend professional development (PD) sessions. Track all PD and increases in employee education. 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative officer 	EVPA report (April 1 – January 12, 2021) <ul style="list-style-type: none"> CAFE offered 286 PD sessions with 1493 participants. 5,929 faculty support requests completed. Increase of 290% year-over-year. SALS ONLINE resources have been reviewed and update is ongoing; new resources in development. SALS staff have been attending PD (CAFE, HR and external, including LinkedIn Learning). HR Management Development Series and weekly coffee break connection, scheduled for 20/21 Academic year. Wellness programming focused on increasing engagement and creating cross-college connections (e.g. new DC Toastmasters club). 	Completed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>Enrichment (CAFE) sessions and other PD on campus.</p> <ul style="list-style-type: none"> Empower employees to be lifelong learners by identifying programs/courses to improve their educational credentials. 			<ul style="list-style-type: none"> Management Development Series expanded to include 12 workshops for 20/21 with new topics related to allyship and managing during COVID-19. Resources are available to managers on leading remote teams and meetings effectively. Team focused online engagement activities to connect colleagues and enhance communications while working remotely. 	
	<ul style="list-style-type: none"> Respond to employee engagement survey results. 	<ul style="list-style-type: none"> Prepare results reports for each department. Ensure response plans are in place. Develop organizational communications on survey results. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Survey results provided to senior managers. Action planning updates will be provided by HR by January 2021. 	On Track
3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.	<ul style="list-style-type: none"> Develop Equity, Diversity, and Inclusion (EDI) in Pedagogy and Practice Modules. 	<ul style="list-style-type: none"> Work in collaboration with CAFE to develop DC specific EDI modules for faculty. Develop a communication plan to release the modules. Facilitate sharing circles in-person and online to support faculty learning. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Completed five EDI modules, launched September 2020. 266 individuals registered with 68 individuals completing all five modules as of January 15, 2021. 	Completed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> • Create an EDI Policy. • Develop EDI working group and employee focused initiatives. 	<ul style="list-style-type: none"> • Identify institutional priorities in collaboration EDI working group. • Develop employee sub-group and plan to engage campus members to develop DC's EDI priorities. • Share approved policy with the campus community. • Engage in stakeholder discussion to establish objectives. • Identify two employee-focused initiatives. 	<ul style="list-style-type: none"> • Chief administrative officer 	<ul style="list-style-type: none"> • The EDI Working Group has determined that data collected from the Diversity Self-Identification survey will inform EDI policy/plan. • Revised date for EDI policy – Fall 2021. • Self-ID survey will launch in January 2021: Student and Employee surveys. • Two sub-committees created: Communications/Data Collection • EDI modules identified as an employee focussed initiative. 	<p style="text-align: center;">On Track</p>
	<ul style="list-style-type: none"> • Develop an EDI library resource webpage. 	<ul style="list-style-type: none"> • Work in collaboration with the Office of Research Services, Innovation and Entrepreneurship, OSDIT, Library and ON Tech to launch an EDI specific-resource webpage. 	<ul style="list-style-type: none"> • Chief administrative officer 	<ul style="list-style-type: none"> • Library Guides will launch in January 2021 as a resource to support the Diversity Self-Identification initiative • EDI Glossary and Library guides will be posted on EDI microsite. 	<p style="text-align: center;">On Track</p>
	<ul style="list-style-type: none"> • Further develop our employees' understanding of the differences in cultures across countries. 	<ul style="list-style-type: none"> • Develop and launch five Intercultural Dimensions training modules for faculty and staff. • Ensure that at least 30 DC employees participate in a minimum of two modules. • Develop plan and timeline for the implementation of the BlackNorth Initiative. 	<ul style="list-style-type: none"> • Vice-president, Academic • Chief administrative officer 	<ul style="list-style-type: none"> • Intercultural Dimensions training is complete and will be launched in late January. • Durham College is a member of the Education Sub-Committee of the Black North Initiative. • Race-based data will support commitments. • Ontario Anti-Racism Directorate led session scheduled for January 2021 	<p style="text-align: center;">On Track</p>

