



**Durham College of Applied Arts and Technology
Public Meeting of the Board of Governors**

AGENDA

Date: Wednesday, October 14, 2020

Time: 6:00 p.m.

Location: Video Conference (GoToMeeting)

1. Call to Order

2. Introduction of Guests

3. Addition/Deletions to the Agenda

4. Conflict of Interest Declarations

5. Presentations

- 5.1. Amanda Cannon (faculty) and Tanya Wakelin (CAFE) to talk about the transition to remote delivery and to share some of the tech tools and supports that are available to faculty

6. Chair's Report

- 6.1. Request for Volunteers – Retreat Planning Committee (March 2021)

7. Co-Populous Governors' Report

8. Consent Agenda

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

Recommendation

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



**Durham College of Applied Arts and Technology
Public Meeting of the Board of Governors**

AGENDA

- 8.1. Approval of the Public Minutes of the Board of Governors Meeting of June 3, 2020

Recommendation

That the public minutes of the Board of Governors meeting of June 3, 2020, be approved as read.

- 8.2. Approval of the Public Minutes of the Board of Governors Meeting of September 23, 2020

Recommendation

That the public minutes of the Board of Governors meeting of September 23, 2020, be approved as read.

- 8.3. President's Report – June to October 2020

Recommendation

That Report BOG-2020-60, highlighting the President's activities from June to October 2020, be received for information.

- 8.4. Report of the Governance Review Committee – September 16, 2020

Recommendation

That all actions taken at the September 16, 2020, meeting of the Governance Review Committee, be adopted as recommended, and the minutes be approved as read.

- 8.5. Program Advisory Committees Semi-Annual Report (October 2020)

Recommendation

That Report BOG-2020-73, providing the Program Advisory Committees semi-annual report for October 2020, be received for information.



**Durham College of Applied Arts and Technology
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AGENDA

9. Discussion Items

- 9.1. Domestic and International Enrolment Update – Fall 2020 – M. Marando

Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-68, providing an enrolment update for Fall 2020 at day 10 of classes, be received for information.

- 9.2. Approval for Permanent Program Suspension: Web Applications for Mobile Computing – J. Choi

Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2020-71, the following program be permanently suspended, effective Winter 2021:

Web Applications for Mobile Computing, MTCU 70516/DURH01209

- 9.3. First Business Plan Update for 2020-2021 – D. Lovisa

Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-72, providing the first update on the 2020-2021 Business Plan, be received for information.

10. Upcoming Events

- Grad Sign Pick-Up Events – October 21 (Oshawa), October 22 (Whitby)
- Hail and Farewell Virtual Celebration – Wednesday, November 18
Please RSVP by October 30, 2020

11. Move to In-Camera Session

12. Adjournment



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

Date: Wednesday, June 3, 2020

Location: Via Video Conference (GoToMeeting)

Members Present: Ivan DeJong, Chair of the Board
Elizabeth Cowie
Kevin Griffin
Kristi Honey
Michele James, Vice-Chair of the Board (joined the meeting at 6:10 p.m.)
Gail Johnson Morris (left the meeting at 7:45 p.m.)
Robert Lanc
Don Lovisa
Bart Lucyk
Debbie McKee Demczyk
Kenneth Michalko
Heather Quantrill
Gary Rose
Steve Stewart
Vasu Sukhija (joined the meeting at 6:10 p.m., left at 7:45 p.m.)
Jim Wilson

Members Absent: Suzanne Beale

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
Linda Flynn, Associate Vice-President, Office of Development and Alumni Affairs
Janse Tolmie, Associate Vice-President, IT Services
Peter Garrett, Manager, Strategic Reporting and Government Relations

1. CALL TO ORDER

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

The Chair advised that Section 27.1 of By-law No. 1, which requires recorded votes during an electronic meeting, would not be enforced in the interest of expediency. Further, the Chair advised the Governance Review Committee is currently reviewing By-law No. 1 and voting requirements.

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Rashmi Gupta, Director, Institutional Research and Planning
- Jean Choi, Dean, Teaching, Learning and Program Quality
- Debbie Johnston, Dean, Centre for Professional and Part-Time Learning

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

5.1 Results of the Employee Engagement Survey

The Director, Institutional Research and Planning presented the results of the employee engagement survey and noted that the survey was administered from March 2 to 13, 2020, with a response rate of 45.9%. Results across all employee groups found that 15.6% of employees were actively engaged, 31.2% were engaged, 43.4% were passively engaged, and 9.9% were actively disengaged. The results of the survey will be shared with departments to create action plans where required.

Governor James and Governor Sukhija joined the meeting.

The Board questioned the Chief Administrative Officer and the Director, Institutional Research and Planning.

6. CHAIR'S REPORT

As part of the Chair's report, the Chair:

- Congratulated Governor James for being named one of the top 100 accomplished black women in Canada, an honour awarded every two years.
- Challenged the Board to fight against systemic racism and embrace inclusion.
- Announced he recently filmed a video to launch the new strategic plan.

