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

Date: Wednesday, February 12, 2020, 6:00 p.m.

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

Learn More Series: Tour of the Mixed Realities Capture Studio (Meet in Boardroom at 4:30 p.m.)
Dinner available at 5:00 p.m.

Pages

1. **CALL TO ORDER**

2. **INTRODUCTION OF GUESTS**

3. **ADDITIONS/DELETIONS TO THE AGENDA**

4. **CONFLICT OF INTEREST DECLARATIONS**

5. **PRESENTATIONS**

    5.1   Meri Kim Oliver, Vice-President, Student Affairs, Darlene Heslop, Director, Campus Health Centre and Shannan Saunders, Manager, Emergency Management to Present an Overview of the College's Response to the Coronavirus

    5.2   Meri Kim Oliver, Vice-President, Student Affairs to Present an Update on the Access and Support Centre

    5.3   Presentation of Good Governance Certificates to Governors' Michalko and Sukhija

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.

    <u>Recommendation</u>
    That all items listed under the heading of consent agenda be adopted as recommended.

9.   DISCUSSION ITEMS

Recommendation
That Report BOG-2020-14, providing an update on the accomplishments of the 2017-2020 Strategic Plan, be received for information.

Recommendation
That based on Report BOG-2020-09, the 2020-2023 Strategic Plan be approved.

Recommendation
That based on Report BOG-2020-15 the 2020-2025 Strategic Mandate Agreement, be received for information.

Recommendation
That Report BOG-2020-16, providing the second update on the 2019-2020 Business Plan, be received for information.

9.6   Program Update: Fire Science and Leadership - E. Popp (verbal)

10.   UPCOMING EVENTS

- Student Governor and Administrative Staff Governor Elections - Notice of Election Circulated February 10, 2020

- Board Retreat - March 6 to 8, 2020, Kingbridge Conference Centre

- Joint Board Event with Ontario Tech University - March 11, 2020, Centre for Food, 5:30 p.m. to 8:30 p.m.

- College Day at Queen's Park - March 30, 2020

- Standing Committee Preferences and Board Effectiveness Surveys Open - March 30 to April 3, 2020

- Durham College Open House - April 4, 2020, 10 a.m. to 2 p.m.

11.   MOVE TO IN-CAMERA SESSION

12.   ADJOURNMENT

DURHAM COLLEGE
SUCCESS MATTERS

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

Date: Wednesday, December 11, 2019

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

Members Present: Ivan DeJong, Chair of the Board
                            Elizabeth Cowie
                            Kevin Griffin
                            Kristi Honey
                            Michele James, Vice-Chair of the Board
                            Gail Johnson Morris
                            Robert Lanc
                            Don Lovisa
                            Bart Lucyk
                            Debbie McKee Demczyk
                            Kenneth Michalko
                            Heather Quantrill (entered the meeting at 6:03 p.m.)
                            Steve Stewart
                            Jim Wilson

Members Absent: Suzanne Beale
                            Vasu Sukhija
                            Gary Rose

Staff Present: Scott Blakey, Chief Administrative Officer
                            Barbara MacCheyne, Chief Financial Officer
                            Meri Kim Oliver, Vice-President, Student Affairs
                            Elaine Popp, Vice-President, Academic
                            Melissa Pringle, Corporate and Board Secretary
                            Peter Garrett, Manager, Strategic Reporting and Government Relations
                            Janse Tolmie, Associate Vice-President, IT Services

1.   **CALL TO ORDER**

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

2.   **INTRODUCTION OF GUESTS**

The Chief Administrative Officer introduced the following guests:

- Greg Murphy, Executive Dean, School of Media, Art & Design
- Bonnie St. George, Associate Dean, School of Business, IT & Management
- Debbie Johnston, Dean, Centre for Professional and Part-time Learning
- Rashmi Gupta, Director, Institutional Research and Planning
- Briar Jamieson, Manager, Academic Quality Assurance
- Anna Natoli, Manager, Program and Curriculum Development
- Danielle Harder, Professor, Journalism
- Brandon Beharry, student
- William Black, student
- Tracey Bowers-Lee, student
- Brittany Hebelka, student
- Piri Sinnathurai, student
- Tara Sottile, student

3.   **ADDITIONS/DELETIONS TO THE AGENDA**

None.

4.   **CONFLICT OF INTEREST DECLARATIONS**

None.

5.   **PRESENTATIONS**

Governor Quantrill entered the meeting.

5.1   Journalism - Mass Media Faculty-Led Classroom Abroad

D. Harder, Journalism Professor presented an overview of the journalism-mass media faculty-led classroom abroad project in Guatemala where student's worked with the local community to document the impact of SOS, Niños de Guatemala and the SID organizations with a focus on the United Nations' 17 sustainable development goals and held two digital storytelling workshops. The student's in attendance shared their personal experiences travelling abroad and shared how the experience had impacted their future careers.

The Board questioned D. Harder and students.

6. CHAIR'S REPORT

- The Chair remarked on his attendance at the Employee appreciation event held on October 10, 2019, the Peter Perry Awards held on November 13, 2019 and the Higher Education Summit and Premier's awards held in Toronto from November 30 to December 2, 2019.

- The Chair further reported that Ontario Tech University had scheduled interviews with Robert Lanc and Elizabeth Cowie in consideration of co-populous appointment and reminded Governors of the strategic planning input session scheduled for January 16, 2020 at 5:30 p.m. in the Global Classroom.

7. CO-POPULOUS GOVERNORS' REPORT

Governor Wilson presented the co-populous governors' report, noting the Ontario Tech University Board of Governors met on November 28, 2019 and completed a review of the terms of reference for various academic and board committees. The Board also reviewed several policies, including a joint policy between Durham College and Ontario Tech University on payment card industry data security compliance.

8. CONSENT AGENDA

Moved By Governor McKee Demczyk
Seconded By Governor Johnson Morris
"That all items listed under the heading of consent agenda be adopted as recommended." CARRIED

8.1 Approval of the Public Minutes of the Board of Governors Meeting of October 9, 2019

That the public minutes of the Board of Governors meeting of October 9, 2019 be approved as read.

8.2 President's Report - October to November 2019

The Report BOG-2019-90, reporting on the President's activities from October to November 2019, be received for information.

8.3 Summary of Committee of Presidents Meeting - December 1, 2019

That Report BOG-2019-97, providing a summary of the Committee of Presidents meeting held on December 1, 2019, be received for information.

8.4   Approval of President's Travel to Montreal, Quebec

That according to the approvals required for out-of-province travel under the College's Business and Travel Expense Reimbursement policy, the President be authorized to travel to Montreal, Quebec (dates to be determined) to meet with representatives of Lemay regarding a potential partnership.

9.   DISCUSSION ITEMS

9.1   Provincial Key Performance Indicators (KPIs) -2018-2019 Results

The Director, Institutional Research and Planning presented the 2018-2029 Key Performance Indicator results noting the College's student satisfaction results were 73.6% (trended upward), the graduate satisfaction results were 76.8% (trended downward), the graduate employment results were 86.6% (trended upward) and employer satisfaction was 93.9% (trended downward).

The Board questioned the Director, Institutional Research and Planning.

Moved Governor Griffin
Seconded By Governor Stewart
It is recommended to the Durham College Board of Governors:

"That Report BOG-2019-91 concerning the KPI data for the release year 2018-2019, be received for information." CARRIED

9.2   New Program of Instruction: Honours Bachelor of Artificial Intelligence

The Vice-President, Academic and Associate Dean, School of Business, IT & Management presented a new program of instruction for approval, Honours Bachelor of Artificial Intelligence. It was reported the program would have an emphasis on machine and deep learning and provide graduates with the specialized knowledge, skills and abilities required to succeed in the growing field of artificial intelligence.

The Vice-President, Academic attested the program had gone through the full internal approval process and was compliant with the Ministry's Binding Policy Directives.

The Board questioned the Vice-President, Academic and Executive Dean, School of Business, IT & Management.

Moved By Governor Honey
Seconded By Governor Lanc
It is recommended to the Durham College Board of Governors:

"That in accordance with Report Number BOG-2019-87, the proposed Honours Bachelor Degree program of instruction listed below be approved:

- Honours Bachelor of Artificial Intelligence." CARRIED

9.3   New Program of Instruction: Environmental Management

The Vice-President, Academic and Dean, Centre for Professional and Part-time presented a new program of instruction for approval, Environmental Management. It was reported the program would explore unique Canadian problems with a global perspective and students would learn systems, tools and strategies, risk management techniques and about the legal requirements for the assessment and management of air, water, land and waste.

The Vice-President, Academic attested the program had gone through the full internal approval process and was compliant with the Ministry's Binding Policy Directives.

Moved By Governor Wilson
Seconded By Governor Michalko
It is recommended to the Durham College Board of Governors:

"That in accordance with Report Number BOG-2019-88, the proposed Durham College Certificate program of instruction listed below be approved:

- Environmental Management." CARRIED

9.4   Program Update: Sustainable Systems and Energy Audits

The Vice-President, Academic apprised the Board of anticipated Ministry changes to the program approval process in an effort to reduce the time required to approve a program.

With respect to the Sustainable Systems and Energy Audit program, the Vice-President, Academic reported the Board had approved the program in February 2019; however, at the time of approval it had been reported the program would not launch until market demand improved. As there is no imminent launch date, the Ministry has requested the College withdraw the program and re-submit when market conditions improve.

9.5 Federal Election Update

The Manager, Strategic Reporting and Government Relations provided a post-election government relations update, highlighting the local results and activities that had taken place since the Federal election.

The Board questioned President Lovisa and the Manager, Strategic Reporting and Government Relations.

Moved By Governor Cowie
Seconded By Governor Johnson Morris
It is recommended that the Durham College Board of Governors:

"That Report BOG-2019-98, providing an update on the 2019 federal election, be received for information." CARRIED

9.6 Strategic Planning Update

The Manager, Strategic Reporting and Government Relations provided an update on the strategic planning process noting the Durham College Leadership Team considered the feedback collected over the past year at a recent retreat, which resulted in the development of new concepts around mission, vision and values. Since the retreat, the new concepts have been tested across the campus community and the Board will have an opportunity to provide input on a draft of the new strategic plan at the January 16, 2020 session.

9.7 Clarification of Intent re Time Limited Committee with Ontario Tech University

The Chair advised that following the October 9, 2019 Board meeting, concerns were raised regarding the composition and mandate of the time limited Committee with Ontario Tech University. As such, at the October 28, 2019 Executive Committee meeting the Committee discussed what the mandate of the Committee would be and specifically what an "improved relationship" would look like. As no consensus was reached, the Executive Committee requested the matter be brought back before the Board for further discussion.

Discussion occurred regarding the potential mandate of the Committee and Governors expressed concern the Committee may have been formed prematurely and further work was required in order to develop parameters on the intended purpose of the Committee.

After some discussion, the Board requested the item be moved to the in-camera portion of the agenda.

10. UPCOMING EVENTS

The following events were highlighted:

- Holiday Closure - December 24 to January 2
- Holiday Food Drive & Hamper Packing – December 15, 8 a.m. to 2 p.m.
- Turkey on a Bun - December 17, 11:30 a.m., South Village Dining Hall
- Board Strategic Planning Session - January 16, 5:30 p.m., Global Classroom

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 McKee Demczyk
Seconded By Governor Lanc
"That the Durham College Board of Governors move in-camera after a short recess."
CARRIED

The Board recessed at 7:44 p.m. and reconvened in-camera at 7:58 p.m.

The Board rose from the in-camera session at 8:23 p.m.

During the in-camera meeting, the Board discussed recommendations from its Standing Committees and the proposed limited-time Committee with Ontario Tech University.

11. ADJOURNMENT

With no further business, the meeting was adjourned.

The meeting adjourned at 8:23 p.m.

Report of the Governance Review Committee (Public)

The Governance and Review Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Governance Review Committee meeting held on January 29, 2020.

1.   Skills Matrix - Proposed Preamble and Updates

     Recommendation

     That based on GOV-2020-01, the preamble and revised Durham College Board of Governors skills matrix, including the addition of the four identified diversity categories, be approved.

2.   Handling of In-Camera Board Material

     Recommendation

     1.   That based on Report GOV-2020-02, the agendas and minutes for all Standing Committees and Board meetings be removed from the Board portal after a 24-month period;

     2.   That Governors be required to return all printed copies of an in-camera agenda package to the Corporate and Board Secretary at the end of each meeting to be securely disposed of;

     3.   That all documents regarding the President's evaluation or performance review, compensation, perquisites and/or benefits not be posted to the Board portal (unless as secure technology solution can be identified) and only be distributed in a manner as determined by the Corporate and Board Secretary to any Governor entitled to receive the information (as per Board By-law No. 1, Internal Governors would not be privy to these materials); and,

     4.   That the Board continue the practice of signing an annual confidentiality agreement as a reminder of its obligations at the first Board meeting of every year.

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

Date: January 29, 2020

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

Members Present: Jim Wilson, Committee Chair
                   Elizabeth Cowie, Committee Vice-Chair (entered at 5:32 p.m.)
                   Kevin Griffin
                   Robert Lanc
                   Debbie McKee Demczyk
                   Ivan DeJong, Board Chair (via teleconference)
                   Don Lovisa, President

Members Absent: Vasu Sukhija

Staff Present: Melissa Pringle, Corporate and Board Secretary

1.   CALL TO ORDER

With quorum present, the meeting was called to order at 5:30 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 Skills Matrix - Proposed Preamble and Updates

The Committee discussed the Board's skills matrix and the proposed new preamble and changes to the "additional expertise" categories. In addition, the Committee discussed whether detailed diversity information should be collected as part of the skills matrix and what weight diversity factors would play in recruitment.

Following discussion, the Committee agreed it would be valuable to collect basic diversity data and suggested the Board ask, on a voluntary basis, if Governors identify with any of the following categories: visible minority, woman, person with a disability, indigenous. The information would be collected through a voluntary self-disclosure process and Governors would be advised the information would only be released publicly in an aggregate format. The Committee also requested, the categories of male/female be removed from the current skills matrix template.

Moved By Governor Griffin
Seconded By Governor Lanc
That the Governance Review Committee recommend to the Durham College Board of Governors:

"That based on GOV-2020-01, the preamble and revised Durham College Board of Governors skills matrix, including the addition of the four identified diversity categories, be approved." CARRIED

With Governor DeJong participating by phone, the vote was unanimous.

6.2 Handling of In-Camera Board Material

The Committee discussed how the Board currently handles distribution of its camera materials and various proactive measures that could be implemented to protect the Board from information being shared in error and/or Governors having access to material that is contrary to the conflict of interest provisions in By-law No. 1.

The Committee further discussed the use of two-tiered in-camera agenda, where information that is highly sensitive or that has restricted distribution due to known conflicts would be considered. Distribution of materials for the second tier in-camera agenda would be limited to the Governors who are entitled to receive the information. The Committee also discussed considering different technology

solutions such as issuing each Governor a device with restricted access to materials.

The Committee noted that Governors are expected to demonstrate ethical behaviour and agreed that education and training was the best approach to managing this issue as not to create a culture of fear.

Moved By Governor McKee Demczyk
Seconded By Governor Cowie
That the Governance Review Committee recommend to the Durham College Board of Governors:

"1. That based on Report GOV-2020-02, the agendas and minutes for all Standing Committees and Board meetings be removed from the Board portal after a 24-month period;

2. That Governors be required to return all printed copies of an in-camera agenda package to the Corporate and Board Secretary at the end of each meeting to be securely disposed of;

3. That all documents regarding the President's evaluation or performance review, compensation, perquisites and/or benefits not be posted to the Board portal (unless as secure technology solution can be identified) and only be distributed in a manner as determined by the Corporate and Board Secretary to any Governor entitled to receive the information (as per Board By-law No. 1, Internal Governors would not be privy to these materials); and,

4. That the Board continue the practice of signing an annual confidentiality agreement as a reminder of its obligations at the first Board meeting of every year." CARRIED

With Governor DeJong participating by phone, the vote was unanimous.

7. DECISION ITEMS

None.

8. DISCUSSION ITEMS

8.1   Update on By-law No. 4

The Chair advised that despite being expected at this meeting, the review of By-law No. 4 had not been completed. As such, the elections being announced in early February will be conducted under the current by-law. It is the goal to finish the review by By-law No.4 by the next Governance Review Committee meeting in May.

9.   MEETING CRITIQUE

The Committee concurred the meeting was effective as there was good discussion and engagement by all participants. The Committee also noted they appreciated having the meeting in-person rather than by teleconference. Additionally, it was noted that the quality of the teleconference system should be investigated.

10.   ADJOURNMENT

With no further business, the meeting was adjourned at 6:40 p.m.

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2020-03

To: Board of Governors

From: Don Lovisa, President

Date of Report: February 3, 2020

Date of Meeting: February 12, 2020

Subject: President's Report – December 2019 – February 2020

Purpose

The purpose of this report is to provide an update on the President's activities and significant college initiatives from December 2019 to February 2020.

1.   Our Students

DC sports business students win third place in industry case study competition

A team of dedicated students from DC's sports administration and business management programs kicked off the 12th annual PrimeTime Sports and Entertainment Sport Management Conference and Tradeshow as they competed against local universities in a business case study competition in Toronto.

An annual conference tradition that aims to create a positive hands-on learning experience for emerging sports business professionals, this year's case centered around the challenge of growing and enhancing fan engagement for the Maple Leaf Sports & Entertainment Raptors Uprising GC esports team, which competes in the NBA 2K League. In the end, DC's team tied for third place with University of Toronto – Mississauga.

DC marketing students place multiple times at the Ontario College's Marketing Competition

For nearly four decades, students from across the province have brought their ideas and competitive spirit to Ontario College's Marketing Competition (OCMC) to demonstrate their practical skills and employability while networking with industry professionals.

In November, 15 students from DC's Marketing – Business and Marketing – Business Administration programs travelled to Niagara Falls, Ont. to compete against more than 250 other students. There, they were coached by six faculty volunteers from the School of Business, IT & Management and challenged in an array of marketing categories, including retail marketing and entrepreneurship.

Seven DC students placed in their respective categories, including:

- Brendan Scott – first place, Quiz Bowl Competition and third place, Entrepreneurship Competition
- Kaitlyn Braisier – third place, Job Interview Competition
- Youssef Zaki – third place, Entrepreneurship Competition
- Malcolm Hooper – fourth place, Quiz Bowl Competition
- Chin-Ting Sherwin – fifth place, Direct Marketing Competition
- Nicholas Bowman – fifth place, Direct Marketing Competition

Kaitlyn Braisier also received the prestigious Lydiatt Award, which is presented to a student who demonstrates commitment to the OCMC, supports others while working hard and has shown outstanding character and leadership in their college and community.

Congrats to Kaitlyn and all of our DC students on their achievement!

DC kicks of 2020 with Winter Orientation for new first-year students

More than 1950 domestic and 450 international January start first-year students were welcomed to campus with six days of Winter Orientation fun at our Oshawa and Whitby campuses.

Designed to help new students acclimatize to college life, meet staff and faculty, and explore services, Winter Orientation provides students with an opportunity to learn more about program expectations and life on campus, all while developing new friendships. International students also received programming to assist with adapting to the Canadian classroom, immigration matters, health insurance, working part-time and more.

On January 3, students were invited to a Winter Festival at both campuses, which featured food trucks, warm apple cider and free skating at the Campus Ice Centre. The following week, students enjoyed a number of fun orientation events, including free hot chocolate across campus, yoga in the Student Centre, a Get Involved and Services Fair, DC Pride Opening Party and Bistro Pub Night.

Centre for Success helps more than 130 students complete their secondary schooling, kick starting their post-secondary studies

On January 16, surrounded by proud family members and friends, more than 130 students celebrated the completion of DC's Centre for Success (CFS) program during a special ceremony at the Oshawa campus. Designed to help on-risk secondary school students complete their high school academic requirements in a college setting, the CFS provides its students with access to smaller class sizes, flexible schedules and increased one-to-one access to teachers.

As a part of DC's School-College-Work Initiative (SCWI), the program is funded by the Ministry of Education, and allows students to participate in post-secondary courses and apprenticeship training, earning dual credits that count towards both their high school diploma and their post-secondary diploma or apprenticeship certification. Students may earn at least one and potentially more college credits during their time in the CFS, which will help them get ahead at most of the 24 colleges across Ontario.

Now in its thirteenth year, the SCWI is a partnership between DC and four local school boards – Durham District School Board, Kawartha Pine Ridge School District Board, Durham Catholic District School Board and the Peterborough Victoria Northumberland and Clarington Catholic School Board.

2.   Our Business

Durham College launches Centre for Professional and Part-time Learning

The School of Continuing Education at Durham College is now the Centre for Professional and Part-time Learning (PPL). With extraordinary customer service at its core, PPL will deliver quality part-time programs and courses to individuals who are looking for professional development opportunities, as well as to students seeking credit towards a post-secondary credential.

The market-driven programming is focused primarily on the areas of health, technology, business, education and training, languages, and specialized trades. Offering more than 1,000 courses and 75 programs across a broad range of disciplines, PPL will continue to leverage the wealth of experience provided by DC faculty and provide students with flexible learning opportunities via in-class, online and hybrid delivery.

Durham College's Working Across Boarders tiles the way for a sustainable future

November 4 marked the official launch of Working Across Borders (WAB), Durham College's new course focused on international collaboration and sustainability through

student-run consultancy projects. Approximately 550 people from around the world joined DC students and faculty members for the launch, using the global classroom. More than 128 students across the International Business Management and Project Management post-grad programs, alongside a group of students in the Finance program, enrolled in WAB this fall.

Participants from Canada, Germany, Russia, Italy, Finland, Belgium, and the United States participated in the kickoff event, with Geanne van Arkel of Interface Inc. in attendance.

Construction begins on Durham College's Whitby campus Phase IV expansion

On January 16, Durham College's employees, students and members of the broader community gathered at the Whitby campus to celebrate the start of construction on its Phase IV expansion, which has been designed to shine a spotlight on skilled trades training, innovation and education.

Also in attendance were Member of Parliament for Whitby, Ryan Turnbull; Member of Provincial Parliament, Lorne Coe; John Henry, Chair for the Regional Municipality of Durham; and Whitby Deputy Mayor Steve Yamada, who spoke of the challenges currently facing skilled trades.