2020-2021 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> Responding to Anti-Black Racism in the classroom – Faculty PD Day Social Justice Week – Anti-Black Racism session. 	
	<ul style="list-style-type: none"> Maintain and expand the service provided to low-income residents through the Access to Justice Hub. Measure effectiveness of the Access to Justice Hub. 	<ul style="list-style-type: none"> Engage up to 20 paralegal students per year. Develop a research proposal and identify data to be collected for analysis to understand the effectiveness of the Access to Justice Hub to better serve cliental in the future. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> 20 students participating during 20-21 academic year; Research topics being explored by City of Oshawa in Teaching City initiative; Data collection underway to contribute to measuring effectiveness of HUB. 	On Track
4. Empower and support employees to be entrepreneurial, innovative and strategic.	<ul style="list-style-type: none"> Increase faculty’s capacity to understand academic accommodations and how to create inclusive learning environments. 	<ul style="list-style-type: none"> Promote video training and FAQ through CAFE outlining the Access and Support Centre’s role and function for faculty’s understanding to build capacity. A survey to participating faculty will be developed and delivered to evaluate faculty satisfaction and to drive any necessary improvements. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Video was successfully released and embedded into the new part-time faculty orientation. Survey developed and distributed. FAQs will be developed based on survey results in 2021-2022. 	Completed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Promote and create opportunities to cross-train employees with other areas of Strategic Enrollement Services (SES) to become more empowered in how they engage with our community. 	<ul style="list-style-type: none"> Build a training and development plan that is open for all SES employees to access. 	<ul style="list-style-type: none"> Chief administrative officer Vice-president, Academic 	<ul style="list-style-type: none"> Approach has been revised after the recent reorganization. A training and development plan for the SES will be considered as a part of the Operational Plan discussed on page 31. 	<p>Delayed</p>
	<ul style="list-style-type: none"> Introduce commercial farming operation: maximize container farm to supply leafy greens for purchase by large vendors and increase capacity for community supported agriculture (CSA) project. 	<ul style="list-style-type: none"> Farm plan in place. Weekly production cycle established. Delivery of 50 CSA boxes per week, over 20 weeks. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Farm plan and weekly production cycle in place. CSA project expanded to include farmers' markets twice a week into the fall. Revenue ranges from \$1,500 to \$1,800, slightly ahead of target of \$1,500 per week. Reduced to one market a week in September. Thanksgiving market and pick-your-own apples event held. CSA and a-la-carte produce continued up until Christmas. After a short break at Christmas sales will continue throughout the winter and CSA will become year-round Container farming production began in spring, with regular crops now producing 300-400 heads of lettuce a week. Currently we are using all of the produce on campus, 	<p>Completed</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				however as production increases, we will work to find external clients. <ul style="list-style-type: none"> A 150g clamshell product of lettuce mix was developed to include packaging, labelling and promotion of the field to fork, vertical hydroponically grown greens by students at the Centre for Food. The product sells on the Pantry curbside menu. 	
	<ul style="list-style-type: none"> Develop Teaching and Learning Plan that will outline professional development for new and experienced faculty. 	<ul style="list-style-type: none"> Completion of Teaching and Learning Plan. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Goal two objectives (Exemplary Teaching) of the Academic Plan outlined. Objectives will comprise the Teaching and Learning Plan Teaching and Learning Plan scheduled for publication in March 2021. 	On Track
	<ul style="list-style-type: none"> Create a faculty playground that inspires experimentation with new technology and teaching methodologies. 	<ul style="list-style-type: none"> Faculty playground completed by Spring 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Equipment ready to be installed on-campus. Completion dependent on resumption of normal on-campus activities While remote, CAFE is encouraging DC Connect Sandbox as a space for faculty to experiment with new technology and teaching methodologies. Faculty are using DC Connect Sandboxes to experiment with Video Assignments and Virtual Classroom. 	<div style="text-align: center;">On Hold</div> <div style="text-align: center;">On Track</div>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Provide support for faculty with educational technology tools such as advanced features of DC Connect and Office 365. 	<ul style="list-style-type: none"> Develop a minimum of 70 additional resources to support use of educational tools. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> 100+ new resources developed including instructional videos, documents and webpages. 71,135 visits to the CAFE website between April 1 – January 15, 2021. 2 Community of Practices initiated with a total of 209 participants: <ul style="list-style-type: none"> 153 in online faculty CoP 64 in International CoP 2 DC Connect courses: <ul style="list-style-type: none"> 319 participants enrolled in Teaching Remotely 239 participants enrolled in the DC Connect Course Exemplar 	<p>Completed</p>
	<ul style="list-style-type: none"> To support the bold new Strategic plan, DC's Leadership Team has established a \$350,000 fund to support projects that demonstrate innovation, creativity, risk-taking and the entrepreneurial spirit, and projects that add value to the college, helping us to achieve our strategic priorities. 	<ul style="list-style-type: none"> Committee is formed that will assess applications for funding. The first projects are approved and can start by Winter 2021. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> This fund has been cancelled in an effort to reduce the in-year deficit. 	<p>Cancelled for 2020/2021</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
5. Strengthen our organizational culture to prioritize the health and wellness of our employees.	<ul style="list-style-type: none"> • Improve employee engagement through ICE (employee intranet site) by: <ul style="list-style-type: none"> ○ Launching employee newsletter; ○ Developing ICE engagement strategy; ○ Developing an accolades database for the campus community to share student and employee achievements 	<ul style="list-style-type: none"> • Launched by September, 2020. • Launched by September, 2020. • Gather 25 submissions by March 2021. 	<ul style="list-style-type: none"> • Chief administrative officer 	<ul style="list-style-type: none"> • ICE newsletter: delayed due to the SharePoint officer being furloughed as part of COVID-19 related decisions. • Engagement strategy: After reconsidering the role of ICE at DC, a strategy has been developed and implemented for managing the platform as an information source and communication distribution tool. Employees are able to independently post announcements, events and documents to ICE on their team sites for all employees to reference and use as required. • The accolades database project has been cancelled due to position being eliminated as part of COVID-19 related decisions. • 	<p style="text-align: center;">On Hold</p> <p style="text-align: center;">Completed</p>
	<ul style="list-style-type: none"> • Support employees in strengthening their capacity to address and respond to mental health distress on campus by: • Offering wellness workshops to all college employees, with a target 	<ul style="list-style-type: none"> ○ Delivering two Mental Health First Aid sessions per semester; ○ Developing a refresher course on mental health first aid, and delivering four sessions to employees and managers. 	<ul style="list-style-type: none"> • Chief administrative officer • Dean, Students 	<ul style="list-style-type: none"> • Offered a variety of wellness workshops for staff, including sessions particularly focused on coping, resilience, stress management, and supporting mental health and wellbeing. • 9 wellness workshops were offered during the last semester, exceeding our target of 6 per semester. 	<p style="text-align: center;">On Track</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<p>of six workshops per semester.</p> <ul style="list-style-type: none"> Develop an employee wellness working group, with the goal of developing two additional employee-focused wellness initiatives. 			<ul style="list-style-type: none"> The wellness-working group has re-convened in fall 2020 and plans are underway to create a mental health strategy for students and employees. Mental health first aid could not be delivered in-person. A new online MHFA course was created by the Mental Health Commission. Plans are in process to deliver two rounds of training sessions for employees in the winter semester. 	On Hold
	<ul style="list-style-type: none"> Implement a DC Proud program for employees who are alumni. This allows them to let others know they are DC alumni. 	<ul style="list-style-type: none"> Provide diplomas and discounted frames to employees. <p>Profile DC employees as part of engagement plan.</p>	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> On hold until normal operations resume. 	On Hold