7. CO-POPULOUS GOVERNORS' REPORT

As part of the co-populous governors' report, Governor Wilson noted:

- Dr. Murphy published a statement against racism and violence.
- Ontario Tech University is offering a student guarantee for fall 2020.
- On May 18, 2020, Ontario Tech University held a virtual open house, and approximately 1600 people attended.
- The Board hosted a retreat on May 27 and 28, 2020.
- The next Board meeting is on June 15, 2020.

8. CONSENT AGENDA

Moved By Governor Cowie

Seconded By Governor Griffin

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

8.1 Approval of Public Minutes of May 13, 2020 Board Meeting

That the public minutes of the Board of Governors meeting of May 13, 2020, be approved as read.

8.2 President's Report - May 2020

That Report BOG-2020-48, highlighting the President's activities for the month of May 2020, be received for information.

8.3 2019-2020 Durham College Foundation Annual Report

That Report BOG-2020-44 presenting the 2019-2020 Durham College Foundation annual report, be received for information.

8.4 Report of the Governance Review Committee Meeting of May 27, 2020

That all actions taken at the May 27, 2020, meeting of the Governance Review Committee, be adopted as recommended, and the minutes be approved as read.

8.5 Update on Key Performance Indicators Initiative and Results of the 2019-2020 Student Satisfaction Survey

That the Report BOG-2020-51 concerning the KPI initiative and the results of the student satisfaction survey for 2019-2020, be received for information.

9. DISCUSSION ITEMS

9.1 Quality Assurance and Comprehensive Program Review

The Dean, Teaching, Learning and Program Quality presented the quality assurance and comprehensive program review (CPR) report and presented an overview of the College's quality assurance processes. It was reported that 20 CPR's were completed in 2018-2019 and presented to academic council in 2019-2020, and 23 CPR's are in progress, with reporting delayed until fall 2020 due to the COVID-19 pandemic. Also, approximately 20 CPR's were scheduled to start in the spring, but have been delayed until fall 2020. The reports are submitted to the Office of the Vice-President, Academic and are presented by the faculty team at Academic Council for information sharing.

The Board questioned the Vice-President, Academic.

Moved By Governor Quantrill
Seconded By Governor James

It is recommended to the Durham College Board of Governors:

"That Report BOG-2020-43, presenting information on the programs that both completed a comprehensive program review and presented the results to Academic Council this past year, as well as programs currently in the process of completing a comprehensive program review, be received for information."

CARRIED

9.2 New Program of Instruction: Veterinary Office Assistant

The Vice-President, Academic and Dean, Centre for Professional and Part-Time Learning presented a new program of instruction for approval, Veterinary Office Assistant.

The Vice-President, Academic advised the program had been through the full internal review process and complied with the credentials framework and Minister's binding policy directive.

The Dean, Centre for Professional and Part-Time Learning, advised the Veterinary Office Assistant certificate consisted of eight courses hosted through OntarioLearn. The program will emphasize contributing to the effectiveness of a veterinary office environment, will equip graduates with the specialized knowledge and practical skills required to liaise with clients, oversee efficient office communications, schedule meetings and appointments, perform equipment maintenance, and contribute to special projects. Graduates of the program will have a firm grounding in foundational knowledge of veterinary terminology and procedures to be a valuable asset in a veterinary office.

The Board questioned the Dean, Centre for Professional and Part-Time Learning.

Moved By Governor Johnson Morris

Seconded By Governor Lanc

It is recommended to the Durham College Board of Governors:

"That in accordance with Report Number BOG-2020-39, the proposed Durham College Certificate program of instruction listed below be approved:

- Veterinary Office Assistant." CARRIED

9.3 New Program of Instruction: Construction Management

The Vice-President, Academic and Dean, Centre for Professional and Part-Time Learning presented a new program of instruction for approval, Construction Management.

The Vice-President, Academic advised the program had been through the full internal review process and complied with the credentials framework and Minister's binding policy directive.

The Dean, Centre for Professional and Part-Time Learning, advised the Construction Management certificate consisted of seven courses hosted through OntarioLearn. The Construction Management program provides practical training in the commercial construction management field. The program emphasizes two key areas of construction management: the interpretation and understanding of commercial project documents (working drawings, specifications, soils reports, contracts), and the preparation of estimates and construction schedules. By developing foundational skills in the construction

management field, graduates will gain the knowledge to begin assisting or managing the construction process, from initial planning to project completion. Graduates may find positions in many areas of construction, some of which may be at the management level if they have prior experience.

The Board questioned the Dean, Centre for Professional and Part-Time Learning.

Moved By Governor Lucyk

Seconded By Governor Mckee Demczyk

It is recommended to the Durham College Board of Governors:

“That in accordance with Report BOG-2020-41, the proposed Durham College Certificate program of instruction listed below be approved:

- Construction Management.” CARRIED

9.4 New Program of Instruction: Coding Essentials

The Vice-President, Academic and Dean, Centre for Professional and Part-Time Learning presented a new program of instruction for approval, Coding Essentials.

The Vice-President, Academic advised the program had been through the full internal review process and complied with the credentials framework and Minister’s binding policy directive.