Given the skilled labour shortage at the regional, provincial and national level, the timing of this new project could not be better. Colleges Ontario forecasts that by 2030 the province will face a skilled labour shortage of more than 500,000 workers.

When it comes to skilled trades at DC, data from the last three years was recently studied, looking at seats available compared to applications for nine trades programs. It was found there were approximately 2,400 seats available, yet the college received approximately 7,000 applications for these programs.

DC becomes first college in Canada to deliver course through Walls to Bridges program

Durham College is proud to announce that it is the first college in Canada to provide college courses in prison through the Walls to Bridges (W2B) education program, which facilitates for-credit post-secondary courses taught within correctional settings. Each W2B classroom sees equal numbers of incarcerated and non-incarcerated students learning together as peers.

This semester, DC Professor Dale Burt is teaching Resiliency in Society: the Bridges and Barriers at a federal correctional institution in Ontario. Each week she travels to the prison with eight DC students who are taking the class alongside eight currently incarcerated students.

Durham College opens Mixed Reality Capture Studio

On January 23, DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE) once again found itself on the leading edge of technology with the opening of the Mixed Reality Capture Studio (the MRC Studio).

What is mixed reality? It's the result of blending the physical and digital worlds and refers to the merging or combination of virtual environments and real environments where both worlds can exist together.

Designed to offer organizations access to technical expertise, student talent and a state-of-the-art motion capture stage, and featuring one of only three Captury Live systems in Canada, the MRC Studio allows businesses to develop experiential applications that integrate motion capture, virtual reality, augmented reality and virtual production.

Here are just a few things clients can do at the MRC Studio:

- Build or import virtual spaces.
- Develop immersive and interactive simulation scenarios for multiple applications:
    - Use simulations for training.
    - Use simulation environments for performance optimization, safety engineering, testing education and within the entertainment industry.

3.   Our People

DC named one of Greater Toronto's Top Employers for 2020

Durham College has been named one of the Greater Toronto's Top Employers for 2020. Awarded to organizations for their progressive, forward-thinking employee programs, this is the ninth time the college has received the honour.

The various supports offered by DC were acknowledged including generous contributions to the defined benefit pension plan and subsidized access to the Campus Recreation and Wellness Centre.

4.   Our Community

DC announces new business incubator for social entrepreneurs

Durham College's FastStartDC program has launched SHIFT, a new business start-up accelerator service designed to support social enterprises and entrepreneurs, as they work towards making a positive social, environmental or economic impact on the world.

The unique service was announced in front of more than 100 DC students, employees, community partners and local business leaders at a launch party co-hosted by the Business Advisory Centre Durham as part of Do It in Durham's Entrepreneurship Week, held on November 22 in DC's Global Classroom.

DC hosted more than 400 students at FIRST LEGO League Championships

Imagine having to solve some of the unique urban planning and city building challenges that face our society today using nothing but LEGO robots? That's what more than 400 of Ontario's brightest young minds did on January 11 as they competed in the annual *FIRST® LEGO®* League Ontario East Provincial Championship. With help from their coaches and encouragement from family and friends, teams of students, ages nine to 14, showcased their creativity, innovation and STEM skills at Durham College's Campus Recreation and Wellness Centre at the Oshawa campus.

Known by its acronym that means For Inspiration and Recognition of Science and Technology, *FIRST* is a U.S.-based, not-for-profit public charity that inspires young people to be science and technology leaders. During the competition, teams first presented research projects to judging panels before unleashing their robots, which the students designed, built and programmed using LEGO MINDSTORMS® technology.

This year's challenge CITY SHAPER, taught students about building the cities of tomorrow and preparing public spaces for everything from traffic jams to natural disasters. While students were on campus, DC's Dr. Elaine Popp, vice-president, Academic also encouraged them to think about the broader connections between what they do each year at these competitions and how it might lead them to future STEM opportunities.

DC and Ontario Tech University raised $21,000 for students in need over the holiday season

Employees from Durham College and Ontario Tech University opened their hearts to students in need through the annual Holiday Food Drive. A longstanding campus tradition, the drive provides hampers of food and financial assistance to student families from both institutions during the holiday season. This year, the drive raised more than $21,000 and helped 332 students and their families.

COLLEGES | COLLÈGES
ONTARIO | ONTARIO

Jan. 22, 2020

Summary of the Committee of Presidents meeting
Jan. 20 and 21, 2020

Decision items:

Public-private partnerships to train international students

The Committee of Presidents (COP) approved a sector-wide strategy for the implementation of the recent provincial announcement that colleges can enter new agreements with private trainers to jointly provide more programs to international students.

Colleges and Universities Minister Ross Romano announced in November the previous government's moratorium on new partnership arrangements was being revoked and colleges could enter into new agreements. Adding to the ministry's rigorous standards for managing enrolment levels and maintaining the quality of programs, a college sector task force recommended adoption of a sector strategy that includes:

- Enrolment in each college's partnership agreement(s) is capped at 3,000 students for two years.
- The enrolment is capped at 3,500 students in the third year and 4,000 students in the fourth year.
- There are no limits on how quickly enrolment can grow to the 3,000 cap.
- The strategy would be reviewed in two years' time.

The presidents unanimously approved the recommendations. Colleges Ontario will consult on grandfathering options for a few colleges that have projected enrolment beyond the levels in the strategy.

As well, Colleges Ontario will consult with the sector's heads of international on the issue of unscrupulous recruitment agents who encourage students to enrol in one college and then transfer to another college once they're in Canada.

1

Colleges Ontario audit and pension committee recommendations

To address increasing cost pressures at Colleges Ontario, the presidents approved fee increases for colleges that include:

- A four per cent annual increase to member fees for each of the next four years.
- A two per cent annual increase to member fees in subsequent years.

The billing to each college in 2020-21 would be determined by the current assessment of the percentage share of domestic system activity, based on the most recently available operating funding allocations to colleges. New options would be developed for determining the assessments in subsequent years.

The presidents also approved the introduction of an annual levy for the Board Excellence and Leadership Excellence professional development programs delivered by Colleges Ontario and the College Employer Council, as well as funding for a support person for three vice-presidential coordinating committees.

Discussion items:

Future of Ontario's workers

The COP meeting began with a presentation by leaders at Microsoft on opportunities for Microsoft and colleges to work together to expand the technical training provided to students.

This provided a jumping-off point for presidents and college leaders involved in strategic planning to brainstorm with Mitch Davidson, the executive director of the StrategyCorp Institute of Public Policy and Economy, and Ian Smith, a vice-president at StrategyCorp, about a pending white paper on the future of Ontario's workers.

A number of recent reports have examined the future of work and how AI, robotics and other innovations might affect jobs. Davidson is drafting a paper for colleges that would specifically examine what the innovations mean for the future workforce and the education and training of workers.

Similar to reports that colleges have commissioned on skills shortages, the paper will be used to drive the sector's advocacy efforts in the coming months. This would include earned media and social media and colleges hosting round-table consultations with employers and others.

Davidson will also be consulting with key political staff in the Ontario government and others. The draft white paper will be presented to presidents in the spring.

2

Apprenticeship reform

Linda Franklin, the president and CEO of Colleges Ontario, updated presidents on the ongoing consultations with the province about the modernization of apprenticeship training.

The government is working to increase enrolment in apprenticeship programs by creating a one-window application process for apprentices. The sector continues to lobby the province to expand the colleges' provincial application service to include apprentices.

The Ministry of Labour plans to initiative a competitive process for developing the one-window service that will start with a request for information from potential bidders. This will be followed by a request for proposals.

National strategy on micro-credentials

Presidents discussed the proposed creation of a national strategy on micro-credentials to be developed by colleges across Canada.

Micro-credentials are broadly known as education and training programs that allow people to upgrade their skills and competencies within a short time frame.

A working group of representatives from the sector's regional associations met in December to create a paper with principles and a definition of micro-credentials for the strategy. Presidents approved the general principles and draft definition of micro-credentials.

Linda Franklin, the president and CEO of Colleges Ontario, said once the paper is approved by the national working group, presidents will be asked to consult with their colleges and local employers on the proposed definition and principles.

The goal is to finalize the strategy this spring. Colleges across Canada could then use it to lobby provincial governments to adopt the principles and definition.

Visit by Minister Ross Romano

Colleges and Universities Minister Ross Romano visited the COP meeting to discuss a series of policy issues. He said one of his top priorities is creating a provincial policy on micro-credentials.

3

Enactus

Judith Morris, the president of Lambton College, showed a video highlighting the benefits of the Enactus program that promotes entrepreneurial initiatives to create a better world.

Lambton is one of the colleges that participates in Enactus. The Lambton team placed second in the Enactus World Cup in San Diego in September and finished first the previous year for its project that teaches farmers in Zambia and elsewhere to lift themselves out of poverty through no-till farming.

In 2019, the Lambton project trained 175 entrepreneurs to empower over 35,000 Zambian farmers, resulting in farmers' yields that were 4.6 times greater than traditional yields.

LinkedIn contract

David Fulford, the vice-president of research and policy at Colleges Ontario, shared the results of a survey of colleges on the effectiveness of an arrangement that allows students, faculty and staff to access programs offered by LinkedIn.

The Ministry of Colleges and Universities established the partnership three years ago to help college and university students get free access to LinkedIn courses that provide further training to prepare students for their careers.

The feedback from the vice-presidents, academic, at colleges was mostly very positive. There were suggestions that college faculty would like more data from LinkedIn on the results for students. Colleges Ontario will provide the feedback to LinkedIn with a view to extending the partnership.

4

Public Report

Report Number: BOG-2020-10

To: Board of Governors

From: Elaine Popp, Vice-President, Academic

Date of Report: February 4, 2020

Date of Meeting: February 12, 2020

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-2020-10, 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 goal to provide students with the best possible learning experiences by offering new opportunities for experiential learning, fostering greater mobility within the post-secondary system and ensuring all necessary supports are in place.

School of Business, IT & Management

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Accounting	November 20, 2019	8 External 2 College Representatives	Green
Computer Programmer	November 19, 2019	9 External 3 College Representatives	Green
Computer Systems Technician/Technology	November 18, 2019	9 External 2 College Representatives	Green
Cosmetic Techniques and Management and Esthetician – Spa Management	November 14, 2019	7 External 3 College Representatives	Blue
Emerging Technology (merged PAC includes Artificial Intelligence, Data Analytics and Information Systems Security)	January 28, 2020	9 External 3 College Representatives	Green
Entrepreneurship & Small Business	November 13, 2019	9 External 2 College Representatives	Green
Finance	December 4, 2019	6 External 2 College Representatives	Blue
Human Resources/Graduate Certificate	November 12, 2019	9 External 2 College Representatives	Green
International Business Management Graduate Certificate	December 5, 2019	10 External 4 College Representatives	Yellow

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

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Library and Information Technician	December 2, 2019	6 External 2 College Representatives	Blue
Marketing – Business/Marketing – Business Administration	November 6, 2019	8 External 3 College Representatives	Green
Office Administration (Executive/Medical)	November 27, 2019	10 External 2 College Representatives	Green
Project Management Graduate Certificate	November 26, 2019	7 External 1 College Representative	Blue
Recreation & Leisure Services	November 7, 2019	6 External 3 College Representatives	Blue
Sports Admin./Sport Management/Sport Business Management Graduate Certificate	November 5, 2019	9 External 2 College Representatives	Green
Supply Chain and Operations	November 4, 2019	10 External 3 College Representatives	Green

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Key Recommendations

Program Area	Recommendations: Fall 2019	Action Plan	Status	Responsibility
Accounting Cluster	Improve field placement feedback for students.	C. Wilson to include a feedback portion regarding interview and resume on the field placement evaluation and ask employers for feedback after students complete field placement	In Process	Program Coordinator
	Enhance PAC experience for external members.	Determine final decision on time of PAC meeting. PAC members prefer evening.	In Process	Dean / Associate Dean
Computer Programmer Cluster	Explore improvements to courses/program.	S. Forbes to look into increasing SQL and Microsoft Azure exposure	In Process	Program Coordinator
		S. Forbes to explore database implementation	In Process	Program Coordinator
		Optimization of code and polishing	In Process	Program Coordinator
		Review OOP lessons	In Process	Program Coordinator
	Helped ease workload issues for students	Program team to revisit assignment balance	In Process	Program Coordinator
Computer Systems Cluster	Program review	N. Kanga to work with B. St George on Program review to add modules for Python & Cloud	In Process	Program Coordinator
	Explore opportunities for making industry relevant certifications more accessible	M. Cameron to meet with M. Marando regarding the proposal for certifications	In Process	Professor / Program Coordinator

Program Area	Recommendations: Fall 2019	Action Plan	Status	Responsibility
Cosmetics/Esthetics	Increase field placement opportunities	E. Campbell to follow up with PAC members in regards to field placement opportunities	In Process	Program Coordinator / Field Placement Officer
Emerging Technology	Investigate hiring trends	Utilize job posting websites (indeed and speciality tech employment sites) to further investigate hiring trends within the industry.	In Process	Program Coordinator
	Curriculum review	Reach out to recent graduates to canvas what skills/programs/systems they had to learn onsite.	In Process	Program Coordinator
		Examine the course distribution per semester in Data Analytics for Business Decision Making.	In Process	Program Coordinator
	Field placement investigation	Investigate including field placements in the graduate programs.	In Process	Program Coordinator / Field Placement Officer
	Explore involvement of industry experts	Inviting more guest industry lecturers to come in and speak during course deliveries.	In Process	Program Coordinator
Entrepreneurship & Small Business	Provide PAC with better quality information	K. Baker look into whether self-employment is reported as an outcome and if so, report back	In Process	Dean
Finance Cluster	Familiarize PAC with program data.	Taxation II and Financial Planning – send course outlines with current minutes and review at spring meeting	In Process	Program Coordinator
	Program review	J-P. Mann to look into integrating ethics and compliance issues	In Process	Program Coordinator

Program Area	Recommendations: Fall 2019	Action Plan	Status	Responsibility
Human Resources Cluster	Enhance PAC membership and experience	R. Goulding to send out PAC By-Laws to members	Completed	Program Coordinator / PAC Meeting Organizer
	Curriculum review	R. Goulding to send two most recent course outlines to members	Completed	Program Coordinator / PAC Meeting Organizer
		R. Goulding to send out program learning outcomes package	Completed	Program Coordinator / PAC Meeting Organizer
	Incorporate 'real-world' studies into curriculum.	R. Graham/R. Goulding to investigate ways to connect with the Action Centre	In Process	Program Coordinator
	Better prepare students for success	R. Graham/R. Goulding to investigate with SALs to create a self-assessment for math before the math courses	In Process	Program Coordinator
International Business Management	Program review.	R. Ten Kate to provide CPR update at the spring meeting	In Process	Program Coordinator
	Provide PAC with better quality information	K. Baker to follow up on engagement strategies for PAC	In Process	Dean
Library and Information Technician (LIT)	Improve program marketing and communication.	S. Pratt and program team to continue to implement new marketing strategies	In Process	Program Coordinator
Marketing Cluster	Familiarize PAC with program data.	Provide Program of Study (POS) to PAC members/course outlines in January	In Process	Program Coordinator / PAC Meeting Organizer

Program Area	Recommendations: Fall 2019	Action Plan	Status	Responsibility
Office Administration (Executive/Medical) Cluster	Explore opportunities to connect students with industry experts through incourse assignments or competitions.	K. Baker to investigate having A. Brown from ORSIE do a Riipen presentation	In Process	Dean
	Better prepare students for placement opportunities.	Incorporate more privacy content and interview skills into the program	In Process	Program Coordinator
Project Management	Explore co-op opportunities	Investigate looking into an optional co-op at the end of the program	In Process	Program Coordinator
	Review software for program	Follow up on updated version of Microsoft Project – using 2016 or 2019?	In Process	Program Coordinator
Recreation & Leisure	Improve program marketing and communication.	Program team to investigate making changes to the program card	In Process	Program Coordinator
	Enhance PAC experience for external members.	Tour the Esports arena at the next meeting	In Process	Program Coordinator
Sport Cluster	Improve program marketing and communication.	Program team to continue to find new ways to advertise and market the programs externally	In Process	PAC Chair / Program Coordinator
	Improve professional development opportunities	N. Lamarche to research logistics of starting a female alumni or mentorship group	In Process	Program Coordinator

Program Area	Recommendations: Fall 2019	Action Plan	Status	Responsibility
Supply Chain and Operations Management Cluster	Enhance PAC experience for external members.	Develop a tool to evaluate the PAC members experience on the committee	In Process	Dean / Manager
	Incorporate more case studies / projects into curriculum.	R. Mofid to investigate formal projects that students can participate in	In Process	Professor / Program Coordinator
	Explore improvements to courses/program.	Look into value stream mapping ideas	In Process	Program Coordinator

School of Health & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[2]
Animal Care	Rescheduled: (February 6, 2020)	8 – External 6 - Internal	Blue
Child and Youth Worker	October 15, 2019	9 – External 4 - Internal	Green
CICE – Community Integration through Cooperative Education	November 27, 2019	8 – External 5 - Internal	Green
Communicative Disorders Assistant	Rescheduled: January 14, 2020	8 - External 6 - Internal	Green
Community (Addictions and Mental Health/Social Services Worker) and Community Services and Child Studies Foundation	Rescheduling required and restructure required Chair to be elected	13 – External 12 - Internal	Red
Dental Programs (DA/DH/Dental Reception and Administration)	December 6, 2019	8– External 8 - Internal	Green
Developmental Services Worker	Rescheduled: February 11, 2020	12 – External 9 - Internal	Blue
Early Childhood Education	November 7, 2019	9 – External 7 - Internal	Green
Fitness & Health Promotion	To be rescheduled Chair to be elected	9 – External 7 - Internal	Yellow
Massage Therapy Program	To be rescheduled February – TBC Chair to be elected	9 – External 7 - Internal	Yellow
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	October 21, 2019	9 – External 6 - Internal	Green

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PAC Semi-Annual Report: February 12, 2020

Practical Nursing/Personal Support Worker and Critical Care Nursing	TBC – February 2020 Restructure Chair to be elected	11- External 6 - Internal	Red

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care	New Chair to be Elected Members in good standing	Chair to be elected at next meeting: January 16, 2020	In Progress	Program Coordinator Associate Dean Recorder
Child and Youth Care	Durham Family Court Clinic to take on placement students throughout the academic year. Present Comprehensive Program Review	Program coordinator to meet with DFCC to explore field placements academic year options. Program Coordinator to present the Comprehensive Program Review at the next PAC meeting after presenting to Academic Council, March 24, 2020	In Progress In Progress	Program Coordinator Program Coordinator
Community Integration through Cooperative Education	Elect new chair	Elect new chair at end of PAC meeting, November 28, 2019	Completed and assigned. New chair to start May 6, 2020	Program Coordinator Associate Dean

Communicative Disorders Assistant	Send School Newsletter to CDA PAC members	Recorder to send latest electronic version.	Completed	Recorder
	Share KPI's at Fall Meeting	Recorder to gather information and share at Fall meeting.	To Be Completed	Recorder
	Conduct a student focus group.	Program Coordinator to conduct a student focus group on how our students heard of the program.	Completed	Program Coordinator
	Increase amount of parent coaching skills within the fall semester.	Program Coordinator to coordinate with Clinical and Professional Practice I teacher to increase the amount of parent coaching skills.	Completed	Program Coordinator
Community (Addictions and Mental Health/Social Service Worker/ Community Services and Child Studies Foundation	Share KPI's at Fall Meeting with PAC members.	Share Student Satisfaction Survey at next meeting.	To Be Completed	Recorder
	Share School Newsletter with PAC members.	Email electronic School newsletter to PAC members.	Completed	Recorder
	Share ADMH Comprehensive Review with PAC Members.	Email ADMH CPR PowerPoint to membership	Completed	Recorder
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration	Review of DA and DH program material.	Ensure that there is sufficient material regarding Dental Implants.	In Progress	Program Coordinator(s)
	Review of DA and DH students' time management and best practice.	Implement new time management skills created due to the introduction of new infection prevention controls as it is taking more time to reset after an appointment.	In Progress	Program Coordinator(s)

Dental Cont'd	Implement clinical experience at the end of Semester 6.	Implement a practice run of a typical 45-60 minute appointment.	In Progress	Program Coordinator
	Implement more hands on experience	Incorporate hands on experience with Perio-Powder and Piezo and Panoramic machine.	In Progress	Program Coordinator
	Explore differences between employee and independent contractor.	Review with DH final semester students to identify differences before applying for jobs.	In Progress	Program Coordinator
	Hu Friedy presentation to students.	Schedule presentation to speak to students with respect to laser dentistry.	In Progress	Program Coordinator
	Implement "Shadow Day"	In addition to open house and Grade 7 & 8 campus visits, this would pair a current student with a prospective student to allow them to participate and see what a day is really like.	In Progress	Program Coordinator
Developmental Service Worker	Membership discussion to include a wide range of agencies.	Program Coordinator to discuss membership with Dr. Judeline Innocent.	Completed	Program Coordinator Executive Dean
	Create a video on how to best support clients.	Program Coordinator to discuss with C&M and the CAFÉ on creating a video to best support clients. Create a survey to gather data.	Completed	Program Coordinator
	Share information on the PASS Program.	Program Coordinator to connect with J. Gelinas.	Completed	Program Coordinator
			Completed	

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	Notify and inform students of upcoming hiring.	Inform students of hiring at Community Living Oshawa/Clarington and direct the students to view the Durham College job board.		Program Coordinator
Early Childhood Education	ECE job description created for program cards to include roles and responsibilities.	Chair to forward document electronically to be included in next minutes.	Received	Recorder
	President and Vice President hosting PAC Orientations in Oshawa and Whitby.	Invite PAC Members to attend.	Completed	Associate Dean
	Behaviour Technician Diploma Program.	Upon Board approval, program will add to the creation of behavioural program cluster.	Completed	Executive Dean
	Seeking PAC community members to participate in focus group as part of CPR process, 10-12 people required from ECE front line positions.	PAC members to submit their names, if interested. Program Coordinators to provide names.	Completed. Meeting: Dec 12, 2019	Program Coordinators Associate Dean Recorder
	Update committee on Synergy and student transition after Synergy Meeting, November 8, 2019.	Associate Dean to provide update at next PAC meeting, May 5, 2020.	In Progress	Associate Dean
Fitness and Health Promotion	New Chair to be Elected	Program Coordinator to review names and send request.	In Progress	Program Coordinator Recorder
	Invite new community members to join PAC membership. Diversify the PAC Membership	Program Coordinator to review names and send request.	In Progress	Program Coordinator Recorder