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OUR WORK

Goal: To be leaders in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in our future.

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
1. Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work.	<ul style="list-style-type: none"> Develop an Office of the Registrar (RO) committee where both management and support staff are able to contribute to the future planning of department goals. 	<ul style="list-style-type: none"> Create a committee that includes at least one support staff from each RO area. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Due to the recent reorganization, direction for this action has changed. Departmental goals will be set through consultation with necessary stakeholders and be included in the Operational Plan. Work on this has paused. 	Cancelled
	<ul style="list-style-type: none"> Highlight exemplary faculty practices and innovative program delivery in the Centre for Academic and Faculty Enrichment newsletter CAFE Monthly. 	<ul style="list-style-type: none"> Highlight one exemplary faculty and one innovative program delivery per month in Centre for Academic and Faculty Enrichment monthly. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> CAFE Monthly featuring faculty spotlights in CAFE Monthly during the academic year Innovative practices featured in June, November, December 2020. Innovative practices and faculty spotlights highlighted on the CAFE website and social media. 	Completed
	<ul style="list-style-type: none"> Promote internal and external awards for exemplary faculty and programs. 	<ul style="list-style-type: none"> Nominate faculty for the college's annual Employee Excellence Award. Nominate faculty and/or programs for external awards including: CIGan Awards of Excellence, Chair Academy awards and World Federation of Colleges and Polytechnics Awards of Excellence. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The annual Employee Awards of Excellence promoted with two faculty selected from DC. CIGan Award of Excellence nomination submitted for one faculty member. Service awards recipients of 2020 were celebrated and recognized in Fall, 2020. 	Completed

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Renew the Academic Plan and supporting plans. 	<ul style="list-style-type: none"> Completion of the Academic Plan and supporting plans. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Conducted in-person consultations at the Coordinator meeting and at Academic Council and virtual sessions with employee groups, students, members from our Program Advisory Committees and our Alumni Association. Draft development in process with the working group. Teaching and Learning Plan, Internationalization and Global Engagement Plan and Applied Research Plan are all progressing well. Academic Plan to launch week of January 25. Supporting plans to be launched before March. 	Completed
2. Lead in the development of transformational programs, services and systems that enhance the student experience.	<ul style="list-style-type: none"> Review DC's customer relationship management (CRM) systems and processes to develop a strategic approach. 	<ul style="list-style-type: none"> Initiate a cross-college committee with representation from SES, Communications & Marketing and ITS to review our current approach and make recommendations. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> A Student Communications Working Group has begun to map out a Student Communications Journey. Mapping will be complete by the end of February. Once mapping is complete, strategies will be developed. 	Delayed
	<ul style="list-style-type: none"> Implement new self-service registration software for students. 	<ul style="list-style-type: none"> Select and procure software. Design solution. Implement solution. Go live by Tuesday, March 31. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The software was purchased. Design and implementation underway. 	On Track