The Dean, Centre for Professional and Part-Time Learning, advised the Coding Essentials certificate consisted of eleven courses hosted through OntarioLearn. The Coding Essentials program will equip students with the fundamental skills needed to enter and succeed in careers in the Canadian knowledge economy. This program provides sought-after skills in computer programming and web app development, augmented with perspectives on project management to support the learners’ ability to work successfully in a team environment. Graduates may find entry-level positions such as Computer Programmer, JavaScript Developer, Software Developer, Web Developer, and App Developer.

The Board questioned the Dean, Centre for Professional and Part-Time Learning.

Moved By Governor Michalko

Seconded By Governor Honey

It is recommended to the Durham College Board of Governors:

“That in accordance with Report BOG-2020-40, the proposed Durham College Certificate program of instruction listed below be approved.”

- Coding Essentials.” CARRIED

9.5 2020-2025 New Program Development Plan

The Vice-President, Academic, presented the 2020-2025 new program development plan, reporting that various internal quality assurance mechanisms are in place for vetting and approving new program proposals. The process begins with preparing a concept paper to describe the scope of the new program and conducting preliminary discussions regarding the purpose and strategic fit of the program. Following the concept paper, the Office of Research Services, Innovation and Entrepreneurship prepares an environmental scan for each proposed new program and hosts a labour market/industry focus group session to gauge the industry’s interest in supporting a new program in the area of study and field of practice. Then, the new program proposal is presented to the Program Proposal Review Committee (PPRC), a Committee with representation from across the College. The PPRC is responsible for reviewing each new program proposal for its feasibility and sustainability. Further, the PPRC will determine whether or not to recommend the new program to the Vice President, Academic for approval, and continued development. The Vice-President, Academic, advised the new program development plan is reiterative and responsive to changing needs and priorities.

The Board questioned the Vice-President, Academic.

Moved By Governor Rose

Seconded By Governor Stewart

It is recommended to the Durham College Board of Governors:

“That Report BOG-2020-42, presenting the 2020-2025 New Program Development Plan, be received for information.” CARRIED

9.6 2019-2020 Durham College Annual Report

President Lovisa presented the 2019-2020 Durham College annual report, noting the report is reflective and looked back at the last decade. Given the launch of the new strategic plan, the College wanted to reflect on the past decade since it was ten years since the mission statement had been changed. Further, it was reported that the annual report recognized successes, including a new strategic plan but also acknowledged the impacts of COVID-19.

The Board questioned President Lovisa.

Moved By Governor Wilson

Seconded By Governor Cowie

It is recommended to the Durham College Board of Governors:

“That based on Report BOG-2020-53, the 2019-2020 Durham College annual report, be approved.” CARRIED

10. UPCOMING EVENTS

None.

11. RECOGNITION OF OUTGOING GOVERNORS

Outgoing Governors DeJong, Stewart, Quantrill, McKee Demczyk, and Sukhija were recognized for their contribution to the Durham College Board of Governors.

12. 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 Griffin

Seconded By Governor Honey

“That the Durham College Board of Governors move in-camera after a 5-minute recess.” CARRIED

Governor Johnson Morris and Governor Sukhija left the meeting.

The meeting recessed at 7:45 p.m. and reconvened in-camera at 7:53 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees, the College's succession plan, and received updates on the College's response to COVID-19.

12. ADJOURNMENT

With no further business, the meeting ended at 8:18 p.m.



**Durham College of Applied Arts and Technology
Public Meeting of the Board of Governors**

DRAFT MINUTES

Date: Wednesday, September 23, 2020

Location: Via Video Conference (GoToMeeting Platform)

Members Present: Michele James, Chair of the Board
 Lisa Allen
 Suzanne Beale
 Elizabeth Cowie (joined the meeting at 6:03 p.m.)
 Kelly Doyle
 Kevin Griffin
 Kristi Honey
 Gail Johnson Morris
 Robert Lanc
 Don Lovisa
 Bart Lucyk
 Gary Rose

Members Absent: Kenneth Michalko
 Jim Wilson

Staff Present: Scott Blakey, Chief Administrative Officer
 Linda Flynn, AVP, Office of Development and Alumni Affairs
 Tara Koski, Dean, Students
 Barbara MacCheyne, Chief Financial Officer
 Elaine Popp, Vice-President, Academic
 Melissa Pringle, Corporate and Board Secretary

1. Call to Order

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

The Board was reminded of the virtual meeting protocols.



**Durham College of Applied Arts and Technology
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DRAFT MINUTES

2. Introduction of Guests

None.

3. Conflict of Interest Declarations

None.

4. Presentations

- 4.1. Barbara MacCheyne, Chief Financial Officer, presented the 2020-2021 annual operating and capital expenditure budgets and cash flow projections.

The Chief Financial Officer presented the annual operating and capital expenditure budgets and cash flow projections, reporting an in-year deficit of \$4.985M for 2020-2021. Further, the Chief Financial Officer reviewed the challenges in preparing the budget, the financial impacts of COVID-19, projected enrolment, and budget assumptions.

Governor Cowie joined the meeting.