Massage Therapy	New Chair to be Elected	Program Coordinator and Associate Dean to review names. Communication with current PAC member to possibly integrate them from member to chair.	In Progress	Program Coordinator Associate Dean Recorder
Occupational Therapist Assistant & Physiotherapist Assistant	More focus on PTA Skills I required.	In response to feedback from PAC and community members, more focus was placed on PTA Skills I on placement modalities and integration of clinical anatomy.	Completed	Program Coordinator Associate Dean
	Incorporate group exercise project	In response to feedback from PAC and community members, group exercise was incorporated in year 2 curriculum, with a focus on facilitating group exercise sessions for individuals with common neurological impairments.	Completed	Program Coordinator Associate Dean
	PAC committee members would like to see meetings booked on Fridays.	Review schedules of Deans and program coordinators to see if Friday meetings could be incorporated.	In progress	
Practical Nursing/Personal Support Worker/ Critical Care	Elect a new chair for upcoming meeting.	Communication with current PAC member to integrate them from member to chair.	In Progress	Program Coordinator
	Diversify the PAC Membership	Program Coordinators to identify community areas underrepresented and recruit members for those areas.	In progress	Program Coordinator
			In progress	

	Invite new community members to ensure that PSW is properly represented.	Program Coordinator to provide names to recorder to send invite and welcome package.	Ongoing	Program Coordinator Recorder
	Ensure students are better prepared for field placement.	Emphasis on working with students and time management, ensuring students are better prepared for field placement.	In Progress	Program Coordinator
	Better prepare instructors for their clinical rotation.	Provide instructors with needed resources.	Completed	Program Coordinator
	Obtain access for the mental health piece.	Work with Ontario Shore's Student Coordinator to coordinate obtaining access to instructions for mental health.	Ongoing	Program Coordinator V. Shier
	Ensure better student understanding about geriatric mental health.	Educated students about geriatric mental health and ensure they understand it is not the same as a long-term care unit.	Ongoing	Program Coordinator Faculty
	Improve connection with the leads at Lakeridge Health.	Critical Care team to work on improving the connections with the leads at Lakeridge Health (ensure there is a connection and communication between preceptors and students)	Ongoing	Program Coordinator Faculty
	Coordination of preceptorship beyond Critical Care.	Have clinical leads be more involved in the selection of preceptors for students.	In Progress	Program Coordinator

	Development of Self Course should be revised.	To be revisited in the PN program, the PN team will work with CAFÉ to re-vamp it.		Program Coordinator

School of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[3]
Culinary	December 11, 2019	8 External 4 college representatives	Yellow
Food and Farming	November 19, 2019	9 external 4 college representatives	Blue
Horticulture	November 28, 2019	8 external 4 college representatives	Blue
Hospitality	December 4, 2019	12 external 4 college representatives	Green
Special Events Management	December 4, 2019	8 external 4 college representatives	Green

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary	Examine opportunities to incorporate social media/food photography into courses	Further investigation required with program team	Pending	Program Coordinator / Dean
	Share more details about the program's/CFF's work on reducing food waste	Further investigation required with faculty/finance/ Bistro teams	Pending	Program Coordinator / Dean / General Manager
Food and Farming	Report back on student focus group in 2020 and feedback on how to sell the uniqueness of the science and growing sides of the programs. Consider an opportunity to look at more orchard management in curriculum.	Program team to hold session and report back

Program team to review. | Pending | Program coordinator / Dean

Program team |
Horticulture	Connect with the Durham municipalities to explore work placement opportunities for students. There is a need and our graduates are well positioned to fill these.	Field placement officer to reach out to Works Departments at municipalities	Pending	Field placement officer
Hospitality	Incorporate membership/industry members in developing courses for the new Tourism program	Reach out to PAC members	Pending	Program Coordinator/Program Team
	Contact membership/industry members to join in the newly created "guest speaker" roster	Reach out to PAC members	Pending	Program Coordinator/Program Team
	Incorporate membership/industry into T. Wiseman's offsite school visits	Reach out to PAC members	Pending	Program Coordinator

	Contact members/industry to join the February job fair	Reach out to PAC members	Pending	Program Coordinator/Hired Career Services
	Explore more opportunities for students	Reach out to PAC members	Pending	Program Coordinator
Special Events Management	Consider how to incorporate understanding of RFPs into existing courses to generate awareness of opportunities	Review/revise Program of Study	Pending	Program Coordinator/Program Team/Dean
	Consider which courses may have opportunities for discussions about cannabis and its impact on industry	Review/revise Program of Study	Pending	Program Coordinator/Program Team/Dean
	Review to see if the program can incorporate business etiquette into the curriculum – much like the etiquette dinner that the Alumni Association runs every year	Review/revise Program of Study	Pending	Program Coordinator/Program Team/Dean
	Can the college have 'non-college staff' conduct interviews in Career Planning course to take students out of their comfort zone when going through mock interviews? This would better prepare students for post-graduation	Reach out to PAC members	Pending	Program Coordinator/Program Team

School of Interdisciplinary Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[4]
General Arts & Science *Previously General Arts & Science – Liberal Arts*	November 13, 2019	9 External 5 College Representatives	Blue
Pre-Health Sciences *Previously General Arts & Science – Health and Sciences*	November 14, 2019	9 External 7 College Representatives	Blue

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	Look into changing the title of the Preparing for Academic Success course to something that is more reflective of the course content.	Nathan Wilson to discuss a course title change with the program team and the CAFE	In process	Nathan Wilson
	Discuss changing the format of SOCI 1407 from a hybrid class to 3 hours in class.	Kevin Dougherty to discuss with the faculty during their SWF meeting.	In process	Kevin Dougherty
	Discuss changing the format of PSYC 1106 from 3 hours in class to a hybrid mode.	Kevin Dougherty to discuss with the faculty during their SWF meeting.	In process	Kevin Dougherty
Pre-Health Sciences	Determine which course to embed a mindfulness module into.	Discuss which course(s) would benefit from adding a mindfulness module into.	In process	Program Team

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School of Justice & Emergency Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[5]
Court Support Services	November 5, 2019	7 External 4 College Representatives	Blue
Fire and Life Safety Systems Technician	November 7, 2019	8 External 7 College Representatives	Green
Firefighter – Pre-service, Education and Training	November 18, 2019	8 External 7 College Representatives	Blue
911 Emergency & Call Centre Communications	November 28, 2019	7 External 6 College Representatives	Blue
Law Clerk Advanced Fast Track and Office Admin - Legal	October 29, 2019	8 External 7 College Representatives	Green
Mediation – Alternate Dispute Resolution	October 9, 2019	9 External 7 College Representatives	Green
Paralegal	November 5, 2019	8 External 14 College Representatives	Green
Paramedic and Emergency Services Fundamentals	November 12, 2019	11 External 10 College Representatives	Blue
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	November 13, 2019	10 External 10 College Representatives	Green
Victimology	November 18, 2019	8 External 6 College Representatives	Green
Youth Justice & Intervention	November 19, 2019	6 External 6 College Representatives	Yellow

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Court Support Services (CTSS)	Investigate collaboration with CTA program as an ongoing aspect of CTSS curriculum.	Investigate and provide update at next meeting.	In process	Program Coordinator
	Follow up on the guidelines of penalties resulting from Bill C75.	Investigate and share at next meeting.	In process	External members H. Savard and C. Dutton
Fire Life Safety Systems Technician (FLST)	Report on the implementation of BCIN and CBCO designations in the program.	Explore opportunity and provide update at spring meeting.	In process	Program Coordinator
	Discuss changes to POS submitted by PAC members.	Collect feedback and suggestions for changes to POS from external members and share at the next meeting.	Ongoing	Program Coordinator and External members
	New lab facilities progress report.	PAC committee reviewed plans for the lab facilities. R. Panesar to report progress.	Ongoing	Program Coordinator
Firefighter- Pre-service, Education & Training (PFET)	Explore opportunities for students to send a team to the FireFit Championships.	Provide students with increased exposure and networking opportunities.	Ongoing	Program Coordinator
	Obtain information regarding ways to access new equipment through demonstration or leasing.	Report on opportunities for access to new equipment and technologies for students.	In process	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
911 Emergency & Call Centre Communications (EMCC)	Implement mentoring program for students. Add more information on resiliency and self-care into the program.	Investigate and provide update at the next meeting. Share resiliency course outline with external members and discuss at spring meeting.	In process In process	A. Cannon Program Team and External members
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF) Office Administration – Legal (OFLG)	Develop additional fieldwork opportunities for LCAD/LCAF students at the Access to Justice HUB. Investigate the opportunity for students to earn additional certifications and/or microcredentials.	Explore ways to increase LCAD/LCAF involvement with the Access to Justice HUB based on pilot project. Investigate and follow up at the spring meeting.	In process Ongoing	Program Coordinator Executive Dean Executive Dean
Mediation – Alternative Dispute Resolution (MADR)	Identify additional certifications that could be embedded into the program. Investigate additional experiential learning opportunities for MADR students.	Evaluate value of ASIST, CPI, MHFA or other certifications for MADR graduates. Follow up with CAO for potential opportunities as well as other areas.	In process In process	Program Team Program Coordinator
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Evaluate options for CTAP students to participate in the HUB initiative.	Determine scheduling options or implications of extending CTAP placement through summer semester for interested students.	In process	Program Coordinator Executive Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Paramedic (PPC and PADV) Emergency Services Fundamentals (EMSF)	Follow up on success of implementation of additional support for developing resiliency.	Review success and examine other ways to increase resiliency in students.	In process	Program Coordinator (D. Button)
	Demonstrate the new Anatomage table for PAC members.	Arrange for access to table for Spring PAC meeting.	Will occur at spring meeting	Program Coordinator Administrative Coordinator
	Explore the opportunity of a safe transfer program.	Investigate the potential inclusion of safe transfer certification for students.	Ongoing	Program Coordinator (J. Walker)
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Educate students on the benefits of auxiliary work with students.	Invite guest speaker.	In process	Program Coordinators
	Explore ways to support students with development of communication skills.	Implement ways to help students develop better skills for interviews and building rapport.	In process	Program Coordinators
Victimology (VICT)	Report on the experience of students participating in the new Walls to Bridges program.	Share experiences of students in the Walls to Bridges program and explore the possibility of opportunities in the future.	In process	Program coordinators Executive Dean
Youth Justice & Intervention (YJI)	Investigate transfer opportunities for graduates of the program who are interested in further education.	Arrange a visit to OntarioTech for students to receive information regarding relevant degrees.	In process	Program Coordinators
	Explore new opportunities for field placement positions	Connect with external organizations to investigate new opportunities.	Ongoing	Program Coordinators

School of Media, Art & Design

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

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

Journalism – Mass Media	April 17, 2019	8 External 7 College Representatives	Green
Music Business Management/Music Business Administration	May 1, 2019	4 External 3 College Representatives	Red
Public Relations	May 28, 2019	8 External 5 College Representatives	Green

Key recommendations

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

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

	PAC members to review facilities and equipment used in program delivery.	tour PAC members through studios and classrooms.		Dean and Administrative Coordinator
Fine Arts – Advanced and Foundations in Art & Design	Consider adding more life drawing in 3rd year of FINE.	Review program of studies and determine if this can be achieved (academically and financially).	Complete	Coordinator and Dean
	Explore opportunities to add expressive art and/or art therapy to GNED offerings.	Meet with GNED Associate Dean for exploratory discussion.	Ongoing	Coordinator and Associate Dean
	Add more photography and video to curriculum.	Review program of studies and determine if this can be achieved (academically and financially).	In process	Coordinator and Dean
	Add more photography and video history to Art History courses.	Review course outline with faculty.	In process	Coordinator
Graphic Design	Invite AODA designer speak to the students.	Identify AODA designer.	In process	Faculty
	Increase UI/UX teaching in the curriculum.	Review course outlines.	Complete	Faculty
	Review and update new media offerings in curriculum. Include motion graphics.	Review course outlines. Add new media skills to faculty postings.	In process	Faculty, Coordinator and Associate Dean
Interactive Media Design/Contemporary Web Design and Media Fundamentals	Teach AODA (and accessible colours) in all programs.	Review course outlines and programs of study.	In process	Faculty
	Improve Media Fundamentals Program skills in project management and presentation skills.	Add project management and CLO's in second semester course to emphasize these skills.	Complete	Faculty

	Introduce project using GitHub.	Change course outlines and assignments.	Complete	Faculty
	Insist on tech parameters and strict guidelines to reflect industry	Change course outlines and assignments.	In process	Faculty
Journalism – Mass Media	Present new collaborative degree with Trent- Durham to PPRC.	Work with CAFE to prepare documents and schedule presentation.	Complete	Dean, CAFE and Faculty
	Introduce, "travelling as a journalist" into the curriculum.	Added to curriculum.	Complete	Faculty
	Re-introduce "24-hour" project into curriculum.	Review course outlines.	Complete	Faculty
Music Business Management/Music Business Administration	Incorporate new Copyright Modernization Act of 2018 into curriculum.	Add to CLO's	Complete	Faculty
	Incorporate more sponsorship and marketing into the curriculum.	Add to CLO's	Ongoing	Faculty
	Add an aboriginal land acknowledgement to the agenda and share at the start of each PAC meeting**.**	Amend Agenda	Complete	Dean and Admin Coordinator
	Marketing and distribution courses to use YouTube for video platform.	Amend Course Outline	Ongoing	Faculty
	Add more photography and video content to MDVP course	Add to CLO's	Complete	Faculty
	Students to build relationships with conference producers.	Add to CLO's	Ongoing	Faculty

	Review field placement days (Thursday and Fridays) to include Wednesday as an optional day.	Make change to Field placement	Complete	Faculty
	Introduce inclusion and safe spaces to the students**.**	Add to program page and/or course outlines	Complete	Faculty
Public Relations	Remove grade 11 math admission requirement.	Follow college process to change admission requirements.	Complete	Dean, CAFE and Coordinator
	Add "grant writing" to the writing courses.	Review course outline and update.	Complete	Faculty
	Align courses and assignments more closely.	Review course outlines and amend where necessary.	Complete	Faculty
	Ensure that year 1 students have more contact with year 2 students early in the first semester	Schedule orientation with both years. Add mentorship into appropriate course outlines.	Complete	Faculty

Centre for Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[7]
Mental Health & Addictions PAC	November 20, 2019	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 provide industry insight as part of the Comprehensive Program Review.	January – March 2020	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 (e.g. Crisis	Investigate potential to offer professional development in any of the areas identified.	In progress	Program Manager/Dean, Professional and Part-time Learning

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   Red: PAC that requires attention and review of membership.

Program area	Recommendation	Action Plan	Status	Responsibility
	Prevention Institute training).

Offer training related to the complexities of work within corrections (e.g. for mental health nurses). | Offering new course (via Ontario Learn) in Spring 2020 on *Understanding Offenders with Mental Health Issues*. Will be picking up and offering courses focused on youth, women and indigenous populations in corrections in future terms. | In progress | Program Manager, Professional and Part-time Learning |

School of Science & Engineering Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status[8]
Architectural Technology	October 16, 2019	8 External 4 College Representatives	Green
Biomedical Engineering Technology	November 12, 2019	10 External 4 College Representatives	Green
Biotechnology	November 5, 2019	5 External 5 College Representatives	Blue
Chemical Engineering Technology	October 24, 2019	8 External 4 College Representatives	Green
Chemical Laboratory Technician	November 14, 2019	8 External 4 College Representatives	Green
Civil Engineering Technician/Technology	November 7, 2019	11 External 4 College Representatives	Green
Electronics Technician/Technology	October 29, 2019	7 External 4 College Representatives	Blue
Electromechanical Engineering Technology	October 7, 2019	8 External 3 College Representatives	Green
Environmental Technology	September 25, 2019	10 External 4 College Representatives	Green
Health Care Technology Management	October 8, 2019	8 External 4 College Representatives	Green
Mechanical Engineering Technician/Technology	November 27, 2019	8 External 4 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	December 3, 2019	8 External 4 College Representatives	Green
Pharmaceutical and Food Science Technology	October 17, 2019	10 External 4 College Representatives	Green
Water Quality Technician	October 9, 2019	8 External 4 College Representatives	Green

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Key recommendations   Fall 2019 Meetings

Program area	Recommendation	Action Plan	Status	Responsibility
Architecture Technology	Review the feasibility of adding co-op as a stream in the ARHY Program.	Program Team will conduct an environmental scan and report back at the next PAC.	In progress	Program Team
	Sustainability as a topic within the Architecture Technology program.	Add sustainability as a continuing agenda item to promote awareness as a relevant trend and share best practices collectively.	Complete	Administrative Assistant
	There is an increasing need for students to understand the cross-disciplinary nature of the discipline. PAC identifies the importance of exposure to various challenges such as understanding different work ethics and personalities.	Program Team will review project based learning in the program and report on the nature of group work within assessments. Present methods to the PAC to ensure students have a functional understanding of teamwork. Investigate workshop for students on diversity in the team environment.	Ongoing	Program Team
	Construction industry is showing the need for design documentation, project management and administrative skills. Many of which are offered by other competitive GTA colleges.	Program Team will explore the identified areas as they pertain to ARHY. Program Coordinator to present findings during the spring meeting.	Ongoing	Program Team
Biomedical Engineering Technology	The ability to interact with advancing technology is important for potential employment. PAC are interested to see the equipment and examples of	Program Coordinator will provide a laboratory tour and curriculum presentation during the spring meeting.	New	Executive Dean, Program Coordinator

	experiential learning that occurs in the DC labs.			
	Industry indicate sector has a shifting identity and is transitioning from Biomedical Engineering to be known as Clinical Engineering.	Program Coordinator will review other provincial and national programs to understand the need and impact of program name change.	Complete	Program Coordinator
	Shift in the sector indicates Biomedical Engineering Technologists may require some fundamental skills in computer programming.	Faculty will investigate current POS to determine where an introduction to programming occurs now. Provide findings to the PAC at the spring meeting.	In progress	Program Coordinator; Program Team
	In response to a rapidly changing data culture, PAC are encouraging student knowledge of Artificial Intelligence.	Program Coordinator to lead sub-committee discussion and determine the depth and relevance of AI to BMTY. Add AI Hub to the spring meeting Agenda.	In progress	Program Coordinator and Faculty (B. Khalaf)
Biotechnology Advanced	Extraction knowledge (particularly in the cannabis industry) is becoming a predominant skills gap. Notably: rotary evaporation (rotovap) in the food industry to perform extractions.	Program Team to review adding cannabis topics to the curriculum.	In progress	Program Team
	Developments in diversifying learning supports are of interest to the PAC – specifically in the area of instrumentation and advanced analytical skills.	Program coordinator will present newly developed learning materials (videos and online courses) at the spring meeting.	In progress	Program Team

	PAC request a clearer understanding of the graduate employment profile beyond Membership.	Program profile, BITY PAC Membership invited to share alumni connections to support program profile project – DC Alumni are also invited to engage in the employee spotlight project.	In progress	Program Coordinator
	Diversify PAC membership. Program Team requests supporting recommendations of PAC to build and diversify committee.	Administrative Assistant to send information memo and invitation to participate to PAC members.	In progress	Administrative Assistant and External Member
	Changes to Pharmaceutical sector led by the FDA have impacted hiring practices. As a result of these changes there are elements of the curriculum that will need to be revised.	Add agenda item at the next meeting: Establish sub-committee to comment on appropriate curricular revisions and continue discussion at the spring meeting.	New	Program Coordinator
Chemical Engineering Technology	Potential skills gap in basic programming was identified during pathway discussions between Durham College and Ontario Tech University (Bachelor of Technology). PAC indicate that this could be a benefit to graduates seeking employment but does not currently present a sector barrier.	Program Team will revisit how concept of simple programming could be included within the current POS and share findings at the spring meeting.	In progress	Program Coordinator and Faculty (D. Duncan)
	Program Team is considering a change to the CHEM admission criteria by adding chemistry and a 'higher than applied' math as entry requirements.	Faculty (D. Duncan) will present student retention and applicant data outcomes of similar changes that were recently made to the Electro-	Ongoing	Faculty (D. Duncan)