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Implement new faculty workload software. 	<ul style="list-style-type: none"> Procure software. Implement solution. Go live by Monday, February 1, 2021. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The software was purchased. Implementation underway and on track to be live before February 1. 	On Track
	<ul style="list-style-type: none"> Implement next generation of Wi-Fi controllers. 	<ul style="list-style-type: none"> Design solution. Select and procure equipment. Implement solution. Go live by Tuesday, September 1st 2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The controllers were procured. The equipment was integrated in the network infrastructure. Went live in August 2020. 	Completed
	<ul style="list-style-type: none"> Enhance the student experience through the development of a virtual tour that displays our unique campus spaces and learning environments. 	<ul style="list-style-type: none"> Launch version 1 of virtual tour by September 2020, which highlights 10 programs and 30 campus feature locations. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Virtual tour – complete Launched Nov 2020 during Fall open house event, and is now integrated into the main DC site (main page button [below]), 15 program pages (can provide links), and has permanent landing page located at: https://durhamcollege.ca/virtual-tour. 	Completed
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	<ul style="list-style-type: none"> Develop a Scholarship of Teaching and Learning (SoTL) framework and processes. A SoTL framework provides faculty with a way to assess the impact of their teaching practices and 	<ul style="list-style-type: none"> Develop a SoTL framework and process with a call for proposals. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> SoTL framework completed. SoTL framework and supporting information added to CAFE website. SoTL proposal guideline/application and review committee in final stages of development. SoTL pilot launch on Feb 24 (PD Day) 	Completed On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<p>make evidence-based decisions about their them. Engagement in SoTL contributes to faculty currency as a dual professional.</p>			<p>with call for proposals mid-March.</p>	
	<ul style="list-style-type: none"> Support faculty participation in provincial and national teaching and learning conferences. 	<ul style="list-style-type: none"> Support up to 10 faculty member’s participation in provincial and national teaching and learning conferences. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> STLHE Conference deferred to 2021. Learning Outcomes and Experiential Learning Symposium deferred to 2023. Education and Cognition Conference promoted in spring 2020. Learning Outcomes webinar series in spring 2020 promoted with DC staff in attendance. 	<p>On Hold</p> <p>On Hold</p> <p>Completed</p>
	<ul style="list-style-type: none"> Expand curricular experiential-learning opportunities through collaboration with industry and community partners. 	<ul style="list-style-type: none"> Develop and implement at least one Mitacs-supported applied-research project with internship. Increase company projects in Riipen by 20 per cent (from 19 to 23); increase courses by 100 per cent (from four to eight). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Two Mitacs-supported projects have been developed and awarded, totaling 8 internships. One has been completed; the other is underway. A third proposal was submitted to Mitacs in December 2020. 46 company projects have been completed or confirmed in Riipen to date. 15 courses have matched with company projects; 1 additional course is published. Durham College has signed an MOU with The Regional 	<p>Completed</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Municipality of Durham, Durham Regional Police Services, and two other PSEs to collaborate on municipal challenges through the City Studio model, offering experiential learning and research opportunities to students. 10 classroom or placement projects have been started or confirmed for 2020-21.</p>	
	<ul style="list-style-type: none"> • Successfully complete Year Three of the five-year Natural Sciences and Engineering Research Council (NSERC) grant supporting the AI Hub. 	<ul style="list-style-type: none"> • Eight new artificial intelligence (AI) projects with industry partners initiated. • Thirty-two students employed in AI research projects. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • To date, 22 new artificial intelligence projects funded by NSERC IE have been initiated with industry partners, with additional projects in development. • 59 students have been engaged in AI applied research projects. • Additionally: <ul style="list-style-type: none"> • 9 AI projects have been completed under the extended CTO-IRAP funding, training 25 students. • 4 AI projects were done as fee-for-service, training 7 students. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