In summary, the Chief Financial Officer reported that:

- Durham College is presenting a deficit budget for 2020-2021;
- Enrolment is forecasted to reach 11,108 full-time students in Fall 2020; and,
- The budget supports:
 - Expansion of the College with five new programs with new hires to support enrolment;
 - \$0.63M for one-time strategic initiatives;
 - \$3.9M for a reduction in long-term debt; and,
 - \$12.6M of capital investment to support campus infrastructure and academic programs.

**Durham College of Applied Arts and Technology
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DRAFT MINUTES

5. Discussion Items

5.1. Public Report of the Audit and Finance Committee – September 8, 2020

As Chair of the Audit and Finance Committee, Governor Johnson Morris remarked that the Committee was amazed that the College had managed itself out of a deficit position many years ago and had been able to set aside funds to support tough fiscal times such as this. Further, Governor Johnson Morris stated it was clear that the College was applying financial discipline and rigour to prepare the budget.

President Lovisa advised that in the context of human resource savings, approximately 240-250 full and part-time jobs had been affected and another 150-200 student jobs.

The Board questioned the Chief Financial Officer.

Moved by Governor Johnson Morris

Seconded by Governor Lanc

- “1. That based on Report FIN-2020-20, the 2020-2021 operating and capital budget, with an in-year deficit of \$21,533,606, offset by operating reserves of \$16,548,606 for an in-year net deficit of \$4,985,000 be approved; and,
2. That the Board of Governors authorizes the College to access up to \$16,548,606 in reserves as a revenue source for fiscal year 2020-2021 to reduce the overall operating deficit;
3. That the pre-budget request for \$3.35M to advance capital projects in 2021-2022 be approved; and,
4. That Report FIN-2020-20 be released publicly with the operating and capital budgets to be reviewed and approved by the Board during its public session on September 23, 2020.” CARRIED



**Durham College of Applied Arts and Technology
Public Meeting of the Board of Governors**

DRAFT MINUTES

5.2. Public Report of the Executive Committee – September 8, 2020

The Dean, Students, presented the highlights of the 2019-2020 accessibility report and noted the focus of the Committee’s work for 2019-2020 was to update training resources, to conduct an audit of the physical space, and to review DC cares and other College mechanisms for submitting feedback.

Moved by Governor Beale

Seconded by Governor Rose

- “1. That based on Report EXC-2020-35, the 2019-2020 accessibility plan and progress report be received for information; and,
2. The 2019-2020 accessibility plan and progress report be posted on the College’s website.” CARRIED

6. Adjournment

With no further business, the meeting ended at 6:32 p.m.

Report Number: BOG-2020-60

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 6, 2020

Date of Meeting: October 14, 2020

Subject: President's Report – June to October 2020

Purpose

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

1. Our Students

Durham College's fall Orientation goes virtual



Durham College (DC) was excited to welcome new and returning domestic and international students for the fall semester. The start of this academic year has meant some of the college's time honoured traditions have been adapted to

accommodate online learning and limited access to campus, but our DC students have embraced the change to make us proud.

One tradition that took on a digital twist was Orientation, which was offered virtually for the first time ever. With the goal of helping new students successfully transition to college, this year's Orientation featured a variety of online academic and social events designed to help students become acquainted with their new program,

make connections with faculty and fellow students, and become part of the DC community.

Festivities began with a drive-through style Orientation swag bag pick-up event, with the festivities officially kicking off on September 8 with virtual program sessions. Students gathered via Google Meet to hear from faculty and learn more about what to expect this fall. An online Services Fair offered students the opportunity to learn about the various supports available at DC.

Programs offered included Start Strong, which helps students develop a foundation for success both in and out of the classroom, and PREP 1000, the college's free preparatory course that helps learners become familiar with DC Connect and shares other valuable information so new students can confidently begin the year. This year more than 1,500 students attended Start Strong and 3,500 accessed PREP 1000.

However, it wouldn't be Orientation without some social time. Activities included a virtual extra-curricular fair, eSports reigned supreme during the 12th Annual Campus Cup Soccer Match, which saw the Durham Lords go toe-to-toe against Ontario Tech's Ridgebacks soccer team in FIFA live (congrats to the Ridgebacks on their win), and DCSI Fest 2020. Hosted by Durham College Students Inc., the independent student association representing all DC students, this online celebration included concerts, virtual field trips and guest speakers.

DC's International Student Orientation welcomed students with online mini-modules on immigration, housing, arrivals, and more, to help students settle into Canada and successfully start their journeys at DC.

With great participation in the various sessions and activities, Orientation 2020 was an excellent start to the fall semester.

DC Journalism program continues winning streak in Ontario newspaper competition

Students and faculty from the Durham College (DC) Journalism – Mass Media program once again won big in the Ontario Community Newspaper Association's (OCNA) Better Newspaper Competition (BNC).



DC's journalism program was introduced more than 40 years ago and has won dozens of OCNA awards since, most recently finishing second in the Best College/University Website category in 2018 and first in both the Best College/University Website and Student Feature Writing categories in 2017.