	Additional certifications allow graduates to be competitive when seeking employment. Example: Transportation of Dangerous Goods.	Mechanical Engineering Technology program. Program Team to explore offering this certification for all students through PPL supported by program fees. Present and discuss feasibility and appropriateness during spring meeting.	In progress	Executive Dean, Program Coordinator and Faculty (D. Duncan).
	CHEM fast-track stream does not require electricity or anything related to it – consider benefit of adding an electricity course unique to CHEM.	Faculty to lead a sub-committee discussion and gather industry feedback about required electrical. Present findings during the spring meeting.	In progress	Faculty (D. Duncan)
	CHEM program profile project – PAC Membership and DC Alumni are invited to engage in the employee spotlight project.	Administrative Assistant to send information memo and invitation to participate to PAC members.	In progress	Administrative Assistant and External Membership
	Experiential Learning - Industry indicate there is interest in a co-op stream, specifically longer-term placements.	Program Team to conduct an industry survey to gather data in support the request for this program change.	In progress	Program Coordinator and Faculty (D. Duncan)
Chemical Laboratory Technician	CLBT program profile project – DC Alumni are invited to engage in the employee spotlight project.	Administrative Assistant to send information memo and invitation to participate to PAC members.	In progress	Administrative Assistant and External Members
	Industry emphasize the need for QAQC in CLBT. A functional LIMS is currently being added to many areas of the curriculum with cross-	Program Team to provide an update on the LIMS data planned for statistics integration for PAC review during the spring meeting.	In progress	Program Coordinator

	disciplinary ties into the statistics course.			
	Comprehensive Program Review (CPR) is in the initial stages of implementation.	Program Team will share CPR recommendations, feedback/findings during the spring meeting.	In progress	Program Coordinator and Program Team
	PAC indicates there is an increasing need for skilled graduates with cannabis and environmental testing techniques.	Program Coordinator will review current curriculum as aligned with expressed industry needs and share findings at the spring meeting.	New	Program Coordinator
	Sustainability and environmental topics are becoming an emerging need within the sector. Continue to look for PAC representation from the environmental sector.	Program Coordinator will communicate with existing Membership to gather recommendations to expand representation in these areas.	Ongoing	Program Coordinator
Civil Engineering Technician/Technology	Student experience - Civil Engineering programs. PAC request information about elective offerings for students at the Whitby Campus.	Associate Dean will share feedback at next meeting in regards to general elective courses at the Whitby campus and how the student selection process is decided upon.	In progress	Associate Dean
	Industry indicate that longer work terms are preferred when employing co-op students. Potential of extending the co-op period to 4 months.	Program Team will evaluate the current length of employment in relation to the POS and bring recommendations for PAC consideration at the spring meeting.	In progress	Program Coordinator and Associate Dean
	Increasing need for exposure to active worksites.	Program Coordinator will work with PAC sub-group to gather feedback about how this can be achieved with minimal risk	In progress	Program Coordinator and External Membership (D. Edwards and

		and operational disruption. External Membership will consult to determine scope of an appropriate site experience.		M. Prodanovski)
Electronics Engineering Technician /Technology	Expand and diversify PAC membership; Consider women in technology and secondary school representation.	Program Team to explore existing industry relationships and develop new partnerships to strategically diversify PAC Membership.	Continued	Executive Dean; Program Coordinator
	Ongoing skills shortage in basic concepts; electronics, wiring, analogue, digital, communication and cabling.	Identify and present current curricular content and outcomes that support these basic concepts for Membership review during the next meeting.	In progress	Program Coordinator, Program Team and Technologist
	Skills Ontario – PAC recommend student/industry event for mentorship and skills challenge in electronics.	Program Team to identify options for an event featuring students to showcases skills for industry attendees. Competition like format will be based on feedback from upper semester students – outcome driving to Skills Ontario participation.	New	Program Coordinator; Executive Dean
	Emerging and advancing technologies are changing more rapidly than expected. Examples include: systems based skills, digital fundaments, computer programming and security.	Program Coordinator will lead CPR to evaluate how both theoretical and systems based skills are reflected within the Program of Study. Program Team will also consider industry recommendation to include ethics within the POS.	New	Program Coordinator, Program Team
			New	Program Coordinator

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	Hands-on experience is becoming increasingly relevant to employers. This is a consideration to boost enrolment from a non-traditional market.	Investigate possible pathways to support applications from theory based degree programs. Consider a graduate certificate or fast-track diploma that provides applied learning experiences. Report findings at spring meeting.	New	Program Team
	PAC would like to meet with students to promote possible employment opportunities previous to program completion.	Program Team to plan a networking event that will provide PAC the opportunity to network with Electronics Students.	New	Associate Dean and Program Coordinator
	Applied research, short-term and corporate training opportunity for International Brotherhood of Electrical Workers (IBEW). Research	Associate Dean to contact Local 353 in Oshawa, via PAC Members, to better understand need for industry specific training in power over Ethernet and how DC can respond to this request.		
Electromechanical Engineering Technology	PAC requests more information on enrolment trends to support program growth discussions.	Program Coordinator and Executive Dean to review application data and provide an update about trends as part of the next meeting. Topics to include enrolment history, applicant preferences and potential areas of growth.	New	Executive Dean, Program Coordinator
	Program agility to meet changing technology in the manufacturing and automation sector. Review current industry concepts, equipment requirements	Program Coordinator to provide an overview of the current concepts and equipment that is delivered in EMTY for Membership review and feedback. Membership will prepare to discuss	New	Program Team, Program Coordinator

	and placement opportunities.	concepts from industry that are not currently in place to benefit our students.		
Environmental Technology	ENVT program profile project – DC Alumni continue to be invited to engage in the employee spotlight project.	Administrative Assistant to resend information memo and invitation to participate to PAC members.	Complete	Administrative Assistant and External Membership
	PAC indicate there are changes in the use of design software across the sector.	Associate Dean will connect with R. Halko and broader Membership to confirm the use of AutoCAD 3D as it pertains to ENVT.	Complete	Associate Dean
	Understanding contracts and terms has become relevant to all members of the industry.	The Program Team will review how the basic understanding of reading and interpreting legal documents is covered in the course content and present findings at the spring meeting.	In progress	Program Team
	It is becoming a reality that employees are more frequently requested to move from an operations role into a supervisor role with very short notice and planning.	Program Team will review the curriculum and provide a summary to demonstrate how management and site supervision roles are addressed within the current POS.	In progress	Program Team
Honours Bachelor of Health Care Technology Management	Increase student exposure to associations/societies that provide networking opportunities prior to graduation.	Program Coordinator to research the cost of student membership into Healthcare Information and Management Systems Society (HIMSS) and promote The Clinical Engineering Society of	In progress	Program Coordinator

		Ontario Conference (Feb 3-4, 2020) to students.		
	Artificial Intelligence (AI) and data analytics are extremely relevant in all aspects of Health Care Technology Management. PAC request more information about DC specific resources supporting AI.	Executive Dean will arrange a presentation and tour of the AI as part of the spring meeting agenda.	In progress	Executive Dean and Program Coordinator
	Industry expresses the need for one-day workshops about HCTM process for senior healthcare managers.	Program Coordinator and Associate dean to explore the potential of short-term training opportunities and supplementary workshops based on existing curriculum. Findings will be shared during the spring meeting.	New	Associate Dean and Program Coordinator
	Continue to promote the HCTM program locally and internationally. Committee will support promotion of program and experiential learning opportunities with their professional networks.	Program Coordinator will share links to digital marketing assets with PAC. These include: hospital article, placement host video and HCTM video from the program website.	Completed	Program Coordinator
		Add digital copy of DC Business Solutions brochure and the Program of Study to the next meeting invite.	Completed	Program Team
	Student and industry engagement. PAC would like to support students and provide them with an	Program Coordinator will connect with Advancement and Alumni at DC to arrange an HCTM / BMTY speaker.	New	Program Coordinator

	Alumni perspective to allow for a connection to industry.	Consider a 'lunch and learn' event for students to strengthen relationships with peers and faculty.		
Mechanical Engineering Technician and Technology	Review course sequence as it pertains to student preparedness for field experience.	Committee has been provided with materials to review. Program of Study will be discussed as part of the spring meeting agenda.	In progress	Program Coordinator and External Membership
	Equipment refresh and applied research opportunities. Tour applied learning facilities and Integrated Manufacturing Centre (IMC).	Program Coordinator will provide a tour of the DC facilities during the spring meeting.	New	Executive Dean and Program Coordinator
	Industry suggests incorporating soft skills, project management and time management into the program.	Associate Dean will coordinate a presentation of the newly revised Careers Course content as part of the spring meeting agenda. Program Coordinator will also review types of project management that are currently within POS and present findings to the PAC for review as part of the spring agenda.	New	Associate Dean, Program Coordinator and Committee
	Increase opportunity for Experiential Learning (EL) by introducing an optional co-op.	Program Coordinator will develop a digital survey to gather industry feedback in support of the decision to add a co-op option for METY.	In progress	Executive Dean and Program Coordinator

Mechanical Engineering Technician – Non Destructive Evaluation	Industry has identified the need for further training and certification for potential employees; certifications and micro-credentials.	Executive Dean will contact PPL and CTS to discuss what can be offered as part of student program fees (WHMIS, Working in Extreme Conditions, Working at Heights).	In Progress	Executive Dean, Program Coordinator
	Ensure sustainability and relevance of software within the Program of Study for NDE/NDEF.	Program Coordinator will investigate how extensively AutoCAD or Solidworks software are used for engineering drawings and 3D models in industry. Findings will be shared during the spring meeting.	In progress	Program Coordinator
	PAC request formal connection to ORSIE with a specific request for an applied research presentation.	Associate Dean to e-connect V. Jayasinghe with ORSIE (Office of Research Services, Innovation and Entrepreneurship)	Complete	Associate Dean
	PAC have updates regarding newly implemented software being used across the industry. Recommend a functional demo of the new types of software.	Program Coordinator to connect J. Eustace with Fast Start/Global Classroom to present to NDE class through Global Classroom to be shared with various colleges.	New	Program Coordinator
Pharmaceutical and Food Science Technology	The BITY and CHLT committee has recently split. Expand and diversify CHLT PAC Membership. Suggest new PAC Members.	PAC Members to recommend additional representatives specific to Pharmaceutical industry. Members are asked to communicate with Program Coordinator.	In progress	External Members
	Feedback from program graduates working at Fisher Scientific (Patheon) on what	Program Coordinator to work with M. McLaughlin to obtain	In progress	Program Coordinator and M. McLaughlin

	they feel would have benefitted from in the curriculum now working in the industry.	feedback from company's DC Alumni.		
	Data integrity and FTIR spectroscopy have been an area of focus in the industry.	Program Coordinator will work with PAC Member to explore potential industry donation of a second-hand INR instrumentation for the Program's lab.	In progress	K. Poblocka and Program Coordinator
	Some students, especially in the fast-track program, are struggling with equipment and/or calculations.	Program Team will evaluate implementing training to help those in the fast-track program.	In progress	Program Team
	Students are performing more regulatory and SOP in field placement than is covered in curriculum.	Program Team to review how to provide further in-depth SOP to support preparation for field experience.	In progress	Program Team
	Regulations, consider course sequence to support student success.	Program Team will review the sequence of the third year Regulations Course to ensure appropriate order of completion prior to field placement.	In progress	Program Team
Water Quality Technician	WATR program suspension for the 2019-2020 academic year was imposed to review health of the program and employment statistics. Program has been reinstated.	Program Team will continue to evaluate marketing needs to heighten awareness and position of the Program to foster applications.	In progress	Program Team and Program Coordinator
	PAC members request information about current		In progress	Associate Dean

	employment statistics within the industry.

Potential Project for industry - Chile water crisis and recycling waste water in the country's capital – a project of faculty J. Cortez-Cordova which is in early stages of development. | Associate Dean will present KPI student satisfaction and graduate data during the spring meeting.

J. Cortez-Cordova requesting recommendations and collaboration to help put forth a proposal. | In progress | J. Cortez-Cordova and External Members |
| | Industry recommends Water Day as a potential recruitment option for students. | Program Team to evaluate ability to contribute and participate in World Water Day. | In progress | Program Team |

School of Skilled Trades, Apprenticeship & Renewable Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status[9]
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	October 9, 2019	8 External 5 College Representatives	Green
Crane Operation, Rigging & Construction Techniques (CORC)	November 26, 2019	7 External 3 College Representative	Blue
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	November 6, 2019	9 External 5 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Sept 29, 2019	7 External 3 College Representatives	Yellow
Mechanical Technician – Millwright (MTMW)	November 14, 2019	8 External 6 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	November 14, 2019	12 External 5 College Representatives	Blue
Mechanical Techniques – Plumbing Techniques (MPLU)	PAC Meeting does not take place in the fall	7 External 6 College Representatives	Blue
Motive Power Technician (MPTN)	January 22, 2019	7 External 6 College Representatives	Blue
Power Engineering Technician (PETN)	October 15, 2019	7 External 5 College Representatives	Green
Welding Techniques (WETN)	September 25, 2019	7 External 5 College Representatives	Blue

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Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) And Carpentry and Renovation Technician (RENO)	Recruit a 1st year student to join PAC committee Develop new membership for combined PAC of BDCT and RENO	Reach out to 1st year BDCT students Reach out to potential new members	In process In process	Program Coordinator Program Coordinator
Crane Operation, Rigging & Constructions Techniques (CORC)	Incorporate tower crane competencies into the CORC program Incorporate how to erect tower cranes into Program of Study (POS) Incorporate more safety training into program Bring a guest to the next PAC meeting to gain interest	Revise Program of Study (POS) Further investigation required Further investigation required Ask PAC members to bring a guest to the next meeting	In process In process In process In process	Program Coordinator Program Coordinator Program Coordinator/Program Team PAC Members
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Contact Industry Members to Explore Career Opportunities	• Robert Kidd to contact LCBO • Rafael Corral to contact Hydro One • Fabio Mazzotta to contact Durham Region • Mike McKenney to contact Atlantic Packaging Provide PAC members with a contact at the MTCU to	Ongoing In process	Robert Kidd, Rafael Corral, Fabio Mazzotta, Mike McKenney Program Coordinator

	Increase seats	inquire about increasing seats in Electrician Apprenticeship		
	Committee members agree that to many new workers use their cell phone too often on the job - We should consider banning cell phone usage in classrooms	Further investigation required	In process	Program Coordinator
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	N/A – No recommended actions Meeting cancelled due to lack of quorum	Spring 2020 meeting scheduled	In process	Administrative Assistant
Mechanical Technician – Millwright (MTMW)	Guest Speakers from Industry	Industry asked to participate as guest speakers between now and April	In process	Program Coordinator
	Capital Investment	Ultrasonic vibration and oil analysis: Obtain quotes on these tools and put them on the AEF/Capital wish list	Submitted for AEF Consideration	Program Coordinator/Associate Dean
	Program of Study Revision: Simulated Pump and Electric Motor Stations	Discuss utilizing the simulated pump/motor labs	In process	Program Coordinator/Associate Dean

Mechanical Technician – Elevating Devices (MTED)	Centre for Professional and Part-Time Learning Opportunities	Investigate Centre for PPL opportunities; every EDM license holder requires 2 days of training	In process	Christopher Hall
	Apprentices to Interact with Students	Find opportunities for EDM apprentices to interact with MTED students	In process	Program Coordinators
	Student Engagement	Figure out who has graduated and how to contact them (not through DC email) - working on LinkedIn Group – before students leave, they will be asked to join this so they can keep in touch to keep track of what graduates are doing, job postings, etc.	In process	Barry Thompson
	Obtain Student Numbers	Obtain numbers for Trades Fundamentals students bridging over to Millwright/Elevating Devices (Clair Cornish, Gary Noordstra)	In process	Millwright/Elevating Devices Program Coordinators
Mechanical Techniques - Plumbing Techniques (MPLU)	Meetings for MPLU only take place in the spring			
Motive Power Technician (MPTN)	N/A – No recommended actions Meeting cancelled due to lack of quorum and rescheduled for January 22, 2020			

Power Engineering Technician 4th Class (PETN)	Durham College to host next year's IPE Collaboration Day Event in May 2020	C. Graham suggested Durham College to host next year's IPE Collaboration Day Event in May 2020 – all members agreed	Delayed for Future Consideration	Program Coordinator/ C. Graham
	OPG Rep to come in for lecture at Durham College	K. Gowdy offered to represent OPG and come in for lecture at Durham College	In process	Program Coordinator/ Kirk Gowdy
Welding Engineering Technician (WETN)	KPI Reports to be shared at next meeting	Bring to spring 2020 PAC meeting	Fall 2019 Agenda Item	Associate Dean/Executive Dean
	Koch Heat Transfer and CanTran interested in participating in the Welding co-op	Reach out to both companies	In process	Program Coordinator

![Durham College - Success Matters]

Public Report

Report Number: BOG-2020-13

To: Board of Governors

From: Marianne Marando, Associate Vice-President, Academic and interim Dean International Education and Andre De Freitas, Associate Vice President and Registrar, Student Affairs

Date of Report: February 6, 2020

Date of Meeting: February 12, 2020

Subject: Update on Winter 2020 Enrolment

1.   Purpose

The purpose of the report is to provide an update on enrolment numbers for the 2020 winter semester.

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-13, providing an update on enrolment numbers for the 2020 winter semester, be received for information.

3.   Background

Durham College regularly collects and reports information about student enrolment to the Ministry of Colleges and Universities (MCU). Durham College, and MCU, use this information to plan and provide post-secondary education to our students.

MCU also uses information from our enrolment reports to confirm funding of grants to our institution. This information also helps plan for program growth, enrolment forecasting, and student service needs on our campus.

4. Discussion/Options

For the winter 2020 semester, the day 10 enrolment count is 12,044 students. Of those, 2,185 are international students (representing 18.14% of total enrolment). With an enrolment of 12,044 students, Durham College has realized a net gain in enrolment of 363 (3.1%) students compared to the November 2019 audit count date, where enrolment was 11,681. The increase is credited to growth in both domestic and international students.

However, comparing the 2019 winter semester day 10 enrolment of 12,213 against winter day 10, 2020, we have seen an overall decrease of 169 students. While the audit enrolment count of registered full-time students will likely fall under our budgeted enrolment target of 12,031 for the 2019/20 academic year, we expect the shortfall to be modest.

The formal audit of registered students for the winter semester will be completed and submitted to the Ministry for funding purposes in March 2020.

5. Financial/Human Resource Implications

The decrease in overall enrolment for the 2019/20 academic year will not have a negative impact on our core operating grants received by MCU.

The College continues to invest in domestic student recruitment activities including updates to the college booth for recruitment fairs, expanding the use of our contact management system to enhance timely contact with recruits and new students, and hiring specialized staff to focus on enhanced conversion efforts. Investment in international recruitment activities will also continue worldwide to diversify and grow our international student body.

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 maximum enrolment to ensure high-quality programs can be delivered to capacity classes.

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

Public Report

Report Number: BOG-2020-14

To: Board of Governors

From: Don Lovisa, President

Date of Report: February 6, 2020

Date of Meeting: February 12, 2020

Subject: 2017-2020 Strategic Plan Accomplishments

1. Purpose

The purpose of this report is to present a summary of how the college accomplished the goals set out in the 2017-2020 Strategic Plan.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-14, providing an update on the accomplishments of the 2017-2020 Strategic Plan, be received for information.

3. Background

As the Board of Governors prepares to approve a new strategic plan, the Office of the President wanted to provide a summary of how the previous strategic plan was accomplished.

It is organized to demonstrate specifically, how each of the objectives of the 2017-2020 strategic plan were met.

The list is meant to be concise, the final business plan updates over the past three years provide more details on the success and accomplishments throughout the college.

4. Discussion/Options

Some key successes over the past three years include:

- Launching 19 programs; including DC's first Honours Bachelor in Health Care Technology Management.

- New research facilities including the AI Hub, Centre for Craft Brewing, and the Mixed Reality Capture Studio.

- The Global Class opened in 2018, and is used to facilitate conversations and collaborate internationally.

- Established the Indigenization Council in 2017 to ensure indigenous students, faculty and staff are valued, accepted and celebrated.

- CAFÉ hosted 469 professional development sessions for faculty from 2017-2019, with 1,633 faculty members in attendance.

- DC actively raises awareness of the United Nations' 17 Sustainable Development Goals (SGD), through events such as International Development Week and by prominently displaying the goals on campus.

- Annual Holiday Food Drive supported hundreds of families each year.

- Achieved surplus budgets in all three years and invested millions in facility renewal, renovations and new buildings.

- Strategically grew domestic and international enrolments (Currently, 13,000 full-time students, almost 2,100 of which are international).

- Strengthened and expanded the Durham College reputation and brand, increasing first choice applicants, partnerships with industry, and research activities.

- Recognized as GTA Top Employer, a Canadian Green Employer and Top Research College.

- Opened the Energy Innovation Centre, as part of the College's energy infrastructure to support and implement sustainability on campus, which consists of a geothermal field of 150 boreholes.

- Opened the first residence at the Whitby campus.

- In the past year, DC athletics received 2 national gold medals, 1 provincial gold and 3 silver.

- We were the first Ontario college to introduce cannabis courses designed to prepare people for jobs in emerging industry.

- Top hosting college in OntarioLearn.

- Received consent to launch our second degree program – Honours Bachelor of Behavioural Science.

- November 4, 2019 marked the official launch of Working Across Borders (WAB), DC's new course focused on international collaboration and sustainability through student-run consultancy projects. Approximately 550 people from around the world joined DC students and faculty members for the launch, using the global classroom.

- 72 students experienced Education Abroad opportunities in 8 countries including Guatemala, Peru and Belgium.

5.   Financial/Human Resource Implications

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

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

Business plans developed, starting for the year 2020-2021, will correspond with the following pillars and goals.

1. **Our Students** – To educate and inspire students to realize success in their careers and community.
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.

Public Report

Report Number: **BOG-2020-09**

To: **Board of Governors**

From: **Don Lovisa, President**

Date of Report: **February 6, 2019**

Date of Meeting: **February 12, 2019**

Subject: **2020-2023 Strategic Plan**

1.   Purpose

The purpose of this report is to introduce the 2020-2023 strategic plan.

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That based on report BOG-2020-09, the 2020-2023 Strategic Plan be approved.

3.   Background

As detailed in the Minister's Binding Policy Directive on Governance and Accountability – Strategic Plan, colleges are required to have a strategic plan covering a minimum of three years. The strategic plan should publicly identify the vision, core business and long-term goals for the college as established by the college board of governors. Additionally, when preparing the strategic plan, the college is to seek broad input and consider the views of persons and organizations both within and outside the college that may have an interest in its activities.

The strategic planning process allows a college to chart its future, anticipate and respond appropriately to the changing environment, examine critically the strengths and weaknesses of the organization, and to develop consensus among the board members and other key members of the college community. In addition, the Ministry of Colleges and Universities uses the information provided in the colleges' strategic plans to advise and inform government planning and policy-making. The Current strategic plan ends March 31, 2020 and the new plan would take effect April 1, 2020.

On February 13, 2019 the Board approved the process and associated timelines for the renewal of the strategic plan as outlined in Report BOG-2019-09.

To collect feedback and engage stakeholders, the College participated in the following activities:

1. An online survey ran from March 18 to March 31, 2019;

2. A total of five focus groups (input sessions) were held:

    a. Employee sessions were held on April 23 and May 27, 2019

    b. Community sessions were held on June 27 and October 10, 2019

    c. A student session was held on September 16, 2019

3. A "pop-up" student input opportunity was held during the "Ask the President" events on October 1, 2019.

4. Governors conducted community leader interviews and presented the results at the 2019 Board retreat.

After significant consultation, the Durham College Leadership Team considered the feedback at a leadership retreat held in November 2019 and developed new concepts around mission, vision, values, goals and statements. On January 16, 2020 an input session was held with the Board of Governors and following the Board's input session on January 16, 2020 the concepts were further refined and are now being presented for approval.