2020-2021 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop applied research opportunities with industry partners in the Mixed Reality Capture Studio. 	<ul style="list-style-type: none"> At least three new research projects initiated that involve Augmented Reality/Virtual Reality/Mixed Reality technologies. Twelve students engaged in applied research projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> To date, four externally funded projects have been initiated with industry partners. Additional projects are in development. 13 students have been engaged in MRC Studio projects. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Develop applied research opportunities with industry partners in the new Centre for Cybersecurity Innovation. 	<ul style="list-style-type: none"> At least two new research projects initiated that involve cybersecurity. Eight students engaged in applied research projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> To date, five externally funded cybersecurity projects have been initiated with industry partners. Additional projects are in development. 12 students have been engaged in projects with the Centre for Cybersecurity Innovation. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Prepare business case for a new building at the Oshawa campus. 	<ul style="list-style-type: none"> Determine requirements for new space. Submit a section 28 application for financing options. Post RFP for construction of new build. 	<ul style="list-style-type: none"> Chief administrative officer Chief financial officer 	<ul style="list-style-type: none"> A draft design has been presented to DCLT with a change in the space allocation as a result of the pandemic. The plans to further proceed with this new build are on hold. Design development contract awarded and iterations are under review. Stakeholder engagement meetings conducted, led to draft floorplates for a five, level, 60,000SF building. RFP pending funding. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> New Whitby Campus Stellar Drive Main Lot 	<ul style="list-style-type: none"> Completion of Site Plan Agreement with Town. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Site Plan substantially completed. RFP Contract for work released 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	Entrance.	<ul style="list-style-type: none"> Reconfiguration of parking lot for new-gated driveway. 	<ul style="list-style-type: none"> Chief financial officer 	<ul style="list-style-type: none"> Oct. '20 issued December 2020. Priority identified as entrance to crane field. 	
	<ul style="list-style-type: none"> Renovate the Oshawa campus Bookstore. Increase merchandising of non-textbook product lines. 	<ul style="list-style-type: none"> Finalize design and tender project. Tentatively award renovation contract by Thursday, April 30. If possible once the pandemic restrictions are lifted, complete renovation by Monday, August 31. 	<ul style="list-style-type: none"> Chief administrative officer Chief financial officer 	<ul style="list-style-type: none"> The bookstore renovation was completed for start-up. Retail & e-Commerce operations commenced in late August. 	Completed
5. Maximize resources and processes in all aspects of our business.	<ul style="list-style-type: none"> Launch system workflow for the Office of the Registrar (RO) and Financial Aid and Awards to create a more automated transfer process for students applying to the co-op option of their program. 	<ul style="list-style-type: none"> Assign employee resources to launch Co-op Workflow project team with the RO and Information Technology Services. Launch new Hired portal using the Outcome Career and Co-op Platform in June 2020. Launch new CCR platform on Outcome in June 2020. 	<ul style="list-style-type: none"> Executive, vice-president, Academic 	<ul style="list-style-type: none"> Project has been accepted by IT Services and resources are being identified. 	On Track
	<ul style="list-style-type: none"> Upgrade Hired Portal to outcome product allowing co-curricular recognition and experiential learning programming to be on one platform for students, faculty and employers. 	<ul style="list-style-type: none"> Launch new Hired portal using the Outcome Career and Co-op Platform in June 2020. Launch new CCR platform on Outcome in June 2020 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> The Hired portal and the CCR portal were both upgraded to Orbis Outcome in June 2020 to enable merger of portals to one Outcome platform. Business process review is to be scheduled by February for Career and CCR portals merging into a 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>common platform under one licence.</p>	
	<ul style="list-style-type: none"> Expand Orbis Outcome Platform to include additional functionality for experiential learning management 	<ul style="list-style-type: none"> Complete Phase One of multi-year implementation, including <ul style="list-style-type: none"> conduct business process reviews with two academic schools implement Experiential Program Management Module and pilot field placement management and tracking in two schools 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Business process reviews were conducted with two schools (BITM and JES) that will pilot use of the Experiential Program Management module for field placement management in Winter 2021 Initial testing is complete. Data setup and training are underway. Selected programs scheduled to launch pilot module in February 2021. Planning is underway to add additional functionality to the Outcome platform; BRP was completed for Co-op module. 	<p>On Track</p>
	<ul style="list-style-type: none"> Touchnet – One Card Solution. 	<ul style="list-style-type: none"> Implementation of a software and technology progressive, campus-side identification-one-card system. Priority implementation to improve and enhance production and distribution of student identification cards through utilization of system 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative officer 	<ul style="list-style-type: none"> After review and consultation with ITS and other stakeholders, a May launch was recommended. Launch of a digital One Card solution is on track for May 2021. 	<p>On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		feature to allow self-service photo upload functionality integrated through Ellucian Banner system. <ul style="list-style-type: none"> Work with Ontario Tech University and Trent University to implement digital solution for students to access Durham Region Transit and GO Transit. (This is a critical piece for the success of the aforementioned Touchnet – One Card Solution.) Create digital solution for UPass Program and removal of UPass icon from Student Card design. 			
	<ul style="list-style-type: none"> Build up capital campaign for Whitby Campus expansion and raise \$10 million in support. Continue to improve donor stewardship practices. Continue improvement on DC Foundation governance. 	<ul style="list-style-type: none"> Complete Family Campaign which includes all boards, DCLT and employees. Qualify 200 prospects or as many as necessary to make the target. Cultivation of activities for 100 prospects. Conduct 50 major gift solicitations. Confirm two transformational gifts. Create welcome material for new campaign donors. Create donor "thank you video." Host mini stewardship events. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Decided to keep staff campaign on hold (including DCLT). 194 major gifts prospects identified. 71 major gifts prospects in active cultivation. 22 major gift asks made or still in progress (includes OPG and DCSI); 10 confirmed. Two active transformational gift proposals. Two confirmed: Region/Town of Whitby. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> DC Foundation Governance Committee to establish job descriptions, policies and procedures. 			
	<ul style="list-style-type: none"> Energy consumption reduction initiatives: <ol style="list-style-type: none"> Whitby CoGen Third Party Energy Systems development (battery storage) 	<ul style="list-style-type: none"> Completion of legal and connection agreements for Combined Heat and Power (CHP) installation at Whitby campus. Development of Energy Twin Model for Oshawa campus by Thursday, April 30. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Whitby CoGen funding program curtailed by IESO, requiring rescope of project plan. Energy Twin model completed by Siemens for Oshawa campus. Further development work on hold due to CoVid pandemic. Preliminary discussions with Seimans underway to develop proposal options. 	Delayed
	<ul style="list-style-type: none"> Develop a comprehensive event strategy that considers all events at DC. Strategy will include a campus wide approval/information sharing process to ensure event activity is well coordinated. 	<ul style="list-style-type: none"> Launch by December 2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Research is underway. A review of the current event tracking and approval process has been completed. Six main event categories have been identified, including: corporate, academic, student, employee, athletic and community rental. DC Campuses host between 40-60 events per month or 480-720 events per year, ranging in size from 20 people at a community 	On Track