The **Chronicle newspaper** won first place in the General Excellence Newspaper – College/University for the 2019 awards. The category judge praised The Chronicle's "eye-catching front pages," "fantastic editorial and op-ed pages," and "flawless presentation of issues."

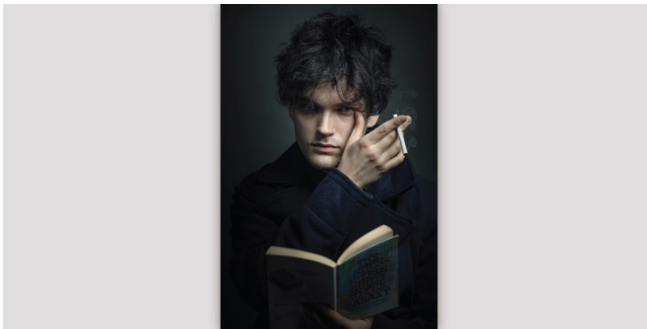
The Chronicle also placed second in the Best College/University Newspaper Website category. Judges complimented the website's user-friendly navigation, particularly for mobile, as well as the paper's "solid, well-rounded content" with its balance of campus news, community and pop culture coverage.

In addition to the program's overall success, Dave Flaherty, a 2010 Journalism – Mass Media graduate and current editor of the Oshawa Express newspaper, took home accolades with his win for Best Heritage Story.

The BNC is an annual contest that recognizes the outstanding work produced each week by the OCNA's member newspapers and showcases it to readers and advertisers.

DC Photography grad to be featured in Applied Arts virtual gallery

Anurag Parteek Singh's successful career as a professional photographer is coming into sharp focus thanks to his recent win in the prestigious Applied Arts Awards. Mere months after graduating from the **Photography program** at Durham College (DC), Anurag's work, 'The Untitled Gaze', garnered industry accolades as a winning selection from the Character Portrait category of the Applied Arts Student Awards.



In addition to the profile boost within Canada's visual arts landscape, Anurag's photograph will be featured in the Applied Arts virtual gallery of winning work that will be included in the Student Annual Edition, to be published online in October.

Regarded as the go-to destination for creative advice, insight and inspiration, Applied Arts has been awarding design, advertising, illustration and photography professionals and students since 1992. The Student Awards are open to high school and post-secondary students enrolled in relevant programs.

DC takes great pride in Anurag's work and success and congratulates him on this significant professional achievement.

DC student leads the pack in design competition

Second-year Graphic Design student Kristin Cornell can make a major addition to her resume after placing third overall, and second in the People's Choice Award, in the annual Packaging Association of Canada (PAC) Student Competition in May.

Representing Durham College (DC) after being voted in by classmates and faculty, Kristin competed against peers from across Ontario.



Nestlé Canada hosted the 2020 competition, offering up an interesting creative brief that focused on sustainability. Competitors were tasked with designing a completely plastic-free package for Nestlé's KitKat Minis chocolate bars.

Kristin and her classmates worked on their designs for the competition as an in-course assignment. Although the competition became more challenging due to COVID-19 and the move to remote delivery for the remainder of the winter semester, Kristin powered through and finished her design in time to compete.

After presenting her final concept to representatives from Nestlé Canada and other industry experts, Kristin received valuable feedback that she'll now take forward into her career as she continues to hone her design skills.

PAC added the Student Sustainable Packaging Design competition in 2008. Students are given a product to redesign and present to a packaging community audience and winners receive monetary rewards and high-profile industry recognition, which often leads to career opportunities.

Durham College recognizes the class of 2019-2020



They may not have crossed the stage at the Tribute Communities Centre, but Durham College's (DC) more than 3,800 graduates are being recognized through a variety of online and physical festivities, designed to acknowledge and celebrate their hard work and achievements.

The class of 2019-2020 will be invited to attend an in-person ceremony when it is safe to do so, however, DC recognized the importance of marking the accomplishments of its graduates upon completion of their credentials and created a [Convocation Recognition website](#).

Filled with elements typically seen at convocation, the site features:

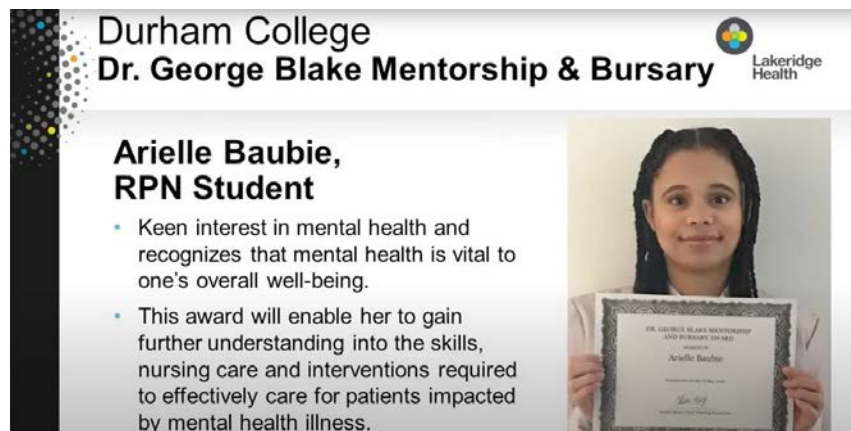
- Messages of congratulations from DC's leadership team and each school's dean.
- Virtual shout outs and recognition for grads submitted by family, friends, faculty and college employees.
- A list of frequently asked questions related to graduation.
- Links to order DC merchandise, from grad rings to t-shirts and flowers.
- Information about life as a college alumni, including benefits details.
- Digital DC swag so #DCGrad2020 pride can be shared online.
- Details about what comes next after graduation.