In total, approximately 1000 people were consulted as part of the development of the 2020-2023 strategic plan.

4.   Discussion/Options

The following provides an overview of the new content of the 2020-2023 Strategic Plan:

Mission

Together, we are leading the way.

Vision

Inspiring learners to create success for themselves and their communities through the best in innovative and transformative education.

Values

- Collaboration
- Diversity & Inclusion
- Excellence
- Innovation
- Integrity
- Respect
- Social Responsibility

Our Students

Goal: to educate and inspire students to realize success in their careers and community.

We will:

- Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.
- Provide exceptional learning experiences that create opportunities for students to build resilience, competence, personal capacity and life-enhancing skills.
- Foster the development of durable skills that are transferable across all industries and workplaces.
- Champion experiential learning, global engagement and applied research opportunities.
- Cultivate relationships with students that extend beyond graduation.
- Advocate for the necessity and value of life-long learning.

Our People

Goal: To invest in our employees and empower them to be entrepreneurial, innovative and strategic.

We will:
- Attract and retain individuals who are highly qualified, creative and collaborative.
- Foster a culture where all employees are inspired to exemplify our mission, vision and values.
- Ensure a positive and inclusive work environment that is diverse, respectful and representative of our community.
- Develop and implement strategies and practices that support the health

and wellness of our employees.
- Leverage the expertise of our employees to make meaningful contributions to student learning and the community.
- Provide professional development and global outreach opportunities that enhance the skills and knowledge of our employees.

Our Work

Goal: to be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.

We will:

- Foster an environment that inspires idea generation, bold leadership and purposeful innovation that are consistent with the evolution of work.
- Lead the development of transformational programs, services and systems that enhance the student experience.
- Be at the forefront of evolving teaching, learning and applied research practices.
- Reimagine and grow our facilities to be more flexible, accessible and progressive.
- Optimize resources and processes in all aspects of our business.

Our Community

Goal: to drive the economic, social and environmental success of our community, locally and globally.

We will:

- Establish and strengthen meaningful partnerships with industry, government, community and alumni to ensure our programs are leading-edge.
- Expand volunteer opportunities for employees and students to gain a deeper connection to our community.
- Leverage and grow our positive impact on the community to help it prosper and diversify.
- Respect our community by leading environmental stewardship and building social inclusion, while contributing to economic success.
- Strengthen our relationships with Indigenous communities.

5. Financial/Human Resource Implications

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

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

Business plans developed, starting for the year 2020-2021, will correspond with the following pillars and goals.

1. **Our Students** – To educate and inspire students to realize success in their careers and community.
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.

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2020-15

To: Board of Governors

From: Don Lovisa, President

Date of Report: February 4, 2020

Date of Meeting: February 12, 2020

Subject: 2020-2025 Strategic Mandate Agreement

1.   Purpose

To provide the Board of Governors with an update on the submission of the proposed Strategic Mandate Agreement 2020-2025 (SMA3) to the Ministry of Colleges and Universities, Ontario.

2.   Recommendation

It is recommend to the Durham College Board of Governors:

That based on Report BOG-2020-15 the 2020-2025 Strategic Mandate Agreement, be received for information.

3.   Background

On April 11, 2019, the Ministry announced plans to implement a new Strategic Mandate Agreement 2020-25 (SMA3) which will place a greater emphasis on performance/outcomes-based funding and increase the proportion of funding allocated through the Differentiation Envelope from 25% in Year One, to 60% by Year Five of the SMA3 period. Currently, approximately 1.2% of funding is based on performance.

SMA3 is intended to be a key component of the Ministry's accountability framework for the postsecondary education system that supports differentiation and improved performance outcomes by:
- Promoting accountability through transparency and improved performance outcomes;
- Creating an appropriate balance between accountability and reporting;
- Incentivizing colleges to redirect resources and invest in initiatives that result in positive economic outcomes;

- Encouraging alignment of postsecondary education programming with labour market outcomes; and
- Incentivizing differentiation and specialization to support increased efficiencies.

Based on these key objectives, the Ministry has established the following mechanisms to assess and assign funding based on differentiated improvement:

■ Establishment of priority areas and metrics:
Metrics have been established across three priority areas: *Skills & Job Outcomes, Economic & Community Impact,* and *Productivity, Accountability & Transparency.* Of these, the performance of ten metrics under *Skills & Job Outcomes,* and *Economic & Community Impact* will affect funding allocations. The two metrics under *Productivity, Accountability & Transparency* will be reported but not impact funding.

The *Skills & Job Outcomes* priority area seeks to measure and evaluate the college's role in supporting student and graduate outcomes and alignment with Ontario's economy. The six system-wide metrics included in this priority area are: Graduate Employment Rate in a related field; Institutional Strength/Focus; Graduation Rate; Graduate Employment Earnings; Experiential Learning; and Skills & Competencies.

The *Community & Economic Impact* priority area seeks to measure and evaluate the college's role in supporting Ontario's economy. It includes two system-wide metrics: Community/Local Impact; Innovation: Revenue Attracted from Private Sector Sources, and two institution-specific metrics related to Economic Impact and Apprenticeship.

The *Productivity, Accountability & Transparency* priority area supports enhanced transparency and accountability, and includes two system-wide metrics: Faculty Workload; and Faculty Compensation.

The ten funding-related metrics included in SMA3 will be activated in different years over the five-year period from 2020-21 to 2024-2025.

■ Performance measurement:
Institutions will be measured against themselves. Targets will be based on the institution's historical data that are measured as per established criteria. A band of tolerance will be established for each metric to establish a minimum threshold to achieve 100% notional allocation for the given metric.

- ■ Differentiation weighting:
  Institutions will assign proportional weightings for each metric for each of the five years over the 2020-2025 period.

- ■ Outcomes evaluation:
  Performance will be evaluated using a pass/fail approach with bands of tolerance and scaling for under-achievement.

4. Discussion/Options

As required by the Ministry, Durham College submitted the attached draft SMA3 Instrument along with the Metric and Data workbook on December 16, 2019. The draft SMA3 Instrument includes an institutional profile, strategy narratives for the weighting distribution of the metrics, and an enrolment profile. The Metric and Data workbook provides historical data for the last three years, subsequent targets, as well as bands of tolerance that, once finalized, will be reflected in the final SMA3.

Durham College leadership participated in its second bilateral discussion with the Ministry on February 4, 2020. In response to the colleges' first round of bilateral discussions, the Ministry shared policy shifts that will be reflected in the revised Technical Briefing Manual expected to be released later this month. Key policy changes are:

- Option to re-distribute metrics weightings up to three times over the first three years rather than once over the five-year period;

- Model revised to ensure continuous improvement while recognizing consistent performance;

- Model updated to reflect target setting on actual historical performance with no adjustments; and

- Permission to included additional sources of revenue in the metric *Innovation: Revenue Attracted from Private Sector Sources.*

The Ministry indicated that data for the *Graduate Earnings* metric is expected to be made available by Statistics Canada in February 2020. Further, the Ministry directed the College to develop an alternative to the proposed institutional metric for *Economic Impact.*

The SMA3 Instrument is expected to be refined, finalized and submitted to the Ministry by February 18, 2020. SMA3 Agreements are expected to be signed during the March 16 to 20, 2020 period, and the final SMA3 submitted to the Ministry for posting by March 30, 2020.

5. Financial/Human Resource Implications

The performance/outcomes-based funding is contingent on the level of target attainment for each of the activated SMA3 metrics in a given year. Capital and/or other resources may be required to implement improvement strategies and factored in future budget and planning decisions.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the "Our Students" pillar of the Strategic Plan, and the goal to provide students with the best possible learning experiences by delivering high quality programs, and providing experiential opportunities to support strong employment outcomes.

2020-2025 Strategic Mandate Agreement

DURHAM COLLEGE

2000 SIMCOE ST N
OSHAWA ON L1H 7K4

Ontario

MINISTRY OF TRAINING, COLLEGES AND UNIVERISTIES

Contents

Signing Page

2020-2025 Strategic Mandate Agreement

Signed Between

DURHAM COLLEGE

And

Ministry of Training, Colleges and Universities

SIGNED for and on behalf of the Ministry of Training, Colleges and Universities by:

SIGNED for and on behalf of Durham College by:

_____

(Insert Name)
Deputy Minister

_____

(Insert Name)
President

_____

Date

_____

Date

This agreement focuses on performance/outcomes-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement. Other broader policy issues (e.g., enrolment growth) are also out of the scope of this agreement.

The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Training, Colleges and Universities and Durham College is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system;
- Describes the elements of Ontario's performance/outcomes-based funding mechanism, including the college's annual performance/outcomes-based funding notional allocation for the five-year SMA3 period;
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period;
- Supports transparency and accountability objectives through reporting metrics; and,
- Establishes targets for 10 metrics upon which institutional performance will be assessed.

The term of the SMA is from April 1, 2020 to March 31, 2025.

Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system;
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics;
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes;
- Encouraging alignment of postsecondary education with labour market outcomes; and,
- Incentivizing differentiation and specialization to support increased efficiencies.

Institutional Profile

Word count max: 500 Words

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

Please describe how your institutional mission supports the priority areas of the Ontario government, as indicated on page 6 of this agreement.

Institutions are invited to include links to their strategic plans and describe their overall strategic goals as they relate to government priorities.

Please note:

The inclusion of strategic goals is intended to highlight how priority activities undertaken at an institution help to further its mandate. Future aspirations contingent on additional government funding or policy changes should not be included.

At Durham College our mission is "the student experience comes first." This statement is an affirmation of our commitment inside and out of the classroom to ensure students receive the best possible education and are connected to employment opportunities post-graduation.

Strategically, Durham College focuses on four pillars when developing our strategic goals. These pillars include Our Students, Our People, Our Business and Our Community. We believe that by focusing on these pillars and building our goals around them, we can create the best value for our students and the surrounding community.

The College's mission is realized within the goals outlined in its 2017-2020 Strategic Plan, which are linked to the college's four pillars of operation: Our students, our people, our business and our community. The goals are:

1. To provide students with the best possible learning experience.

2. To optimize the experience and expertise of our people and help them make the best possible contribution towards the student experience.

3. To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance and are leaders in the support of outstanding teaching and learning.

4. To contribute and respond to the economic, social and environmental well-being of our community.

By focusing on these pillars and building goals around them, the college can create the best value for students and the community. This direction ultimately supports the priority areas of the Ontario government and will allow the college to achieve the performance metrics outlined within.

Key areas of strength that the college will focus on include:

- A variety of experiential learning opportunities, in the classroom, through co-ops, placements and capstone projects that allow graduates to gain relevant occupational experience.

- Skilled trades and responding to employer's skills requirements by introducing new construction and trades programming and organizing events to promote and recruit women in trades and technology related programs.

- Applied research opportunities let students work on real life projects under faculty supervision with small and medium size industry partners.

- Student services such as academic assistance, accessibility, mental health supports and more that all contribute a great deal toward helping our students succeed in their studies and ultimately graduate.

- Over 560 partnerships and articulation agreements with post-secondary institutions across Ontario, Canada and internationally, providing graduates with pathways to further their education.

The college's economic impact to the local region is an estimated $913 million annually (2018). Over 9,000 jobs are supported and of our 95,000 alumni and counting, more than 50% stay to live or work within the community.

With these key initiatives in mind, the college is able to ensure students get the education and training they need for good jobs, so Ontario businesses have the skilled workforce to grow and make a positive economic impact.

Performance/Outcomes-Based Funding
Notional Annual Allocation

For the 2020-2025 SMA cycle, Durham College's annual allocation of performance/outcomes-based funding has been calculated by the ministry in accordance with the college funding model and Ontario's Performance/Outcomes-based Funding Technical Manual. Durham College's notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21	2021-22	2022-23	2023-24	2024-25
Differentiation Envelope	$17,172,650	$24,246,309	$31,319,969	$38,393,628	$41,930,458
Performance/Outcomes - Based Funding Grant	$16,641,250	$23,297,750	$29,954,251	$36,610,751	$39,939,001

Further details on calculations are available in Ontario's Performance/Outcomes-based Funding Technical Manual. The performance/outcomes-based funding grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance/Outcome-Based Portion of the Differentiation Envelope capped to the system-wide average.
** The notional allocations presented above are estimates based on 2018-19 final operating grant totals.

Institutional Weighting Strategy

The performance/outcomes-based funding mechanism enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance/outcomes-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

	Institutional Assigned Weightings & Notional Performance/Outcomes-Based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
Metric	(%)	($)	(%)	($)	(%)	($)	(%)	($)	(%)	($)
1. Graduate Employment Rate in a related field										
2. Institutional Strength/Focus										
3. Graduation Rate										
4. Community/Local Impact										
5. Institution-Specific (Economic Impact)										
6. Graduate Employment Earnings	--	--								
7. Experiential Learning	--	--								
8. Innovation: Revenue Attracted from Private Sector Sources	--	--								
9. Institution-Specific (Apprenticeship-related)	--	--	--	--						
10. Skills & Competencies*	--	--	--	--	5%		5%		5%	--

The ministry will calculate the dollar value for each assigned metric weight provided by the institution and populate the table above. *The Skills & Competencies metric for all institutions will be weighted at 5% starting in year 2022-23 for participation and posting of results online. Institutions should provide their metric weightings in tab 3 of the SMA3 Metric and Data Workbooks. The ministry will complete the table above before agreements are signed in March 2020 using the information provided in the workbook.

Priority Areas and Performance Metrics
Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills & Job Outcomes

This priority area seeks to measure and evaluate the college's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning graduates; credential achievement; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a related field
- Institutional Strengths/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Community & Economic Impact

This priority area seeks to measure and evaluate the college's role in supporting Ontario's economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- Community/Local Impact
- Institution-Specific Metric (Economic Impact)
- Innovation: Revenue Attracted from Private Sector Sources
- Institution-Specific (Apprenticeship-related)

Productivity, Accountability & Transparency

To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:

- Faculty Workload
- Faculty Compensation

Skills & Job Outcomes
Performance Metrics: Strategy Narrative

Metrics will be activated over three years as new data is collected and validated. For 2020-21, performance targets are calculated using historical data as per the Performance/Outcomes-based Funding Technical Manual.

For metrics being activated for performance/outcomes-based funding in 2021-22, the Ministry of Training, Colleges and Universities will establish targets using the process described in the Performance/Outcomes-based Funding Technical Manual.

For the remainder of the SMA3 cycle, targets will be calculated annually as per the Performance/Outcomes-based Funding Technical Manual using the most recent historical data available for Durham College and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding. See appendix for details regarding historical data and annual targets.

For the Skills and Competencies metric being activated for performance/outcomes-based funding in 2022-23, the Ministry of Training Colleges and Universities will apply a 'participation weighting' of 5% of annual performance/outcomes-based funding notional allocations for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding.

In the narrative sections below, institutions are invited to describe their planned performance outcomes against the metrics, and to contextualize their weighting strategy.

Graduate Employment Rate in a related field

Proportion of graduates employed full-time in a field related or partially related to their program six months after graduation
Activated in 2020-21
Strategy Narrative

Durham College is committed to offering programs that are responsive to the evolving labour market requirements, particularly for employers in the regional economy. The College has a history of strong graduate employment outcomes for its graduates, and the Durham College KPI Graduate Employment Rate has consistently out-performed provincial averages over the last three years. The College continues to educate its applicants on the various related occupations available to them for each of its postsecondary programs through its college website, and other means, so they can make well-informed decisions with respect to employment opportunities. Career Services at Durham College offers students Career Education seminars and individual coaching sessions, employer recruitment events, job postings and search functions through a dedicated portal, and assists faculty in hosting employer panels and industry events upon request.

Durham College will continue to attend to this important mandate by ensuring that its programming equips graduates with competitive advantages in the relevant labour market. The College offers a variety of experiential learning opportunities from co-op programming to capstones that allow graduates to gain related occupational experience. Ultimately though, graduate employment, particularly full-time employment is driven by macro-economic conditions and employers' hiring decisions. This metric is a key goal and commitment for the College, but has little direct influence by the College. Provincial and regional economic cycles, regional recessions, socio-political situations, trade-treaty accords, foreign markets and currency changes in a globally connected world all have the potential to create deep impacts on graduate employments levels. Employer confidence in economic conditions, and the performance of regional

economic sectors may affect full-time hiring decisions and are beyond any single college's control. In recognition of this low level of control, Durham College will continue to dedicate its efforts to achieving strong related employment outcomes for its graduates, but assign a relatively lower weighting of 5% to 10% to this metric for the duration of SMA3.

Source: College Graduate Outcomes Survey (CGOS)/Ministry of Training, Colleges and Universities

Institutional Strength/Focus:

Insert name of institutional metric
Proportion of enrolment (full-time headcount, domestic and international) in an institution's program area(s) of strength
Activated in 2020-21
Strategy Narrative

Durham College offers a wide range of programming across various disciplines to ensure that it meets the skills requirements of regional employers and offers the career choices that postsecondary applicants seek. The College ensures high quality curriculum development, delivery and evaluation through a number of quality assurance processes. The College continuously engages with industry and community partners to seek feedback on the evolving skills and competencies required to ensure that Durham College students graduate with contemporary and relevant skillsets. Given the College's mandate, technological evolutions and regional requirements, the following clusters receive particular emphasis at Durham College:

- Business and Legal Services: Durham College offers a wide range of programs to help graduates develop skills in a variety of sectors. The College offers exceptional field-to-fork teaching and learning experience through a suite of complementary programs such as culinary, horticulture, food and farming, hospitality and events management. Graduates of these programs have the opportunity to learn through real life experiences in the Bistro '67, an award winning restaurant that is among the top 50 Best Restaurants for Vegetarians in Canada. In addition to a number of business services programs, Durham College offers a particularly strong set of legal services programs which help graduates gain experience in both foundational areas of law such as corporate, litigation, family and real estate, as well as specialized areas such as securities, intellectual property, employment and immigration law to prepare them for a successful career.

- Construction and Trades: Durham College has a strong reputation in delivering Trades education. In response to employers' skills requirements, the College has submitted an application to offer an Honours Bachelor degree in Construction Management, introduced construction and trades related programming, and organized events to promote and recruit women in trades and technology related postsecondary programs.

- Community Services: Durham College has a strong history of providing well-trained graduates in the field of Community Services. The College continues to build robust, long-term partnerships with community organizations in the Region of Durham as well as across Ontario to provide

experiential training opportunities for its students in the Community Services related programs.

- Health and Wellness: Durham College is well-established as a credible provider of skilled workers in this field. The College provides a number of programs that cover a wide spectrum of skills from general fitness and well-being to medical supports in hospitals, long-term care residences, and community organizations. In addition, the College particularly supports nursing training by providing flexible delivery options and offering critical care training online.

- Information and Communication Technology and Entertainment: Durham College is a leader in developing IT programming and industry collaboration, particularly in Artificial Intelligence. Durham College offers a number of credentials in networking, cybersecurity, data science and artificial intelligence, and is currently working towards being the first college in Ontario to offer a dedicated Honours Bachelor degree in Artificial Intelligence. The College's industry and community collaborations are led through the highly regarded Durham College AI Hub. In addition, the College offers programs that make a significant contribution to the integration of technology in the Entertainment sector through programs such as Interactive Media Design and Game-Art where graduates become skilled compositors, able to create motion graphics, virtual environments and integrated media content.

Even with a high quality, versatile program roster, Durham College recognizes that direct-entry domestic enrolment is impacted by demographic trends in the Region of Durham and GTA. Given this limitation, but considering the College's well-planned approach towards program planning and enrolment, the College will assign a medium weighting of 10% to 20% to this metric over the duration of SMA3.

Source: Provided by Institutions, validated by College Statistical Enrolment Report (CSER)/Ministry of Training, Colleges and Universities

Graduation Rate:

Percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)
Activated in 2020-21
Strategy Narrative

Success Matters at Durham College, particularly for its graduates, as evidenced by its strong KPI Graduation Rates, which have been consistently higher than the system average for the last five years. The College is committed to supporting the educational journey of its students through active student advising, coaching, and numerous academic, physical and mental wellness support services.

Durham College has robust quality assurance processes and each postsecondary program undertakes an Annual Program Review (APR) to reflect on a wide range of attributes such as curriculum, assessments and evaluations, student performance, and industry feedback received from Program Advisory Committee meetings. Durham College utilizes retention dashboards that allow each program to review the progress of their last five cohorts for retention and graduation from semester to semester, and continues to identify the challenging courses for further review. Faculty teams review data and information for the APR and make informed decisions to ensure that programs continue to deliver the contemporary skills and competencies required while also ensuring that there is adequate support for student success throughout the semesters. These reflections may lead to changes in the program and subsequently student success that would not be immediately captured by the KPI Graduation Rate, due to the time lag factor in the calculation methodology.

The time lag factor is created because the KPI Graduation Rate is calculated as historical performance

over the 200% duration period and reported in the subsequent year. This approach reflects the performance of cohorts that started seven years ago for advanced diplomas and five years ago for diploma programs, and creates a time lag between the impact of continuous improvement changes and their reporting. Given that the Durham College credential mix is almost 24% advanced diplomas and 44% diplomas, any active intervention initiated even in the current year will be reflected in a limited way over the five year duration of SMA3. Given the limitations of a metric based on historical performance, Durham College will assign a relatively lower rating of 5% to 10% to this metric over the duration of SMA3.

Source: Graduate Rate Submission Process, College Graduation Rate Tool (CGRT)

Graduate Employment Earnings:

Median employment earnings of college graduates in a given calendar year, two years after graduation
Activated in 2021-22
Strategy Narrative

Durham College is committed to supporting its graduates to be gainfully employed. Employment earnings are driven by external factors such as occupational demand, sector-based trends, employer size, compensation practices and overall economic conditions. Further, some sectors have a higher level of part-time employment or self-employment, both of which generally have lower reported incomes than salaried employment. Graduate earnings are also impacted by parental socio-economic status, immigration status, and age. Additionally, there is well-established literature on gender-based income gaps and hence graduates of the programs with greater female gender skew are likely to generate a lower earnings median.