2020-2021 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>meeting to over 3000 at our Open House events.</p> <ul style="list-style-type: none"> The strategy expands on the current tracking process to share event details more broadly with key internal stakeholder groups and addresses concerns of conflicting high-profile events happening on the same day. Additional measures have been added to ensure relevant events are added to the DCLT and Board of Governors calendars. Next steps include sharing the strategy with key stakeholders for feedback, followed by process testing prior to launching campus-wide. 	
	<ul style="list-style-type: none"> Introduce sustainability practices into hiring processes. 	<ul style="list-style-type: none"> Review distribution process for teaching contracts. Examine technical requirements for electronic contract distribution, and systems to support delivery. Pilot electronic delivery of part-time teaching contracts with two academic schools. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> All HR employee correspondence is distributed electronically. Efficiency review underway. Revised benefit enrolment process, some paper forms still legally required. E-designation project underway, tasks required by DC are now complete and waiting for beneficiaries, implementation date from CEC. Reviewed and implemented new virtual interview practices to ensure AODA compliance, safe 	<p>On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				keeping of interview records and rating sheets, individual Teams links for each interview candidate, etc. <ul style="list-style-type: none"> Revised the Management Development Series session on Recruitment and Selection to expand on virtual interviews. Session to be delivered in collaboration with College Employer Council in March 2021. 	
6. Support Effective College Governance	<ul style="list-style-type: none"> Validate performance metrics for the 2020-2021 Strategic Mandate Agreement 3 (SMA3) Annual Evaluation Report from the Ministry of Colleges and Universities. 	<ul style="list-style-type: none"> SMA3 Annual Evaluation report successfully reconciled for funding allocations, pending Ministry direction given the COVID-19 situation. 	<ul style="list-style-type: none"> Vice-president, Academic President's Office 	<ul style="list-style-type: none"> Updated metrics workbook received from the Ministry. Ministry-collected data to be validated, and college-specific data to be added. Metrics workbook to be returned to the Ministry on January 25. Following this, we will have an opportunity to adjust metrics weighting for subsequent years. 	On Track
	<ul style="list-style-type: none"> Launch an internal CASL-awareness program through policy and guideline development; communications; and education/training. 	<ul style="list-style-type: none"> Policy, procedure, guidelines and FAQ's to be completed by Thursday, April 30. Communications launched in June; ICE, webpage, and utility updates completed by Friday, May 29. Run six education and training sessions by March 2021. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Policy, procedure, guidelines and FAQ's are completed. ICE page is updated with the above items to launch end of September. Updates to the utility are on hold, awaiting priority on ITS project list. Training sessions ran in the fall and the final three sessions are scheduled to run January, February 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				and March.	
	<ul style="list-style-type: none"> Support the DC Board of Governors by onboarding five new incoming governors and assist with the transition of a new chair and vice-chair. 	<ul style="list-style-type: none"> Offer an orientation session for new governors in September 2020, either in-person in or in a virtual format. Provide a minimum of two training and development opportunities. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> Two governors (L. Allen and K. Doyle) were onboarded as of September 1, 2020. Virtual orientation sessions were held on September 2, 2020, and September 8, 2020. On October 22, 2020, I. Murray received his order of Council (confirmation of LGIC appointment). On October 30, 2020, C. Kozminski was elected as the new student governor. A virtual orientation session was held with I. Murray and C. Kozminski on November 10, 2020 Professional development opportunity offered on July 21, 2020, titled "Understanding the College's Finances." Professional development opportunity hosted on August 17, 2020, titled "Continuing the Diversity & Inclusion 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Conversation.”</p> <ul style="list-style-type: none"> Professional development opportunity offered on December 9, 2020, on cybersecurity. Professional development opportunity offered on January 7, 2021, on understanding the College’s integrated risk management framework. As of February 3, 2021, no update has been provided by the government on the Board’s outstanding LGIC appointment. 	
	<ul style="list-style-type: none"> Launch new strategic plan for 2020-2023. 	<ul style="list-style-type: none"> Create new strategic plan publication. Launch new strategic plan internally and publicly. 	<ul style="list-style-type: none"> President’s Office Chief administrative officer with Communications & Marketing 	<ul style="list-style-type: none"> Strategic plan was launched virtually on May 26, 2020 with a microsite, video, social media, media and communications strategy. Results below: <ul style="list-style-type: none"> Strat plan microsite – Pageviews: 10,242K New and Notable – Pageviews: 178 Video views: 678 Social Media – Total posts 53 (combined DC Corporate + Ambassadors + Departmental Accounts) Engagements: 9.5K, Sentiment: 100% positive, Link clicks: 423 	<p>Completed</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Post-pandemic strategy development 	<ul style="list-style-type: none"> Address budget deficit Organizational Recovery Plan development and implementation New online learning modules 	<ul style="list-style-type: none"> President's Office Chief administrative officer Vice-president, Academic Chief financial officer Dean, Students 	<ul style="list-style-type: none"> A draft recovery plan to address the budget deficit has been prepared and is contingent upon winter 2021 enrolments. New platform for online employee training in development. 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>

2020-2021 Business Plan Scorecard



OUR COMMUNITY

Goal: To drive the economic, social and environmental success of our communities.

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
1. Establish and strengthen sustainable partnerships locally and internationally with industry, government, community and alumni.	<ul style="list-style-type: none"> Community Employment Services (CES) – Work with existing and new employers to create new job opportunities. CES to strengthen connections with community partners to provide holistic approach to clients. 	<ul style="list-style-type: none"> Place clients in new employment opportunities that will support their personal success and strengthen industry. Refer clients to the supports they need from community partners to be successful socially and economically within our community. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Worked with 62 new employers this fiscal to provide 103 placements. COVID has created some challenges with strengthening our community connections. However, relationships are still in place and referrals continue to happen e.g. OW, ODSP, Housing, Addictions supports, etc. \$203,500 incentive dollars provided to employers for employment service placements. \$72,437 COJG dollars provided to employers. 	On Track
	<ul style="list-style-type: none"> Collaborate with community, national and international partners to advance social entrepreneurship. 	<ul style="list-style-type: none"> Initiate and develop an advisory committee of Canadian institutional partners to collaborate semi-annually on the advancement of social entrepreneurship. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> The Manager, Entrepreneurship Services is a panel member for the Colleges Ontario Entrepreneurship Community of Practice (ECP), a provincial working group seeking to reinvigorate cross-institutional discussions regarding entrepreneurship training and best practices in a COVID-19 year. FastStart SHIFT was featured as a national leader in the CIGan SDG Toolkit, published in September 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				2020, for our social entrepreneurship training. <ul style="list-style-type: none"> EnactusDC is developing a partnership with Irish University (Galloway NUIG) to develop an international environmental project based on our existing 3eehive project model. 	
	<ul style="list-style-type: none"> Work with municipal partners and local leaders on economic recovery plan post pandemic. 	<ul style="list-style-type: none"> Join regional/municipal recovery planning committees. Develop internal college strategy for working with community partners. Communicate government support and funding options to business community to ensure students maintain placements and co-ops. 	<ul style="list-style-type: none"> President's Office Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> DC participated in the Oshawa Mayor's Economic Recovery Task Force Meeting. Bi-weekly meetings have been occurring since April. Shared information with City of Oshawa and Region of Durham staff and other stakeholders on available funding options to hire students, leveraging enhanced government funding for wage subsidies. Participated in discussions to support BACD, BIAs, and other stakeholders in applying for Digital Main Street (DMS) funding. Referred students/graduates to positions created as a result of DMS funding, that will assist local businesses in adopting digital solutions. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
2. Expand opportunities for employees and students to volunteer in our community.	<ul style="list-style-type: none"> Establish an International Student Community Engagement strategy. 	<ul style="list-style-type: none"> Connect 50 International students with opportunities to engage with the community. Identify and promote opportunities for International students to volunteer at two or more community events (i.e. Rotary events). Organize at least one community networking event on-campus that will include community partners and International students. Identify and promote a minimum of two off-campus community networking opportunities for International students to participate in (i.e. chambers of commerce). 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> This item will be delayed until a full return to campus and the resumption of community events. 	Delayed
	<ul style="list-style-type: none"> In collaboration with local school boards, develop student led mentorship initiatives that focus on reciprocal experiential learning. 	<ul style="list-style-type: none"> Deliver student led workshops on the topic of robotics and automation with one new elementary school partner in Durham Region in fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Due to pandemic constraints DDSB high schools are challenged to deliver applied content. SET faculty are working with DDSB teachers to develop and deliver online-live-lab sessions and provide guest speaker sessions for a variety of high school courses. One session (titration lab) was delivered in fall 2020, and four more are planned for winter 2021 	On Track