In addition, the site acknowledges this year's Alumni of Distinction winners. The **Alumni of Distinction award** honours the extraordinary contributions DC graduates make to society while achieving career success. Congratulations to Judy Pal (Sports and Entertainment, 1983), Nancy Shaw (Practical Nursing, 1985), Lori Lane Murphy (Public Relations, 1988) and Ellen Stitt (Water Quality Technician, 2013).

The DC Alumni Association (DCAA) also helped ensure the class of 2020 was celebrated by providing free, DC-branded lawn signs that are now displayed at graduates' homes to show college pride while celebrating their success.

More than 745 signs were distributed during three DC style drive-through events, featuring curbside pick up, as grads were cheered on by the college's leadership team and its school deans. The sign was also available for download for those who missed the events or do not live locally.

DC congratulates recipients of Lakeridge Health nursing bursaries




Durham College
Dr. George Blake Mentorship & Bursary

**Arielle Baubie,
RPN Student**

- Keen interest in mental health and recognizes that mental health is vital to one's overall well-being.
- This award will enable her to gain further understanding into the skills, nursing care and interventions required to effectively care for patients impacted by mental health illness.

Lakeridge Health



Durham College (DC) congratulated all of the nursing professionals – including a number of DC alumni – who were recently honoured with 2020 Lakeridge Health Nursing Education Bursary Awards.

The annual awards, which were given at the end of this year's National Nursing Week, are distributed by the various Lakeridge Health hospital foundations to support continuous learning for nurses that enables them to continue providing the safest and highest quality of care.

Special congratulations go out to DC student Arielle Baubie, the recipient of this year's Dr. George Blake Mentorship & Bursary, on which the college is proud to partner. The bursary provides a student in a mental health nursing placement with the opportunity for mentorship and learning in the specialty of Mental Health and Addictions Nursing.

2. Our People

DC employees show solidarity during Scholar Strike for those who have experienced anti-Black and systemic racism

On September 9 and 10, academics across North America took part in a two-day Scholar Strike to stand in solidarity with anti-Black racism and police violence protesters in the U.S., Canada and elsewhere.

As part of this collective action event, a group of Durham College (DC) employees contributed their voices to a short video to demonstrate their support for their



students, colleagues and all others who have experienced anti-Black and systemic racism.

Produced by Crystal Garvey, a professor in the [Nursing – Collaborative Bachelor of Science in Nursing program](#), the video features statements of solidarity

from faculty members across the college as they share their experiences and advocacy while raising their voices in the call to end racial injustice.

Watch the video here: <https://youtu.be/4azGhLZTPn8>

DC launches new learning series for employees on equity, diversity and inclusion

Durham College (DC) has launched a new learning series for employees as part of ongoing work towards ensuring an equitable post-secondary experience for all students.

Developed jointly by DC's [Office of Student Diversity, Inclusion and Transitions](#) and its [Centre for Academic and Faculty Enrichment](#), the series is titled Equity, Diversity and Inclusion in Pedagogy and Practice and comprises five modules:

- Power, Privilege and Bias
- Navigating Difficult Conversations
- Inclusive and Responsive Teaching
- Universal Design for Learning (UDL)
- Conversations in Decolonization

DC recognizes the rich diversity of all students and appreciates the need to ensure this diversity is welcomed and reflected in all teaching and learning practices. The

modules reinforce DC's values of diversity, inclusion, and respect, and were created to introduce college employees to the concepts of inclusion and cultural intelligence so that all students can be equitably supported.

Allison Hector-Alexander joins City of Oshawa's first-ever DEI committee

Durham College (DC) was proud to announce the appointment of Allison Hector-Alexander, director, Office of Student Diversity, Inclusion and Transitions (OSDIT), to the City of Oshawa's first-ever Community Diversity, Equity and Inclusion (DEI) committee.



As a member of the 15-person committee, Allison will contribute to the development of a community-driven model for supporting the implementation of the City's Diversity and Inclusion Plan. She will work alongside City staff to eliminate barriers within City programs, services and policies and support the creation of new programs or initiatives related to enhancing diversity, equity and inclusion in the community.

The Committee is also expected to liaise and work with the City's Oshawa Accessibility Committee and Cultural Leadership Council.

As a DEI specialist with a social work background, operating from an anti-oppressive/anti-racist framework, Allison brings a wide breadth of experience and deep expertise gained through her work with youth at risk, street-involved youth, Ontario Works recipients, new immigrants, women survivors of abuse, faculty and students.