Research by Education Policy Research Initiative demonstrates that "mean earnings by cohort" has not changed in any meaningful way over the last five years. While there are meaningful income differences between various disciplines and the level of experience, prior cohorts that were tracked over the five years, have followed essentially the same trajectory and have not experienced any incremental changes from one cohort to the next cohort. Given the low level of direct influence that Durham College can exert on the outcome of this metric and the prior research findings, the College will assign the lowest possible weighting of 5% to this metric over the duration of SMA3.

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

Experiential Learning:

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning component(s)
Activated in 2021-22
Strategy Narrative

Durham College offers a wide range of experiential learning opportunities, including co-operative education programs, field placements, practicums, work terms, capstone projects, and fieldwork. The College continues to make sustained efforts through its co-operative education department, field placement officers, and the newly created position of manager of experiential learning, to develop meaningful experiential learning opportunities with industry and community partners. The College provides some unique on-site experiential learning opportunities. Some examples include, the award winning full-service, green-certified teaching [Bistro '67 restaurant](#), the 3000 sq. ft. state-of-art [Esports arena](#), the first visual radio station in North America [RIOT RADIO](#), world-class industrial-grade [Integrated Manufacturing Centre](#), and the newly opened geothermal field [Energy Innovation Centre](#) developed in partnership with Siemens Canada. In addition, [The Mixed Reality Lab](#) at Durham College will provide students with the necessary tools to develop experiential applications. With a focus on motion capture, virtual reality and augmented reality, students will have the freedom to explore human interaction within a virtual space.

The TeachingCity initiative, in which Durham College has partnered with the City of Oshawa, Trent University Durham/GTA, Ontario Tech University, provides further opportunities for experiential learning. The City Idea Lab, which is part of TeachingCity, is an innovative, curriculum-based program that draws on the knowledge and creativity of college and university students who work directly with faculty and City staff to co-design solutions through active community research. Each course focuses on a particular City-identified problem statement embedded in the academic curriculum.

Durham College is a leader in providing applied research opportunities to students to work on real life projects, under faculty supervision, with small and medium size industry partners. In particular, the [AI Hub](#) at the Oshawa campus, and the [Centre for Craft Brewing Innovation](#) at the Whitby campus provide access to technical expertise, state-of-the-art facilities and platforms, and student talent to enable high productivity partnerships. The College has a streamlined approach in managing continued industry partnerships through the Durham College Corporate Council. Further, Durham College promotes entrepreneurial and innovation opportunities for its students through the [FastStart Centre](#) which specializes in five industry streams: Food, Technology, Social Enterprise, E-Commerce and the Arts.

A recent project partnership with the Regional Municipality of Durham, Durham District School Board, Durham Mental Health Services and the John Howard Society of Canada, has led to a two-year social innovation project in which Durham College faculty and students are working to develop a ground-breaking, youth-designed housing hub model, while also investigating best practices and determining ways to improve the coordination and collaboration of services for Trusteed Youth.

While the College continues to invest significant resources in developing a wide variety of experiential opportunities, the College will assign a medium weighting of 10% to this metric throughout the duration of SMA3.

Source: MTCU Graduate Record File Data; File attached to College Graduate Outcomes Survey (CGOS)

Skills & Competencies:

Education and Skills Online: Random sample of students (domestic and international)
Activated in 2022-23
Description

The Skills & Competencies metric for all institutions will be weighted at 5% starting in year 2022-23 for participation and public posting of results. The ministry is exploring the administration of the Education and Skills Online assessment tool and will provide more details on the process once they are available.

Economic & Community Impact
Performance Metrics: Strategy Narrative

Metrics will be activated over three years as new data is collected and validated. For 2020-21, performance targets are calculated by using historical data as per the Performance/Outcomes-based Funding Technical Manual.

For metrics being activated for performance/outcomes-based funding in 2021-22, the Ministry of Training, Colleges and Universities will establish targets using the process described in the Performance/Outcomes-based Funding Technical Manual.

For the remainder of the SMA3 cycle, targets will be calculated annually as per the Performance/Outcomes-based Funding Technical Manual using the most recent historical data available for Durham College and included as part of the SMA3 Annual Evaluation process for performance/outcomes-based funding. See appendix for details regarding historical data and annual targets.

In the narrative sections below, institutions are invited to describe their planned performance outcomes against the metrics, and to contextualize their weighting strategy.

Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located
Activated in 2020-21
Strategy Narrative

Community continues to form one of the key pillars of the Durham College Strategic Plan. Durham College fosters deep collaborations with numerous community partners and one of the key objectives for Durham College's Community Goal is to "*Develop new programs and services to meet the evolving demands of the job market and our students.*"

Durham College engages in well-researched, collaborative and industry-informed new program development. The College continues to be a premier postsecondary destination for the Region of Durham applicants with 43% of local applications designated as first choice, as well as for international students with enrolments from over 60 countries. Over the last year, the College has responded to the talent demand in the Construction sector by expanding trades-related programming and enrolments at the Whitby Campus, and collaborating with industry on a degree program proposal in Construction Management. In addition, the College has proactively responded to the labour market skills requirements which arise from the rapid integration of technology in a wide range of sectors by introducing information technology related programs such as Esport, Artificial Intelligence and Data Analytics at the Oshawa campus. In particular, Durham College has made significant efforts to promote trades and technology programs to women.

Durham College offers more than 140 postsecondary programs and eight apprenticeship programs. Additionally, there are a number of pathways with various domestic and international institution programs and over 60 Durham College – Ontario Tech University diploma-to-degree pathways to promote further education. Creating a positive impact in the community through education is the core of Durham College's mandate and hence the College will assign a relatively high weighting of 25% to 35% to this metric over the duration of SMA3.

Source: College Statistical Enrolment Report (CSER), Ministry of Training, Colleges and Universities, Census Data/Statistics Canada

Institution-specific (Economic Impact)

Annual overall College payroll
Durham College overall payroll for all employees as per the aggregate T4 – Box 14 for the calendar year.
Activated in 2020-21
Strategy Narrative

Durham College along with its campus partner institution Ontario Tech University are key educational service providers in the Region of Durham. Together the two institutions are the largest employer in the City of Oshawa.

The very presence of Durham College has an impact in the Region of Durham and its communities beyond its traditional role of training provider. An economic impact study conducted in 2017 estimated that 73% of all Durham College faculty and staff lived in the Region of Durham. Durham College employees' payroll contributed approximately $84 million dollars towards the overall income generated in the Region of Durham, while their spending for groceries, apparel, and other household expenditures helped support local businesses. Not only does the expenditure of the College payroll create a direct positive economic impact in the local communities but it also creates an indirect and induced effect by stimulating the supply chain and creating a cascading effect on businesses' sales and jobs. Using income-to-sales ratios, an economic impact study estimated that in 2016-17, altogether Durham College's payroll spending created an additional $18.8 million in earnings through multiplier effects.

Durham College payroll thus continues to be an important economic stimulant, particularly for the Region of Durham economy. Durham College would thus like to propose the overall annual payroll as the relevant measure for the Economic Impact metric in SMA3. In addition, this measure meets the key criteria of being clear, robust, objective, verifiable and auditable. Recognizing the extensive import of this measure, Durham College will assign a high weighting of 20% to 25% to this metric over the duration of SMA3.

Source: TBD with institutions

Innovation: Revenue Attracted from Private Sector Sources

Total revenues generated from providing instructional and non-instructional services to Non-Government Ontario-based, Canadian and foreign firms, agencies, or associations, where the activity is paid for by the firm, agency, or association and not by students through student tuition or fees.
Activated in 2021-22
Strategy Narrative

Durham College keenly recognizes the imperative to support skills development in a changing work environment to ensure economic and social development of the communities. The College engages in curricular and non-curricular collaborations regionally, provincially and internationally. The College's Corporate Training Services (CTS) has been providing training to organizations for the past 30 years. CTS provides customized training, consulting, eLearning development, event management, testing services, and train-the-trainer services across a wide range of areas.

Additionally, companies and organizations are partnering with the College on applied research activities, through contract research services as well as matching contributions to federal and provincial applied research funding.

Durham College will continue to focus efforts on engaging with private industry partners on training, research and innovation opportunities. However, recognizing that large annual variations may occur due to the changing circumstances of private partners or economic conditions, Durham College will assign the relatively lowest weighting of 5% to this metric for the duration of SMA3.

Source: College Financial Information System (CFIS)

Institution-Specific (Apprenticeship-related)

Annual overall in-class completion rate of automotive, industrial and construction related Apprenticeship programs at Durham College.
Activated in 2022-23
Strategy Narrative

Durham College is the regional destination of choice for the in-school training portion of apprenticeship programs. In particular, the College offers in-class training for seven apprenticeship programs across automotive, industrial and construction sectors: Automotive Service Technician, Electrician – Construction and Maintenance, Elevating Devices Mechanic, Industrial Mechanic Millwright, Mobile Crane Operator (Branch 1, 339A), Plumber, and Welder (this does not include the eighth Durham College apprenticeship program in the service sector). Along with dedicated faculty expertise, the College offers state-of-art equipment, labs, and workshops for these programs at its Whitby campus to ensure that graduates of these programs are well-trained and equipped to handle the hands-on components of apprenticeship training.

Since Durham College is responsible for the in-class training portion of these apprenticeship programs, the College is proposing that this metric be measured by the overall "in-class" completion rate of these programs. In addition, this measure meets the key criteria of being clear, robust, objective, verifiable and auditable. The College has historically had very high in-class completion rates for these apprenticeship programs thereby leaving little room for upward target setting and will assign a medium weighting of 10% to this metric for the duration of SMA3.

Source: TBD with Institutions

Productivity, Accountability and Transparency
Reporting Metrics – Attestation

This priority area of the Ontario government supports the government's goal of restoring trust in Ontario's finances and promoting accountability through transparency.

These metrics are not tied to funding, and are used to measure and report on the following indicators:

- *Faculty Workload*
- *Faculty Compensation*

Faculty Workload

Information regarding Durham College Faculty Workload is publicly available by March 31, 2021.

Faculty Compensation

Information regarding Durham College Faculty Compensation is publicly available by March 31, 2021.

NOTE: The ministry will provide further detail on the Faculty Workload and Faculty Compensation metrics as part of the bilateral discussions process.

Enrolment Profile

In addition to the performance/outcomes-based funding outlined in sections two and three, institutions will receive enrolment related funding through a funded corridor 'midpoint' to provide funding predictability to institutions.

Corridor Midpoint

For funding purposes **13,715.01** Weighted Funding Units (WFUs) will be the corridor midpoint value for the five-year period from 2020-25 for Durham College. Enrolment related funding will be distributed consistent with this level of enrolment and subject to the policies contained within the *Ontario College Funding Formula Reform Technical Manual, May 2017, Version 1.0.*

NOTE: Midpoints were established using the average of funding-eligible enrolment from 2015-16, 2016-17, and 2017-18.

Projected Funding-Eligible Enrolments

Below is Durham College's projection of funding-eligible full-time headcount

Projected	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	1,597	1,646	1,661	1,661	1,661
Ontario College Diploma/Advanced Diploma	7,649	7,805	7,868	8,017	8,057
Ontario College Graduate Certificate	543	548	568	593	568
Baccalaureate Degree in Applied Area of Study	52	112	197	202	277
All other funding activity in full-time equivalent (FTE); Part-time, Tuition short, (PLAR)	714	700	689	679	672
Total	10,555	10,811	10,983	11,152	11,235

Note: For this table, Full-Time Headcounts should be reported for Fall term only.

Projected International Enrolment

Below is Durham College's projection of funding-ineligible international full-time headcount at college-operated campuses.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	63	75	78	84	88
Ontario College Diploma/Advanced Diploma	1,575	1,904	2,015	2,180	2,314
Ontario College Graduate Certificate	427	529	579	579	625
Baccalaureate Degree in Applied Area of Study	7	18	29	34	39
Total	2,072	2,526	2,701	2,876	3,066

Note: For this table, Full-Time Headcounts should be reported for Fall term only.

Below is Durham College's projection of funding-ineligible international full-time headcount at campuses operated by private partners (if applicable).

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate					
Ontario College Diploma/Advanced Diploma					
Ontario College Graduate Certificate					
Baccalaureate Degree in Applied Area of Study					
Total					

Note: For this table, Full-Time Headcounts should be reported for Fall term only.

Appendix: Historical Data, Allowable Performance Targets and Annual Results

	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual Achieved	APT	Actual Achieved	APT	Actual Achieved	APT	Actual Achieved	APT	Actual Achieved
1. Graduate Employment Rate in a related field: *Proportion of graduates employed full-time in a field related or partially related to their program six months after graduation*	*Year*	*Year*	*Year*										
2. Institutional Strength/Focus: *Proportion of enrolment (full-time headcount, domestic and international) in an institution's program area(s) of strength*	*Year*	*Year*	*Year*										
3. Graduation Rate: *Percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)*	*Year*	*Year*	*Year*										
4. Community/Local Impact: *Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located*	*Year*	*Year*	*Year*										
5. Institution-Specific (Economic Impact): *Definition to be provided/confirmed with institutions during SMA3 bilateral discussions, dependent on metric proposals*													
6. Graduate Employment Earnings: *Median employment earnings of college graduates in a given calendar year, two years after graduation*	*Year*	*Year*	*Year*										
7. Experiential Learning: *Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s)* Number: / Proportion:													
8. Innovation: Revenue Attracted from Private Sector Sources: *Total revenues generated from providing instructional and non-instructional services to non-Government Ontario-based, Canadian and foreign firms, agencies, or associations, where the activity is paid for by the firm, agency, or association and not by students through student tuition or fees.*	*Year*	*Year*	*Year*										
9. Institution-specific (Apprenticeship-related): *Definition to be provided/confirmed with institutions during SMA3 bilateral discussions, dependent on metric proposals*	*Year*	*Year*	*Year*										
10. Skills & Competencies: *Participation in ESO assessment and posting results online (domestic and*								Results posted	E.g. Yes				

international)											

The following table will be refreshed annually by the ministry to display results from the SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year.

NOTE: The ministry will complete the table below before agreements are signed in March 2020 using the information in the SMA3 Metric and Data Workbook.

Public Report

Report Number: BOG-2020-16

To: Board of Governors

From: Don Lovisa, President

Date of Report: February 6, 2020

Date of Meeting: February 12, 2020

Subject: Second Business Plan Update for 2019-2020

1.   Purpose

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

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-16, providing the second update on the 2019-2020 Business Plan, be received for information.

3.   Background

Consistent with the Board of Governors' Board Policy and expectations of the Minister's Binding Policy Directive for Business Plans, the college president is required to bring Business Plan reports to the Durham College Board of Governors throughout the year. This is the 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 (2017-2020), and in support of its mission, vision and value statement. The Business Plan identifies to the public and provincial government the operational outcomes that the college expects to achieve in the fiscal year. The Ministry of 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 2019-2020 Business Plan at its meeting of May 15, 2019 (Report BOG-2019-42). The plan was developed with input, direction, review and guidance representing all departments, schools and areas of operation on the campus, led by the Durham College Leadership Team.

4. Discussion/Options

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

The accompanying 2019-2020 Business Plan Scorecard describes in detail the progress made on each objective; there are 22 objectives in total, with 73 action items to achieve these goals. The majority of actions are tracking well for completion with 38 items completed to date. The rest on track for completion in this fiscal year with one item delayed. The international volunteer program is expected to pick up again this coming October 2020.

Highlights from the scorecard are as follows:

4.1 Our Students

- Achieve domestic and international student recruitment and enrolment goals:
  o Winter 2020 day 10 statistics:

    Domestic = 9, 859

    International = 2,185

  o Worked with international and Strategic Enrolment Services (SES) to develop college guide, view book, marketing material, recruiter presentations and recruitment booth.

- Ensure exceptional quality in our academic programs and services:
  o Hofstede training delivered to ten faculty and staff with plans to expand the program.

  o Kenya Education for Employment Program (KEFEP) project is on schedule and documentary phase 2 is planned for 2020.

  o In October 2019, ten students and one faculty participated in a faculty led classroom abroad in Guatemala.

  o In February 2020 a total of 19 students and two faculty will participate in international learning experiences in Guatemala and Peru.

- o Launched an Indigenous language program with 12 sessions held to date with192 participants.

- Update and improve student services:

  - o The Ontario Post-secondary Access and Inclusion Program (OPAIP) conference was hosted at the Whitby campus with 16 colleges and Universities in attendance. 65 participants.

4.2 Our People

- Supporting employee development:

  - o First Peoples Indigenous Centre (FPIC) online modules near completion; five modules released as of December 2019, additional two modules planned for release in March 2020.

  - o CAFÉ provided faculty with 68 training sessions focused on DC Connect, ED Tech and Multimedia, with 248 participants.

- Redesign open houses – involving more faculty & college resources:

  - o Plans for Fall Open House have addressed utilizing all space on-campus including:
    - Multiple entrances with DC Lord tents to allow for registration points across campus.
    - Engaging in activities across campus including food trucks in the CFCE parking lot, Esports arena with free gaming, DC Spa demos, degree panel in the Global Classroom, and a FastStart pop-up inside the CFCE.
  - o Student recruitment has assigned crew chiefs for each major area of volunteering so that staff, faculty and student volunteers have a direct point of contact throughout the event.

4.3 Our Business

- Complete major capital projects on time and on budget:

  - o Stellar Drive entrance to CFF/Bistro now in use. Parking control gates to be installed.

  - o Whitby campus expansion has begun.

- Support effective college governance:

  - o In negotiating the 2020-2025 Strategic Mandate Agreement (SMA3) with the province – First bilateral discussion with Ministry representatives was held on October 9, 2019 with the first draft submitted on December 16, 2019. The second bilateral discussion took place on February 4, 2020, with the

final draft to be submitted to the Ministry by February 18, 2020. Final SMA3 to be executed and posted by March 31, 2020.

- o New Strategic Plan for 2020-2023:
    - Stakeholders have been consulted, including a session with the Board in January.
    - Set for Board approval in February; now in process of planning the promotion and unveiling of the plan.

4.4 Our Community

- Supporting partners in reaching their community goals:
    - o D-Hive project run by Spark Centre has received funding support from the Region of Durham.

- Advancing applied research partnerships:
    - o Eleven new AI projects initiated with new industry partners to date within the NSERC Innovation Enhancement portfolio. Forty-four students employed to date to deliver on AI projects with industry partners.
    - o Currently in discussion with nine local brewers about CCBI lab testing services. Fourteen have verbally expressed their intention to contract for testing and discussions are underway with the Ontario Craft Brewers Association (OCB) for DC's craft brewing lab to support approximately 80 craft brewers in the GTA and eastern region in an OCB testing program.

- Successfully launched the GM/Unifor Action Centre online portal.
    - o Since September 2019, over 1,000 jobs within the GTA have been posted to the portal – jobs that were screened for relevance to laid off workers and to ensure quality (full-time).
    - o Career fair for autoworkers held in October on campus, DC staff helped coordinate – over 300 autoworkers attended. Same day, hosted Province of Ontario, Minister McNaughton, for an announcement from the province on supports for autoworkers.
    - o Career fair received extremely well by GM and Unifor – both have asked for another one, which will be held in April.
    - o Both GM and Unifor have also requested an extension to the online portal services.