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Encourage community participation for employees and students. 	<ul style="list-style-type: none"> Diversify DC representation at community events to ensure representation from students and employees. Increased community involvement for international students (target 50 student volunteers). 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> The community sponsorship program has temporality been put on hold. In person community events have greatly decreased. Strategy in place but delayed due to Covid-19. 	On Hold
3. Leverage and grow our positive impact on the communities we serve.	<ul style="list-style-type: none"> Support General Motors (GM) Action Centre in serving displaced employees with their transition to new educational and employment opportunities. 	<ul style="list-style-type: none"> Provide online tools and resources via the Hired portal for displaced GM employees. Organize an on-campus autoworkers career fair. 	<ul style="list-style-type: none"> President's Office Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> The GM project closed November 15, 2020. 595 users have accessed the portal 4677 jobs posted. Career Fair took place October 2019 and over 500 job seekers attended. 24 employment resource pages created. 217 employment events posted. 	Completed
	<ul style="list-style-type: none"> CES to deliver new Employment Ontario (EO) programs specifically geared at the needs of the labour market. CES to deliver EO programs highlight the impact DC has on the communities it services. 	<ul style="list-style-type: none"> Successfully launch new EO programs in Port Hope under Service System Manager (SSM) Prototype. Promote EO programs to local politicians and through its social media to engage employers and job seekers with funded programs. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Port Hope has started working with Fleming College as the new SSM. January 1, 2021 will be the start of the new program model. Social media efforts has increased on Facebook with paid "boosted" ads. Contracted a company named Search Engine People to place sponsored ads on Facebook and Instagram. DC Employment Ontario programs were highlighted at a press release 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				by MPP's Coe and Park in September 2020.	
	<ul style="list-style-type: none"> Participate in Phase Two of the Municipal Employment Sector Study, to explore the development of relevant micro-credentials. 	<ul style="list-style-type: none"> Provision of subject matter expertise and recommendations to the project, which is led by the Community Training and Development Centre . 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> PPL Dean has participated in all meetings/info gathering sessions held to date. (Final session will be held in November.) A new micro-credential opportunity was identified based on this participation. It was proposed and accepted for funding through the eCampusOntario Micro-certificate Initiative. Development of this <i>Municipal Employment Readiness 3-course micro-</i> has now been completed, and it will be offered for the first time in February. 	<p>Completed</p>
	<ul style="list-style-type: none"> Improve reporting from partners and to stakeholders. 	<ul style="list-style-type: none"> Create an online reporting tool for community partners. Create a Government Relations/Community Relations section of DC webpage for quarterly updates. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs President's Office 	<ul style="list-style-type: none"> On hold as community relations funding is currently on hold. Government Relations and Community Relations website has been updated and is live. 	<p>On Hold</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Reach out to employers/potential employers to share Solutions for Business opportunities at DC. 	<ul style="list-style-type: none"> Presentations made to 10 businesses. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> On hold due to focus on campaign conversations with developers and unions. 	On Hold
4. Guide students in making meaningful connections with their communities.	<ul style="list-style-type: none"> Develop collaborations with community agencies for students in dental, massage therapy and fitness/health promotion programs to present workshops to their client groups. 	<ul style="list-style-type: none"> Dental, massage therapy and fitness/health promotion students will establish and present workshops to community client groups. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Dental program has incorporated an assignment in the 4th semester, where students complete education sessions in the community. In the 2nd semester of the Massage Therapy program, students hold a health and wellness fair and share their knowledge gained to the Durham community. Delivery of the Health and Wellness Fair is on hold due to COVID-19. Students are creating information material to share with the community. Fitness and Health Promotion is in development 	<p>Completed</p> <p>On Track</p> <p>On Track</p>
	<ul style="list-style-type: none"> Assist community groups developing multimedia assets used for raising community awareness to secure funding. 	<ul style="list-style-type: none"> Develop and deliver various multimedia assets to be published on partner websites, including Ontario Shores, Youth Without Shelter, Ontario Neurotrauma Foundation. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> These projects are continuing in spite of the conditions imposed by the pandemic lockdown. Our students are learning new ways of meeting client needs in the non-profit and corporate partnerships that we serve. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Host a business summit – an event run alongside local small and medium enterprises and boards of trade, to connect students with the business community in Durham Region. 	<ul style="list-style-type: none"> Host business summit in winter 2021. 	<ul style="list-style-type: none"> Vice-president, academic 	<ul style="list-style-type: none"> This event is interdependent on establishing the chamber partnership (see section three). Planning for the event has been postponed to February 2022 due to COVID-19 and will be revisited in the Winter and Spring of 2021. 	<p style="text-align: center;">On Hold</p>