Allison's appointment to the City's committee speaks to her recognition across Durham Region as a leader in DEI education and action; she has been honoured by numerous organizations for her work and leadership, including her receipt of the 2019 Madiba Award, which recognizes a community leader of African ancestry in Durham Region who embodies Nelson Mandela's values, vision and commitment to overcoming barriers.

3. Our Work

Durham College and Centennial College cease operations at Pickering Learning Site

Durham College (DC) and Centennial College (Centennial) announced that the Pickering Learning Site (PLS), a shared location between the two institutions, will close effective Tuesday, September 1.

Like many areas of the economy, the post-secondary sector has been impacted by COVID-19. As a result, DC and Centennial have had to rethink their operational models and facilities' structures, and have made the decision to cease all operations at the shared PLS.

The announcement comes after COVID-19 prompted the successful migration of classes to a remote delivery model. For the foreseeable future, DC programs offered at the PLS will continue to be provided virtually for students to complete their postgraduate certificate programs.

Opened in 2012, the PLS has played a role in supporting students looking to complete postgraduate studies in a smaller learning environment. Offering a convenient, easily accessible location, the PLS focused on mature, professional learners and innovative curricula delivery.

DC and Centennial College are currently exploring opportunities to sublease the building for the two remaining years of the lease.

Durham College signs BlackNorth Initiative pledge to dismantle anti-Black racism

Durham College (DC) is proud to announce that it has signed the [BlackNorth Initiative's](#) CEO pledge, joining more than 200 leaders from across Canada in committing their organizations to realizing specific actions and targets designed to dismantle anti-Black systemic racism and create opportunities for all those in the underrepresented BIPOC (Black, Indigenous and People of Colour) community.



The pledge commits DC to implementing and reporting on measurable efforts, including new policies, procedures and practices, aimed to not only address systemic anti-Black racism within the college but to actively work to educate others and dismantle the barriers negatively affecting the lives of Black Canadians.

As a signatory to the BlackNorth Initiative CEO pledge, DC is committing to increasing its delivery of unconscious bias and anti-racism education and, by 2025, ensuring that 5 per cent of its student positions and 3 per cent of its donations create opportunities for the Black community. The college is also committing to working to attract, develop and advance talent to contribute to a target of 3.5 per cent of executive and Board roles based in Canada being held by Black people in the same timeframe. The college's actions and progress will be accountable through reports to its Board of Governors.

Joining the BlackNorth Initiative reflects DC's core values of diversity, inclusion and respect that are named in the 2020-2023 Strategic Plan published earlier this year. The college's participation is also a significant extension of the work both completed and currently underway at the college to identify and eradicate anti-Black racism, discrimination and oppression of all kinds.

This summer, the college's Social Justice Week committee, together with the Black Student Success Network, Office of Student Diversity, Inclusion and Transitions and DC Students Inc., launched a series of online community dialogue sessions to create a safe space for students and employees to share with and learn from each other about experiences of anti-Black racism. Other recent initiatives include:

- Establishment of the college's first Equity, Diversity and Inclusion Working Group.
- DC representation on the City of Oshawa's first-ever Community Diversity, Equity and Inclusion Committee.
- Development of a college Equity policy.
- Ongoing delivery of unconscious bias training for students and employees.
- Formation of a DC Black Student Success Network.

The Canadian Council of Business Leaders Against Anti-Black Systemic Racism announced the formation of the Council and launch of the BlackNorth Initiative in June with a view to increase the representation of Blacks in boardrooms and executive suites across Canada. The Council held the inaugural BlackNorth Initiative Summit virtually on July 20, drawing a diverse group of supporting organizations that spans companies of all sizes, industries and mandates, including; financial services, education, extractive industries, professional services, healthcare, online services, consulting, manufacturing, small-to-medium-sized firms, business associations, private companies and more.

Ontario urged to create new strategy to expand degree programs at colleges

Ontario's colleges called for a new provincial strategy for post-secondary education that would expand the range of degree programs at colleges, including the creation of career-focused three-year degree programs and master's programs in specialized fields.

The recommendation has been submitted to Colleges and Universities Minister Ross Romano's recently announced consultations on modernizing post-secondary education.

The call for a new vision for post-secondary education followed the recent release of a white paper, "The Future of Ontario's Workers," by the StrategyCorp Institute of Public Policy and Economy. The white paper proposes measures to drive economic growth as Ontario emerges from the COVID-19 lockdown.

The white paper called for the province to give colleges the autonomy to decide independent of government what mix of credentials and programs will best respond to the evolving labour market and accelerating automation in the workplace.

The proposed post-secondary strategy would help fulfil Ontario's transition to a performance-based post-secondary system by placing greater emphasis on graduates' success. It would authorize colleges to:

- Create new career-focused three-year degree programs, replacing many of the current diploma programs.
- Expand the range of four-year degree programs at colleges to meet local demand without being restricted by arbitrary provincial maximums.
- Create master's degree programs for university and college graduates for in-demand specialized fields such as robotics, cybersecurity and animation.

Colleges are also recommending the government provide more funding for short-term micro-credential programs to increase the retraining opportunities for the unemployed and underemployed.