5. Financial/Human Resource Implications

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

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

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

2019-2020 Business Plan

OUR STUDENTS

Goal: To provide students with the best possible learning experience.
We will:
- Deliver high-quality programs to help students develop a wide range of career-ready skills.
- Expand flexible, experiential and global learning opportunities.
- Support students' wellbeing with a focus on adaptability and resilience.
- Build lifelong relationships with students.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status

1. Achieve domestic and international student recruitment and enrolment goals	• Develop annual recruitment and marketing strategies that support the enrolment targets identified for 2019-2020.	• Successfully attain domestic and international enrolment targets as follows:
		  • Spring/summer 2019: 1,973 domestic and 494 international students;
		  • Fall 2019: 9,946 domestic and 1979 international students;
		  • Winter 2020: 9,719 domestic and 2,147 international students.
		• Expand activity in appropriate markets to achieve a more balanced international student population and realize source countries greater than 65.
			• Vice-president, Academic
			• Vice-president, Student Affairs
			• Chief administrative officer
				• Spring/summer 2019 day 10 statistics: Domestic enrolment = 2,109 International enrolment = 562
				• Fall 2019 day 10 statistics: Domestic enrolment = 9,872 International enrolment = 1,999
				• Winter 2020 day 10 statistics Domestic enrolment = 9,859 International enrolment = 2,185 Fall
				• Launched year 3 of the signature and priority campaign completed in December. The final reports will be available in February and will be presented to DCLT at that time. Winter campaign lauches January 27 to spring 2020.
				• Worked with international and SES to develop college guide, view book, marketing material, recruiter presentations, and recruitment booth.
					On track

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2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
2. Ensure exceptional quality in our academic programs and services	• Implement enhancements to program review and renewal processes.	• Implement a revised curriculum mapping using Tableau. • Initiate a streamlined approach for program review, including revised policies, procedures and SWOT analysis, beginning with 2019-2020. • Conduct comprehensive program reviews.	• Vice-president, Academic	• Revised curriculum mapping project using Tableau implemented; ongoing updates underway; pilot project initiated to allow 9 program teams (over two schools) access to program curriculum visualizations (visualized WebCOT data). • Review of program reviews underway with recommendations for approval and next steps due Jan. 2020; full implementation due spring 2020. • Planned 2019-2020 CPRs underway; additions of new required CPRs accommodated from CAFE workload perspective.	On track
	• Support internationalization of the curriculum.	• Create and deliver a minimum of two internationalization professional-development opportunities for academic employees. • Provide international-learning opportunities for a minimum of eight employees through Kenyan and Vietnam projects. • Support the delivery of three faculty lead classroom abroad experiences, providing international experience for six employees and 30 students. • Develop educational and logistical resources to assist in pre-departure and debrief activities.	• Vice-president, Academic	• Hofstede training was delivered to 10 faculty and staff and a plan has been developed to deliver training to additional faculty and staff . • The VSEP project provided international learning opportunities for 5 employees in 2019. The KEFEP project provided international learning opportunities for 3 employees this year. • In October 2019, 10 students and 1 faculty participated in a faculty led classroom abroad in Guatemala. In February 2020 a total of 19 students and 2 faculty will participate in international experiences in Guatemala and Peru. In May 2020 25 students and 2 faculty will participate in two separate projects in Guatemala.	Completed

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• Complete all assets from the Kenya Education for Employment Program (KEFEP) project. • Plan upcoming Kenya excursion, KEFEP part two (time, material and human resources needs) and begin the process of recruiting faculty and students.			
	• Develop augmented reality/virtual reality (AR/VR) research facility with compositing and motion capture functionality.	• Initiate research related to AR/VR, motion capture and compositing (with at least one funded project). • Incorporate use of AR/VR technology into Animation – Digital Production and Game Art programs curricula as an experiential learning opportunity.	• Vice-president, Academic	• A Teaching City project involving the Oshawa Valley Botanical Garden was completed over the summer, which made use of augmented reality. • Studio set-up is now complete. Two public demonstrations of the technology took place in the fall, for Oshawa Doors Open and DC's Open House. Multiple additional tours have been provided since then to interested parties (including members of Oshawa City Council and City staff). • The studio has been named the Mixed Reality Capture Studio, or MRC Studio for short. Promotion of new applied research capabilities has begun, with a web presence, hallway branding, and new social media accounts. A grand opening, supported by NSERC funding and aimed at potential industry partners, took place on January 23. • Training on the technology is underway with key faculty, and planned for all full and part time faculty during 2019-20.	On track

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DURHAM COLLEGE
SUCCESS MATTERS

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Integration into the curriculum has begun with tours and demonstrations in 2019-20 and with some CLO's incorporated into ADP and GART curricula. Further implementation is planned for May/June 2020.	
	• Launch new post-secondary programs in fall 2019.	• Artificial Intelligence Analysis, Design and Implementation Graduate Certificate. • Carpentry and Renovation Technician Diploma.	• Vice-president, Academic	• Programs approved and launched as per the academic school's targets.	<mark>Completed</mark>
	• Submit new degree program proposals to the Ministry.	• Honours Bachelor of Technology – Construction Management. • Honours Bachelor of Artificial Intelligence (AI).	• Vice-president, Academic	• Honours Bachelor of Construction Management (HBCM) application submitted to MCU for consent review Sept. 12, 2019. • Honours Bachelor of Artificial Intelligence (HBAI) application submitted to MCU for consent review Dec. 2019. • Next Steps: MCU referred both HBCM and HBAI to PEQAB Dec. 2019. PEQAB site visit in winter 2020.	<mark>Completed</mark> <mark>On track</mark>
	• Work with 13 programs and five academic schools to provide co-operative education (co-op) supports and services to programs currently offering co-op. • Develop system workflow	• Number of work terms approved and completed to match student enrolments. • Submit a project application to Institutional Project Prioritization Council for prioritization. Once the project has been prioritized, progress will be monitored as we	• Vice-president, Student Affairs	• IPPC project submitted and awaiting prioritization by council. • Launched new co-op programs for BITM in Sept 2019 with 50 new students. • Welcomed back to campus 65 co-op students from their summer work terms. • Job development for summer 2020 has begun.	<mark>On track</mark>

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	for Strategic Enrolment Services and the Financial Aid and Awards to create a more automated transfer process for students applying to the co-op option of their program. • Expand relationships with the business community to engage employers in DC co-op with six new co-op programs launching.	work towards implementation. • Co-op office to source job opportunities expanding employer relations to meet the goal of having 19 programs with co-op, internship and work term options.		• Enrolment Services worked with the co-op office to create the transfer to the co-op stream including developing forms and process requirements. • The systems team will work with IT to create a workflow process to allow the co-op office access to specific information for their approval process and to reduce administrative workload. • Project submitted to IPPC in summer 2019 – still waiting approval • Co-op Co-ordinators conducting outreach activities and building relationships with employers	**On track**
	• Strengthen the quality of the continuing education learning environment.	• Introduce added rigour to instructor hiring practices. • Strengthen orientation sessions and make them mandatory. • Conduct trend analysis of student feedback results. • Improve online course templates to ensure consistent delivery of core information in areas such as time management, academic integrity, writing proctored online exams, etc.	• Vice-president, Academic	• In progress. Cover letters now required in order for applications to be considered. • Orientations now mandatory and include both synchronous and asynchronous components. • Feedback from the three-year provincial CE survey has been analyzed to identify opportunities for improvement that will support CE's revised strategy. Implementation plans now under development and being implemented. • Course template project with CAFÉ is in progress and will be complete by March 31, 2020.	**On track**

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2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Implement new marketing approaches for continuing education.	• Develop and implement a minimum of three new marketing approaches based on research done in 2018-209.	• Vice-president, Academic • Chief administrative officer	• New department brand and name launched successfully. • New digital marketing approaches have been implemented, including expanded use of social media advertising, implementation of billboard advertising, and development of a new Twitter feed managed by PPL.	**On track**
	• Further strengthen and develop our Mechanical Technician - Elevating Devices (MTED) program and position DC as the program of choice in Ontario.	• Achieve an 85 per cent employment rate of the first graduating cohort. • Develop additional elevator training opportunities. • Provide all MTED students the opportunity to secure their EDM-T licence.	• Vice-president, Academic	• Employment rate – tracking and ongoing, hosted various employers on campus to meet graduating students. • Finalized attestation (level 1 and 2) for graduating students in MTED program to support student hiring. • Summer 2019 – 2 faculty members from the Millwright program participated in job shadowing opportunities for one week with elevating companies in May/June. The millwright and elevating programs share a common first year and this opportunity provided the millwright faculty an opportunity to better understand the elevating field. • All students will now graduate with EDM-T licence.	**On track** **Completed** **Completed**
	• Collaborate with community partners in advancing student entrepreneurship to support the needs of the local economy and labour	• Introduce five niche program streams to student entrepreneurs – e-commerce, technology, food, arts, and social innovation – with an expanded mentor pool from the community.	• Vice-president, Academic	• Five program streams launched and active, with strategic partnerships established to support each stream, specifically, Food Foundry & Ontario Agri-Food Venture Centre, Maker2Market & Business Advisory Centre Durham, FastTECH & OPG's X-Lab, SHIFT & EnactusDC, and E-SHOP & Shopify.	**On track**

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	market.	• Develop at least one international Enactus project, with financial support from a strategic partner. • Develop and host the first annual IMPACT Summit in the Global Classroom, positioning DC as a leader in social innovation, enterprise and change making. • Develop and facilitate the FastTECH Program to offer 'Project X' – a paid, experiential-learning opportunity for DC students to utilize the FastTECH Makerspace to work on technology projects for OPG's X-Lab.		• Finalizing plans for EnactusDC to work with DC alumnus Cailey Hart, in Botshabelo, South Africa, on Project G.R.O.W - a garden build and education project designed for Cailey's elementary school students at Boshabelo School. • SHIFT Summit held successfully on November 22, 2019, in the Global Classroom. Attendance reached over 80, and notable community participation and panel members included: Whitby MP Ryan Turnbull, CFCE donor Jason Atkins, CTO of Plastic Bank, Shaun Frankson, Founder of Furniture Bank, Dan Kershaw, and Founder of Rainbow Plate, Janet Nezon. • FastStart/X-Lab 'Project X' collaboration agreement currently with OPG for approval. Media release and web announcement ready for publication. SET faculty support secured and makerspace ready to host first pilot project with X-Lab staff and the industry partner, Exoinsights. Promotional marketing campaign prepared to recruit students for participation in the VR user experience testing with Exoinsights' HoloLens training technology. Hug	
	• Create and launch a DC Indigenous language program in efforts to indigenize the campus community.	• Target: 75 participants.	• Vice-president, Student Affairs	• Program launched. To date 12 sessions have been hosted with 192 particpants .	Completed

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Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. Update and develop student services	• Develop related strategies for next food services contract by June 2020.	• Successful implementation of continuing food services. • Contract awarded for next food service provider. • KPI Tracking.	• Chief administrative officer	• RFP was released to market in November and closed December 20th. • Two proposals received from Armark and Chartwells; these are being reviewed and evaluated in January. • Next steps are for on-site meetings with proponents to allow completion of evaluation by DC team. • Timing of contact award remains in-line with schedule for Spring 2020. • Concept planning for 2020 includes additional stand-alone contracts for speciality/niche opportunities in SW Wing and Student Centre Building. • On Tech U is pursuing an independent contract to serve university buildings.	On track
	• Plan targeted resources to support increased enrolment in trades and apprenticeship. • Conduct a needs assessment identifying and developing resources using student and faculty input.	• Track use of resources in Student Academic Learning Services online. • Faculty and student feedback.	• Vice-president, Student Affairs	• Complex math and physics resources developed and loaded to SALS ONLINE. • Tracking is ongoing and continual. • Student and faculty focus groups completed, resources recalibrated and adjusted to align with program needs. Partnerships developed to support high needs courses.	Completed

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2019-2020 Business Plan

DURHAM COLLEGE
SUCCESS MATTERS

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop a plan to update the DC Oshawa campus bookstore to a DC only space.	• Implement physical upgrades to space (lighting, storage etc.). • Increase merchandizing of non-book product lines.	• Chief administrative officer	• Initial plan to undertake a deep retrofit of entire space has been reduced to fit within prescribed upper financial limit of $500k. • Architect/Engineering firm developing plans for space. • Pre-planning with Bookstore management and operations team underway to accommodate renovation while Bookstore remains open.	On track
	• Evaluate current faculty career development supports in the classroom to create new ways to engage students with career development. • Enhance faculty toolkit with more career development resources focusing on in-class activities and assignments.	• Work with faculty focus group to evaluate effectiveness of resume seminars provided to classes. • Increase number of career development resources to faculty toolkit on ICE by 10 per cent.	• Vice-president, Student Affairs	• Launched new career development workshop series September; anticate being invited to 100 classes. • Did a complete overhaul of the online career development faculty resources on Hired by over 100%.	Completed
	• Develop open workshop series for students focused on RESPECT campaign. • Plan and host Ontario Post-secondary Access and Inclusion Program (OPAIP) conference on Campus (February 21, 2019).	• RESPECT target: 15 workshops, 300 participants. • OPAIP target: 24 Ontario Colleges and representation from MTCU. • 250 participants for DDSB project.	• Vice-president, Student Affairs	• The first session in the RESPECT series, "RESPECT the Land" was held in mid-September with 26 participants. • The OPAIP conference was hosted at the Whitby campus with 16 Colleges and Universities in attendance. 65 participants. • Plans are on the way to launch the experiential project with the DDSB. Expected launch: November 2019.	On track Completed Completed

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Design and launch an experiential learning project with the Durham District School Board (DDSB) and the School of Health and Community Services.				
	• Strengthen relationship with Durham College Students Inc.	• Collaborate with student development team re: elections, annual general meeting, board development and orientation activities.	• Vice-president, Student Affairs	• Long Night Against Procrastination (LNAP) was planned in partnership with DC students inc. (DCSI). They provided the food, swag from the student association , a popcorn machine, games and staff to support this event. They did stress buster activities and supported students until 11 at night. • In the PTC, we advertised DCSI workshops and participated in the food drive fundraiser. Student Academic Learning Services (SALS) initiated the donation campaign with staff and faculty in partnership with DCSI to raise funds for the food bank. The swap market was hugely successful raising a significant sum for the purchase of food. SALS was recognized by DCSI as a valued partner at their celebration dinner.	<mark>Completed</mark>

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Expand capacity for walk-in appointments and extended hours at Campus Health Centre	• Implement extended hours Monday-Thursday until 7 p.m. depending on doctor's availability. • Allows students to access services in the evening and during peak stress times (eg. exam periods).	• Vice-president, Student Affairs	• We augmented a contract with one of the MDs to incorporate walk- in hours every day of the week. • During strategic planning as a team decided the only way to expand the clinic was to add additional hours to accommodate students late on campus. • We continue to track usage and will adapt according to student needs.	Completed
	• Launch a successful eGaming centre – the Esports Gaming Arena.	• Generate revenue (break even initially). • Track utilization and various activities.	• Chief administrative officer	• The eSports Arena opened in April 2019. • One FTE manager on-boarded to oversee operations along with PT support staff to cover operational hours. • Corporate bookings, special events and planning for summer camps underway. • Retail operations somewhat lower than forecast however various initiatives have been launched to address lower than expected usage.	On track
4. Develop effective program marketing campaign	• Improve program reputation by managing program-specific media relations strategies.	• Support the signature and priority program strategy. • Increase media engagements by 10 per cent (50 engagements) by March 2019. • Develop a media training kit to be piloted by training one faculty member from each school. Faculty member determined in consultation with VPA and deans. Completion date March 31, 2019.	• Chief administrative officer	• Media engagement for signature and priority programs are currently at 57 engagements, which is 114% off goal. We continue to generate media stories in support of signature and priority programs. • Media training was successfully delivered in July. Participants, who were identified by DCLT, represented the President's office, International Education office, schools of START, MAD, HSC and ConEd.	On track

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2019-2020 Business Plan

DURHAM COLLEGE
SUCCESS MATTERS

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
5. Increase Alumni Engagement, and strengthen relationship between alumni and students	**Track alumni engagement.** • Develop rating scale that indicates level of engagement. • Segment communication based on identified levels of engagement. • Develop an alumni coffee program.	• All interactions with alumni documented in Raiser's Edge. • System for measuring engagement. • Targeted emails are sent based on segmentation. • Host one alumni coffee date per month.	• Associate vice-president, Development and Alumni Affairs	• Record system has been established. • Rating system complete. • Plan is to be initiated in Q4. • Ongoing.	<mark>Completed</mark>
	Alumni volunteer program. • Increase alumni guest speaker program by 20 per cent (base 85). • Encourage alumni involvement in student conversion calls. • Expand Alumni Mentorship Program pilot.	• Increase alumni guest speaker participants by 20 per cent. • A minimum of five alumni to participate in conversion calls. • Bring on board one school to the mentorship program with the goal of having a minimum of 10 mentors and mentees.	• Associate vice-president, Development and Alumni Affairs	• Significant growth experienced already. Last year we had 110 participants. To date, we have had 83 alumni guest speakers this current year. • We have discussed Alumni conversion calls and it's been decided that it's not beneficial for enrolment services. • Supply Chain Management is the new school – 15 mentor/mentee pairs have been established.	<mark>Completed</mark>
	• Increase alumni touchpoints. • Implement milestone recognition program. • Increase alumni networking events. • Increase alumni stories and distribution channels.	• Implement process to send cards/gifts recognizing alumni milestones. • Host two new events (one per quarter). • Add a webpage to the DC website for alumni stories and refresh it quarterly.	• Associate vice-president, Development and Alumni Affairs	• Complete – customized cards, baby t-shirts and socks to celebrate family and career milestones. • Alumni Summer Social complete, Alumni Games night complete.	<mark>Completed</mark>

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Provide global learning opportunities for alumni through DC international programs.	• Work with International Office to investigate opportunities for alumni to participate in global learning opportunities.	• Associate vice-president, Development and Alumni Affairs	• Partnered with International for Alumni Global Class that took place in November.	Completed
	• Continue to focus on improving and promoting alumni benefits with alumni and graduating students.	• Increase number of benefits by 20 per cent with a specific focus on provincial/national benefits. • Increase revenue from affinity programs by five per cent.	• Associate vice-president, Development and Alumni Affairs	• Number of benefits have increased by 21.5%. • 5.8% growth in insurance affinity revenue.	Completed
	• Expand alumni-focused support system for students.	• Ensure a mechanism that provides encouragement for students at exam time is implemented. • Host a professional clothing drive that allows alumni to donate gently used professional clothing for students. • Develop a process for students to receive "wish I knew" messages from alumni.	• Associate vice-president, Development and Alumni Affairs	• Partnered with students services around puppy stress-relief event for students • Planned for Q4. • Video complete, implemented "Wisdom Wednesday" – every Wednesday a short video is released on social media that shares lessons learned from alumni for students.	Complete On Track Complete

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Review and align Durham College Alumni Association (DCAA) strategic plan with the college strategic plans.	• Review and revise DCAA bylaws to ensure student recruitment to the DCAA board. • Strategic plan reviewed and revised.	• Associate vice-president, Development and Alumni Affairs	• Revised bylaw was approved at AGM in September. Student is in place. • Strategic plan has been revised.	**Complete**

	• DCAA involvement in Enactus.	• Execute DCAA sponsorship agreement.
		• DCAA Board members and other alumni to participate in six Enactus activities.
			• Associate vice-president, Development and Alumni Affairs.	• DCAA and Enactus DC partnership agreement drafted and signed by DCAA president. Board liaisons (2) determined to serve on Enactus DC Advisory Board. $15,000 sponsorship over 2 years including $3,000 in matching funding.
				
				• 5 Enactus DC projects engaged so far, including support from 12 alumni.
				
				    - Girls EnPower – Manjula Selvarajah, Peter Wiebe
				    - Money Makes Cents – Amanda Morari (IKEA donation)
				    - 3EEHIVE – Cameron Ackerblade
				    - MO3 Solutions – Kyle Douglas
				    - True Grit – Lori Lane Murphy
				
				Jurors include Ellen Stitt and Brent Lessard.
					Complete

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
6. Develop strategy to respond to strategic planning feedback from students	• Compile data collected from strategic planning survey and sessions for review by the Durham College Leadership Team (DCLT).	• Data to be presented to DCLT in Fall 2019. • Address recurring concerns or comments, identify, and delegate solutions. • Host a student town hall with the president.	• President's Office • Vice-president, Student Affairs	• Final data on stakeholder input being collected in October. Results will be presented to DC leadership in November. • Stakeholder data and new strategic plan presented to BOG in January 2020.	<mark>On track</mark>

2019-2020 Business Plan

OUR PEOPLE

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

We will:

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

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Support employee development	• Promote teaching practices and provide training provisions for faculty learning related to new technologies.	• Successfully deliver DC Connect, Ed Tech and Multimedia sessions for faculty. • Pilot at least two new technologies and have faculty present their findings. • Equip and utilize B240 and CAFE training room to increase number of faculty participating in professional development activities related to new technologies.	• Vice-president, Academic	• 68 sessions focused on DC Connect, Ed Tech and Multimedia with 248 participants delivered. • Piloted four new technologies (O365; peerScholar; Lockdown Browser; TurningPoint Technologies); plans to identify faculty to present findings in CAFE Monthly. October CAFE Monthly included faculty finding on Lockdown Browser. Winter CAFE Monthly's to address peerScholar, TurningPoint and Office 365. • Supported HCTM professor in implementing the HoloLens as a 90 day pilot.	<mark>On track</mark>

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Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Support Globalization and Intercultural awareness.	• Complete student and faculty focus groups. • Integrate resources and update the database on the Global Classroom website.	• Vice-president, Academic	• Faculty survey and student focus groups complete and results shared with ALT. • Work on the organization of the Global Classroom partner list is ongoing by the Global Learning Facilitator and the Global Classroom Coordinator.	Completed
	• Support indigenization.	• Develop curricula and pedagogical resources to support faculty.	• Vice-president, Academic	• First Peoples Indigenous Centre (FPIC) online modules (n=7) near completion; five modules released as of December 2019; additional two modules planned for release in March 2020.	On track
	• Create and implement a mentorship program for faculty.	• Successful implementation of pilot phase in Winter 2020 that will see a minimum of 30 faculty members participate.	• Vice-president, Academic	• Pilot phase launched in Winter 2020 with 25 faculty from the Schools of Science and Engineering Technology and Justice and Emergency Services. • Manual and resources posted on the CAFE website. • Mid-semester and final evaluation surveys drafted at the request of the union.	On track
	• Increase mental health awareness for all employees by collaborating with internal (such as Coaching and Access and Support) and external partners.	• Monitor numbers of employees participating in workshops. • Implement collaboration between Campus Health Centre, Access and Support Centre and Health Promotions to support staff education. • Look to the Mental Health Review for ways to support employees.	• Vice-president, Student Affairs	• Looking at ways to expand the MOU with Ontario Shores post the demonstration project complete anticipated March 2020. • Opening of the Well-Being Centre on campus to bring Access and Support and Health Centre teams together to form a multidisciplinary support team for students.	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• Investigate new collaborations in partnership with Ontario Shores and Durham Region Public Health.			
	• Create and implement action plans supporting the Academic Integrity Ad-Hoc Committee recommendations.	• Strengthen the culture of academic integrity at DC.	• Vice-president, Academic	• Turnitin webinars presented during Professional Development (PD) week in May 2019; recorded and distributed. • Turnitin resources available on new CAFE website. • Academic Integrity Committee meetings resumed in September 2019. Deliverables for the 2019-2020 academic year include implementation of a common academic integrity form and construction of a decision flowchart for faculty with templates and resources. Expected to be completed Summer 2020.	**On track**
2. Conduct employee engagement survey and develop strategy to respond	• Develop a communication plan to include: purpose of survey; timelines; results (high level); action plan. • Conduct employee focus groups Fall 2019 to seek input from employees on professional development and employee engagement	• Minimum three focus groups completed by December 2019. • Employee Engagement Survey completed by March 2020. • Survey response rate of 65 per cent. • Results provided to managers by end of March 2020 to create action plan in response to results.	• Chief administrative officer	• Three focus groups conducted in Fall 2019. • Engagement Survey communications plans is in the process of begin finalized in collaboration with C+M. • Survey implementation plan questions are in process of being finalized in collaboration with ORSIE. • Survey launch date revised to March2, 2020. Survey will be active for two weeks.	**On track**

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Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	opportunities. • Human Resources (HR) collaborate with the Office of Research Services, Innovation and Entrepreneurship to develop survey questions. • Survey to be launched in February 2020.			• What professional development would you or your team benefit from? • What wellness workshops would you or your team benefit from? • What employee engagement opportunities would you like to see implemented?	
3. Redesign open houses – involve more faculty, include more campus buildings	• Create robust mandatory training program (available through multiple channels i.e. in person as well as online) for student, faculty and staff Open House volunteers. • Manager, Student Recruitment to attend program coordinator meetings to discuss the value and meaning of the open houses. • Ensure the student recruitment team is available to address questions about the event and encourage participation and engagement.	• Implementation of training program. • Increased faculty involvement and engagement. • More campus buildings are utilized. • Feedback from internal and external surveys conducted post event.	• Vice-president, Student Affairs	• Student recruitment team has encouraged participation and engagement in Fall Open House by hosting volunteer recruitment tables and meeting with school representatives, faculty members, and service departments. • Plans for Fall Open House have addressed utilizing all space on-campus including: - multiple entrances with DC Lord tents to allow for registration points across campus. - engaging in activities across campus including food trucks in the CFCE parking lot, Esports arena with free gaming, DC Spa demos, degree panel in the Global Classroom, and a FastStart pop-up inside the CFCE. • Student recruitment has assigned crew chiefs for each major area of	On track

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2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Better utilize space on campus including multiple "landing points" with "team leads" attending to registration at each.			volunteering so that staff, faculty and student volunteers have a direct point of contact throughout the event.	