	<ul style="list-style-type: none"> Develop and support social innovation applied research activities. 	<ul style="list-style-type: none"> Successfully complete Year Three of current College and Community Social Innovation Fund (CCSIF) funded project. Initiate Year One of the three new CCSIF funded projects. 	<ul style="list-style-type: none"> Vice-president, academic 	<p>Final year of CCSIF- Trusteed Youth Housing grant completed:</p> <ul style="list-style-type: none"> Final report to be submitted to NSERC end of February; Final report joint public announcement with partner Region of Durham to occur mid-January. <p>Year 1 of 3 new CCSIFs – all projects have been initiated.</p> <p>A 4th project funded by the NSERC Applied Research Rapid Response to COVID-19 fund: <i>Enhancing virtual mentorship to reduce social isolation of youth:</i></p> <ul style="list-style-type: none"> completed data collection and moving to data analysis phase. Multiple online resources will be created with student support, to be used by partner agency Big Brothers Big Sisters North Durham and national office to support mental health of mentors, mentees and staff. 	<p style="text-align: center;">Completed</p> <p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> Faculty leads provided a mental health training session to BBBS Canada staff in December and another session has been requested. 	
5. Strengthen our relationships with Indigenous communities.	<ul style="list-style-type: none"> Continue to work with the First Peoples Indigenous Centre to increase our student recruitment efforts and presence with local Indigenous communities. 	<ul style="list-style-type: none"> Incorporate Indigenous language into the Office of the Registrar's (RO) outreach initiatives. Numbers of sessions, presentations in the communities and student applications from these targeted outreach efforts will be tracked. 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> RO discussions had started to take place in regards to hiring an Indigenous Recruiter to participate in APSIP events so that these specific presentations could be tracked. Information regarding APSIP terms of reference and training guides were forwarded to manager. Up until COVID-19, the FPIC had been continuing its recruitment efforts, which includes participating in local Indigenous Community career fairs, socials, POW wows and events to foster good community relations and be recognized as the "DC" face in community. 	Delayed
	<ul style="list-style-type: none"> Consult and participate in planning with the recruitment team in SES to align our efforts to support high school students as they 	<ul style="list-style-type: none"> Participate in sessions with guidance counsellors, community leaders and high school teachers to identify gaps in student learning and skills to prepare students for higher education. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> First Peoples Indigenous Centre (FPIC) has continued to work with the Indigenous rooms at Port Perry High School and SA Cawker Public School. Focused on developing relationships with the Indigenous students by providing support in the 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<p>transition to college level studies.</p>	<ul style="list-style-type: none"> Develop and offer preparatory bootcamp sessions for incoming post-secondary students. 		<p>room on a bi weekly basis. In addition, provide information about application processes and other culturally related workshops.</p> <ul style="list-style-type: none"> Discussions have occurred with FN Managers regarding gaps in learning, not yet with high school guidance counsellors) FPIC offers Indigenous Transition Programming for new incoming students (7 sessions with 111 participants). FPIC led the development of a collaborative Summer Transitions program (Sweetgrass Series). Collaborated with Loyalist, Trent and OnTech. Created the Indigenous Student Success Network, which provided cultural programming and social engagement opportunities with traditional knowledge keepers so that more Indigenous students feel connected to a larger community. This program (8 Sessions with 485 people registered). 	

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Explore partnerships for delivery of Primary Care Paramedic program to Seven Generations Educational Institute. 	<ul style="list-style-type: none"> Establish memorandum of understanding with Seven Generations Educational Institute. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Memorandum has been drafted and is awaiting signature by DC; 7 Gen has committed resources to moving this forward. 	<p>On Track</p>
	<ul style="list-style-type: none"> Provide Indigenous histories and reconciliation modules to the community in collaboration with CAFE and First Peoples Indigenous Centre. 	<ul style="list-style-type: none"> Seven online Indigenous histories and reconciliation modules open to the public 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> All seven modules are now available to DC employees, faculty and students Project to make them available to the public was anticipated to begin winter 2021. Due to eCampus funding proposal FPIC and CAFE will submit a joint EOI for funding to move these modules live to the public during the 2021-2022 fiscal year. 	<p>Completed</p> <p>Delayed</p>

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Status Column Legend

- On Track for Completion (75 to 99 percent chance of completion)
- Risk of Delay (50 to 74 percent chance of completion)
- Delayed (0 to 50 percent chance of completion)
- Completed (100 percent completed)

On Track
At Risk
On Hold
Delayed
Completed