2019-2020 Business Plan

OUR BUSINESS

Goal: To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.

We will:

- Offer quality programs, services and systems that modernize, support and grow our business.
- Maximize resources and processes in all aspects of our business oversight and leadership to achieve financial sustainability.
- Connect our objectives with economic, social and environmental policy perspectives that support the wellbeing of our local, provincial, national and international community.
- Expand our reputation among the local and global community.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Complete major capital projects on time and on budget	• Whitby Stellar Drive second entrance to crane site and W. Galen Weston Centre for Food completed.	• Completion of second entrance work for main lot. • Enhanced access to Whitby campus once Stellar Drive is opened.	• Chief administrative officer	• Stellar Drive entrance to CFF/Bistro '67 now in use. Parking control gates to be installed by end of February. • Second entrance to main parking under review with Town as part of overall Site plan Agreement.	On track
	• Complete renovations at the Oshawa campus to continue with updating and modernizing space on campus.	• Renovations of D-Wing complete. • Simcoe Village second floor: continuation of administrative space – IT relocation from second-floor D-Wing.	• Chief administrative officer	• IT and the Office of Development and Alumni successfully relocated to their new office space in the Simcoe Village residence in the spring of 2019. • D Wing renovation completed in time for the first day of class and within budgeted $4.4M forecast.	Completed
	• Prepare parameters for potential Whitby campus expansion.	• Design requirements for new space are developed. • Continued engagement with MTCU on section 28 approval for a new long-term loan. • Continued engagement with federal government for grant.	• Chief administrative officer	• Design/Build contract awarded to Ball Construction. BBA is architect/engineer of record. • MTCU and OFA approvals received. • Foundation permit received from Town. Site preparation work underway with creation of	On track

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Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• construction workspace.	
	• Renovate front desk and nursing station in Campus Health Centre.	• Improved accessibility, ergonomics and privacy to ensure compliance with AODA standards.	• Vice-president, Student Affairs	• The front desk renovation started Mid August and full completion was end of September. The Nursing station project was put on pause as there were changes to the operation.	**Completed**
2. Update Information technology Systems	• Enhance Global Classroom video wall with remote in-classroom projection capabilities.	• Solution identified and implemented. • Select and procure equipment. • Go live by September 1, 2019.	• Chief administrative officer	• The equipment was selected and procured. • The solution was implemented and went live in August 2019.	**Completed**
	• Increase main internet connectivity infrastructure to allow for significant growth.	• Implement design changes to network infrastructure in data centre. • Procure equipment. • Implement infrastructure change. • Go live by September 1, 2019.	• Chief administrative officer	• The equipment was selected and procured. • The equipment was integrated in the network infrastructure in the data centre. • Went live with the increased connectivity in June 2019.	**Completed**

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Upgrade customer service kiosks in computer commons.	• Integrate new kiosks in customer queue management solution. • Select equipment and procure equipment. • Go live by January 1, 2020.	• Chief administrative officer	• The equipement was selected and ordered.	On track
3. Support effective college governance	• Continue to foster better collaboration opportunities with Ontario Tech University.	• Refine and improve degree pathways, based on program KPI's.	• Vice-president, Academic	• New colloborative program ideas have been identified and teams are engaged in exploring them. • New Business – Finance pathway to Ontario Tech University program is finalized and open to students. • Five pathway programs within the School of Business, IT and Management have been reviewed and curriculum has been updated to ensure Ministry requirements are met. • DC and Ontario Tech faculty are mapping curriculum between Chemical Engineering Tech. diploma (DC) and Bachelor of Tech. Renewable Energy (Ontario Tech.) This will lead to the development of embedded transfer program and possible bridge pathway.	Completed
	• Work with province to negotiate the 2020-2025 Strategic Mandate Agreement (SMA3).	• Execute and approve Strategic Mandate Agreement (SMA3). • Receive 2018-19 SMA2 report back by Office of Research	• President's Office • Vice-president, Academic	• Pre-populated workbooks were received from the Ministry in October, and utilized for establishing preliminary weightings for each	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
		Services, Innovation and Entrepreneurship.		performance metric. First bilateral discussion with Ministry representatives took place on October 9 and the draft SMA3 documents were submitted to the Ministry on December 16. The second bilateral discussion has been scheduled for February 4, with the final draft to be submitted to the Ministry by Feb 18. Final SMA3 to be executed and posted by March 31.	
	• Approve new strategic plan for 2020-2023.	• Host opportunities for stakeholder engagement, including an online survey, focus groups and consultation with the Durham College Leadership Team. • New strategic plan approved by the Board of Governors in February/March 2020.	• President's Office	• A survey was open to all stakeholders took place in April, with hundreds of respondents participating. • Two employee sessions were held in the summer. • A student input session was held in September. Student input forms were distributed at the Ask the President event to engage a larger group of students for response. • A community input session was held in June and the last session will be held on October 10. • DCLT met in November 2019 and revised the strategic plan. • The BOG provided input and reviewed new draft in January 2020.	**Completed**

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
4. Support effective board governance	• Support new governors in orientation and mentorship.	• Implement new governor mentorship program. • Provide orientation and support for new governors through good governance certificates, conferences and planned board events.	• President's Office	• In-coming governors were matched with a mentor • A board professional development session was held on September 12, 2019 and 8 governors attended. • In-coming governors attended the Higher Education Summit in November, including the pre-sessions on Good Governance and Board Orientation. • Governor Michalko and Governor Vasu to be presented Good Governance certificates in Februrary 2020.	<mark>Completed</mark>
	• Provide board with an overview of Federal election results.	• Government relations strategy to report on elections and provide presentation pre-election about party positions and priorities to keep the Board informed of political events and initiatives afterward.	• President's Office	• Board was presented with an elections overview of local candidates and party platforms in October. • Board was provided with an information session in September on government relations, including an update on federal election.	<mark>Completed</mark>

5. Develop strategies to scale special projects and research assets	Source new international projects.
	• Respond to project RFP's and source new contract opportunities.
		• Successfully secure at least one new international project from a proactive market country.
		• Build processes to manage proposal development, human resource management, finance and budgeting, risk
			• Vice-president, Academic	• We have been awarded two new International projects:
				   ○ The Pacific Alliance Project
				   ○ The Skills to Access the Green Economy (SAGE) Program
					<mark>Completed</mark>

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
		management and capacity development.			
	Grow W. Galen Weston Centre for Food (CFF) off-site operations. • Increase volume of off-site catering. • Establish partnerships that make CFF a preferred vendor.	• Grow overall off-site business by 10 per cent. • Secure three agreements as preferred vendor.	• Vice-president, Academic	• Offsite catering has started to grow particularly in recurring daily/ weekly Catering commitments offsite. Currently catering three times a week to popular tourist attraction in Whitby and twice a week to two education providers. • Most recent offsite catering events include Employee Barbecue at global employer, museum gala, and a health-sector employer. • Current partnerships include Durham-based brewer, tourist attraction in Whitby; new DC residence in Whitby. Have had a few catering contracts with All or Nothing Brewhouse in Oshawa. Quoted a wedding July 2020. • Preferred vendor at education provider and popular Whitby tourist attraction. In talks for a new venue to be opened by local Ontario distillery. They have yet to find a location in Durham Region. Have	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				been catering sandwiches/ snacks to another new Whitby business. • November 1, 2019 catered VIP opening reception at Royal Winter Fair. • Catering 150-plus for Ajax-Pickering Board of Trade Presidents Reception in January • Exploring Pantry delivery for high-profile/ largely attended DC events. Sold $1,500 at Turkey on a Bun in December. • Large offsite DC IT Conference booked for May 2020.	
	• Develop strategy to scale AI Hub services.	• Develop an AI Hub business expansion plan that addresses the growing demand for AI services. • Develop strategy for space and infrastructure issues required to enable scale-up. • Initiate at least two projects with partners beyond the scope of NSERC funding.	• Vice-president, Academic	• Business case prepared and approved by DCLT, identifying deliverables for projects as well as resources required. Results to date include three confirmed fee for service projects with two fee for service projects in discussion; eight training programs completed, including Global Cyberlympics. Cybersecurity is emerging as a specific area of opportunity. • Additional meeting space in C111 continues to be well utilized by project teams. • $210,000 approved from Ontario Centres of Excellence to support 21 AI-related projects with industry	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				partners. All projects have now been confirmed and initiated. • Additional $100,000 approved from National Research Council Canada to fund six AI-related projects with companies from across Canada. Projects are now being onboarded.	
	Grow and diversify Corporate Training Services (CTS) offerings: • Foster partnerships between CTS and academic schools to offer new quality programs and services that support, grow and diversify our business. • Increase clientele base beyond Durham Region.	• Design, develop and deliver at least two new programs which are in partnership with academic schools. • Productize CAFE offerings to create a service catalogue for CTS clients. • Design, develop and deliver at least three new national or international programs.	• Vice-president, Academic	• OPG Machining Training completed in summer 2019 with partnership with START for scoping and delivery. Utilized faculty, equipment and space requirements. • Boilermakers and OPG pre-apprenticeship training program in collaboration produced 93 graduates by August 2019. Key collaboration with START for faculty, equipment, space requirements. • Partnership with START to deliver Working at Heights curriculum. 250 students completed training in September/October 2019. 174 students planned for March 2020. • CTS and CAFE working to commoditize offerings to be advertised on CTS website. CTS created a new services section of their website which offeres Micro-learning assets. These learning assets leverage the specific skills	<mark>Completed</mark>

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				foud in the CAFÉ. Examples include: ○ Equipment simulations ○ Interactive assessments and learning objects ○ Infographics ○ Whiteboard animations ○ Software demonstration • CTS leveraged CAFE multimedia expertise in the completion of four 5 bilingual e-learning programs between April 1-January 1 • CTS designed and delivered a new program for Hyundai Sales consultants on the Palisade SUV. The program delivered in 15 Canadian cities from coast to between April and June 2019. • A second National program is planned for October 2-November 27 on the new Sonata. 15 cities in both official languages. • Deliveried training to energy Sector Managers and Supervisors in Vaughan, Barrie and Newmarket In 2019. These engagements were done in partnership with the Mearie Group.	
6. Continue financial sustainability	• Maintain financial sustainability.	• Achieve a balanced budget for 2019-2020.	• Chief administrative officer	• Financial indications project the College will report a small surplus for 2019-20.	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
practices and priorities	• Identify strategies to reduce operating expenditures. • Streamline process for student payments and refunds. • Effectively transition payroll services to new ADP platform.	• Implement the Touchnet Payment centre for Monday, July 1, 2019. • Implement E-transfer refunds for September 1, 2019. • Move full-time payrolls to new ADP platform by July 1, 2019. • Move part-time payrolls to new ADP platform by September 1, 2019.	• Chief administrative officer	• The Touchnet Student Payment Centre is now live. • E-transfers project is ongoing. The team is actively working through the requirements with TD. Aiming for a revised implementation date in 2020-21. • Both full-time and part-time payrolls are expected to be moved to the new platform by the June 2020.	On track
	• Implement new provincial ancillary fee protocol and metrics into reporting.	• Reporting mechanisms are updated to reflect new provincial regulations.	• Chief administrative officer • Vice-president, Student Affairs	• SES worked with IT, Finance, and OnTechU to create the opt-out of ancillary fees process. This included system development, communication strategies and involvement from all stakeholders. For 2019 there was less than a 10% opt out rate per fee.	Completed
7. Improve environmental sustainability efforts	• Incorporate sustainable technologies in new/renovation projects.	• Energy usage is monitored through Building Automation System and related systems. • Reduction in monthly electrical usage charges is realized – tracking based on degree-day normalization.	• Chief administrative officer	• Ongoing monitoring of campus-wide electrical and natural gas usage. • Replacement of outdated building mechanical and electrical systems ongoing through facility renovation projects.	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Improve waste diversion rate and waste reduction.	• Launch centralized office waste collection and mini-bin program for employees to produce less waste, sort waste more effectively and take home organic waste to compost in the regional green bin program. • Collect results from waste audit in May 2020 to measure improvements. – goal to exceed current rate of 52 per cent.	• Chief administrative officer	• Centralized waste collection and mini bin program launched.	On track
8. Launch Capital Campaign for Whitby Expansion	Create and begin implementing Campaign Plan: • Conduct feasibility study for $10 million campaign. • Communicate stewardship messages to past donors. • Develop prospect list of industry stakeholders. • Develop gift chart. • Develop case for support. • Refresh Development portion of website.	• Feasibility study is completed with a minimum of 30 interviews. • Stewardship of past donors complete. • Prospect list and gift chart is completed. • Cultivation and solicitation strategies are underway. • Case for support written and in use. • Build Something Amazing campaign success celebrated. • Student Experience Fund (SEF) described and on-line giving portal updated to accommodate SEF donations.	• Associate Vice-president, Development and Alumni Affairs	• Feasibility study completed along with donor impact report. • Gift chart complete, prospect and suspect list ongoing. • Launch Capital Campaign, 125 major gifts prospects have been identified. • Case for support draft complete. • Complete	Completed

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
9. Broaden mandate for Durham College Foundation	• Introduce governance structure and fundraising mandate • Develop policies and procedures. • Revise by-laws. • Provide training for directors. • Recruit new directors and campaign cabinet. • Determine possibilities for representation from Board of Governors and Durham College Alumni Association.	• Policies and procedures in place that cover terms, responsibilities and expectations. • By-laws revised to reflect changes. • Training sessions built into agendas. • Job descriptions written; board and cabinet fully recruited. • Representation from both other board on Foundation Board.	• Associate Vice-president, Development and Alumni Affairs	• Complete; ratified at Board meeting on October 2nd. • Complete; ratified at Board meeting on October 2nd. • Board fully recruited, committees in place. Job descriptions bumped to Q4 • BOG and DCAA representatives chosen	<mark>On track</mark>

2019-2020 Business Plan

OUR COMMUNITY

Goal: To contribute and respond to the economic, social and environmental well-being of our community.

We will:
- Develop new programs and services to meet the evolving demands of the job market and our students.
- Celebrate and support advances in entrepreneurship, innovation and sustainability.
- Advance our role as a community hub in Durham.
- Demonstrate leadership in volunteerism and giving back to our community.
- Strengthen our industry and community partnerships, including our campus partner Ontario Tech University.

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. **Support partners in reaching their community goals**	• Partner with the Community Justice HUB to provide an accessible, central location for legal and social service agencies to provide wrap-around services to low income and precariously employed residents.	• Continue implementation of a 14-week semester placement, for an increased number of paralegal students at the HUB (moving from nine to 15 students). • Expanded services provided to residents in specific areas of paralegal practice, to include advice and authorized representation in the field of Provincial Offences under the supervision of licensees of the Law Society of Ontario.	• Vice-president, Academic	• 16 students currently enrolled in the HUB stream, so target met. • Provincial Offences services are scheduled to be offered this semester for the first time. • Negotiations for further expansion of services are underway with new Executive Director of the Dutham Community Legal Clinic.	<mark>Completed</mark>
	• Collaborate with Durham Region Social Services, Youth Coaching Program, Project Youth Opportunities, and York/Durham Crown Ward Education Championship Team.	• Host financial education workshops. • Provide tools for students to develop successful financial plans and objectives for funding their post-secondary choices.	• Vice-president, Student Affairs	• Event collaboration between Financial Aid and Diversity, Inclusion & Transitions offices.	<mark>On track</mark>

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Provide support for the next phase of the D-Hive Innovation Hub.	• Government relations and advocacy support. • Attend relevant meetings and events.	• President's Office	• D-Hive project has been turned over to Spark Centre (Regional Innovation Centre for Durham). • D-Hive has received funding from the Region to support the project.	Completed
	• Create Summer Transitions Institute (Needs specific) program in partnership with the Durham District School board (as per MOU).	• Implement needs specific programming for students who will be attending DC in Fall 2019. • Target: 200 students.	• Vice-president, Student Affairs	• Five (5) transitions sessions were hosted. • The target was exceeded. Over 219 students attended 5 sessions over the summer.	Completed
2. Advance applied research partnerships	• Successfully complete Year Two of the five-year Natural Sciences and Engineering Research Council (NSERC) grant supporting the AI Hub.	• Twelve new AI projects with industry partners initiated. • Thirty-two students employed in AI research projects. • Fifty students engaged in AI bootcamps. • Successful delivery of the Enable AI Summit.	• Vice-president, Academic	• Eleven new AI projects initiated with new industry partners to date within the NSERC IE portfolio. • Forty-four students employed to date to deliver on AI projects with industry partners. • Bootcamps currently under re-development for a March launch. Fifty students expected to participate. • The successful Enable AI Summit was hosted on June 6 with over 120 attendees, preceded by a dinner of industry leaders and local government representatives. Following the Summit, a Tech Talk was hosted to explore Oshawa's readiness for the tech revolution. Since then, another four Tech Talks have been hosted.	On track

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Expand applied research and service collaborations with craft brewers through the Centre for Craft Brewing Innovation (CCBI).	• Two new CCBI-funded projects initiated. Develop relationships with five local breweries for ongoing craft beverage testing support.	• Vice-president, Academic	• Discussions are being held with three local brewers for NSERC Engage applied research projects and/or fee-for-service agreements. Four additional local brewers are lined up for applied research discussions as well as introductions by the Ontario Craft Brewers Association (OCB) to approximately five medium-sized brewers in the GTA for applied research project discussions. Anticipate two funded projects initiated by the end of March 2020. • Currently nine local brewers are in the contracting process for CCBI lab testing services. Fourteen have verbally expressed their intention to contract for testing and discussions are underway with the OCB for the CCBI to support approximately 80 craft brewers in the GTA and eastern region in an OCB testing program.	On track
	• Explore new areas of specialization for applied research.	• Submit at least one grant application to NSERC for an Applied Research Tools and Instruments grant.	• Vice-president, Academic	• Two applications were submitted for the NSERC Applied Research Tools and Instruments grant. Decisions are expected by end of March 2020.	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Successfully complete Year Two of the two-year NSERC College and Community Social Innovation Fund (CCSIF) grant in collaboration with community partners.	• Substantial completion of a study recommending a housing model for youth living on their own (full report by May 30, 2020).	• Vice-president, Academic	• Hired and trained two new students as research assistants. Analysis of service provider data is ongoing. • Project Director and a student research assistant travelled to Finland, met with youth housing providers to learn about promising practices in the prevention of youth homelessness. There are plans to continue developing this international partnership. • Second phase completed: Three co-design sessions involved Trusteed Youth and 25 community stakeholders to co-design a youth housing hub model. • Next steps: feasibility study to explore additional community partners, financial viability and risk assessment of the co-designed housing model. • Student research assistant developed video submission outlining impact of the project to the SSHRC Storytellers Competition. • Abstracts submitted to present the project at four conferences related to youth and poverty including ABLE and OMSSA conference. • Project will be presented at DC Social Justice Week January 28 and the DC Research Day April 2.	On track

2019-2020 Business Plan

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. **Align Community Relations program with DC strategic objectives**	• Develop annual strategy that aligns with DC plans and budget. • Segment opportunities to ensure funds are allocated appropriately. • Set targets for each category..	• Goals and metrics are set for each strategic bucket. • Online application form is in place. • A streamlined system for determining attendance at events in place.	• Associate vice-president, Development and Alumni Affairs	• Complete – budget allocated for the year; policy updated; • Complete • Complete	**Completed**
	• Provide relevant and timely reports to Board of Governors, president and DC employees. • Determine relevant information. • Develop timeline for reporting. • Develop templates.	• Ensure a process for obtaining impact information from community partners is in place. • Reporting mechanisms for BOG and employees. • Implementation of Raiser's Edge reporting.	• Associate vice-president, Development and Alumni Affairs	• Online tool tracks appropriate data • Quarterly report template complete; first report distributed on ICE • Determined not to use Raiser's Edge at this time.	**Completed**
4. **Develop community volunteer program for international students**	• Establish connections with Rotary, United Way and other key volunteer organizations in collaboration with Office of Development and Alumni Affairs. • Determine feasibility of hosting a volunteer fair at International Orientation.	• Secure student volunteer opportunities for a minimum of 40 international students. • If there is enough interest from organizations, a Volunteer Fair will be hosted during International Orientation.	• Vice-president, Academic • Associate vice-president, Development and Alumni Affairs.	• Members of International presenting at Education and AVP Office of the Development and Alumni Affairs are attending the Durham Philanthropy Forum Region Charitable Foundation event in October 2020, along with a group of international student volunteers. • Volunteer Fair in discussion.In discussions with ORSIE and the chair of the Local Diversity and Inclusion Partnership Council (LDIPC) regarding a potential bid for funding for an applied research project to measure the impact of international student	Delayed

Objective	Action	Measurement/Milestone	Lead	Update on Actions	Status
				volunteers on the local community (Durham Region). • Conversationsteam met with 1855 (an accelerator in Whitby as) and they have ongoing need for student volunteers.would like DC volunteers to help with their Masterclass events. A plan is being developed with the Manager, International Education to encourage international students to take advantage of this oppportunity	

2019-2020 Business Plan

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

On Track
At Risk
On Hold
Delayed
Completed

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