Durham College named one of Canada's 2020 Greenest Employers

Durham College (DC) was named one of [Canada's Greenest Employers](#) for the fourth consecutive year. Awarded as part of the 2020 editorial competition that is organized by the Canada's Top 100 Employers project, this designation recognizes employers who create remarkable workplaces that minimize the environmental impact of their operations.

Winning employers are those that incorporate environmental values into their everyday culture, and attract employees because of such values and are evaluated on the following criteria:

1. The unique environmental initiatives or programs they have developed.
2. Whether they have been successful in reducing their own environmental footprint.
3. Whether their employees are involved in these programs and contribute any unique skills.
4. Whether their environmental initiatives have become linked to the employer's public identity, attracting new employees and customers.

This year, DC has been recognized for its comprehensive approach to sustainability at both its Oshawa and Whitby campuses. From waste reduction initiatives to the way the college heats and cools its buildings, changes have been implemented at both a personal level and on a broader scale.

For employees this means using communal waste bins as opposed to personal garbage cans and removing individual printers in favour of centralized ones, all part of the in-house Green Office certification program, which encourages adopting sustainable practices in each office's day-to-day operations.

At a macro level, capital projects such as the Simcoe Geothermal Field, which began running in the summer of 2019, help to reduce the demand for natural gas for heating and cooling, as well as electricity generation. The Energy Innovation Centre, which is also part of the geothermal field project, processes the power and is a living lab for DC students learning about green energy.

At the Whitby campus, the W. Galen Weston Centre for Food (CFF) is home to numerous sustainable features. There are agricultural growing fields, an apiary, greenhouse, pollinator garden and an arboretum, as well as more experimental projects, such as an old shipping container that has been transformed into a vertical hydroponic garden capable of producing 700 heads of lettuce per week, all year round. This innovative growing space uses 90 per cent less water than traditional farming methods, features LED lighting for growing and eliminates food miles – the distance food travels from where it is made to where it's consumed – by providing fresh produce to the community without having to transport it by plane or truck from elsewhere.

4. Our Community

Carpenters Union Local 397 Contributes \$100,000 to DC Skilled Trades Expansion

Durham College (DC) was pleased to announce the fundraising campaign for the Whitby Campus skilled trades and professions expansion has received a significant donation of \$100,000 from the Carpenters Union Local 397.



The generous donation will go toward the [Building for Skills](#) campaign, which has raised \$4.4 million to date, supporting a 60,000 square foot addition to DC's Whitby campus. When completed, the expansion will allow 750 more students to study skilled trades and professions each year.

"The Carpenters Union is supporting this expansion because we understand the need to train more young people in the trades," noted Joel Neville, Local Union Coordinator. "The new facility will provide more room and resources not only to our carpenter apprentices but for the apprentices of many other trades accessing this great new facility."

In recognition of the Carpenters Union Local 397's gift, a multi-purpose classroom will carry the name of the union that represents women and men in Durham Region and Northumberland County who work in a variety of construction related skilled trades, including carpentry, drywall and resilient flooring.

Construction continues at DC's Whitby campus with plans to open in fall 2021.

Durham College and Sheridan College receive funding to support Canadian media industry SMEs

Durham College (DC) and Sheridan College (Sheridan), with support of up to \$100,000 from the National Research Council of Canada Industrial Research Assistance Program (NRC IRAP), are pleased to announce

that they will undertake university-industry projects by sharing their applied research centre services and by providing expert time to small and medium-sized enterprises (SMEs) in



the Canadian media industry. The contribution from NRC IRAP will help support projects with up to 10 high-potential, growth-oriented companies who are aiming to develop media production workflows.

DC's [Mixed Reality Capture \(MRC\) Studio](#), in partnership with Screen Industries Research and Training Centre (SIRT) at Sheridan College Pinewood Toronto Studios, will lead applied research and development projects with industry clients to help fuel the growth of Canada's media industry by assisting SMEs in conducting the feasibility to create media content workflows, offering technical expertise and proof of concept for the inclusion of advanced technologies in the creation of media.

The colleges' joint offering includes an integrated suite of the following technologies, all powered by leading-edge infrastructure technologies such as 5G and SIRTNET:

- Live performance tools for content creation using the film development kits for integration of all aspects of content creation.
- Virtual production techniques allowing content creators to plan, imagine, or complete a filmic element with the aid of digital tools to simplify content generation workflows.
- Integration of digital techniques such as AI, special sound effects and immersive experience using AR/VR techniques across all platforms.
- High-fidelity virtual human creation and aggregation to maximize productivity for content generation across all platforms.
- Access to Multi-National Enterprise (MNE) technologies such as leading-edge processor and graphics platforms from Advanced Micro Devices (AMD).

The MRC Studio and SIRT Centre are recognized for their demonstrated track records of success assisting SMEs with the development of proof of concepts in a variety of content generation projects. DC and Sheridan will use the funding to enable SMEs from coast to coast to gain technical skills, adopt new technology, commercialize innovations, create jobs and increase revenues within a globally competitive market.

Durham College receives \$75,000 in funding from the Social Sciences and Humanities Research Council of Canada to reduce social isolation among youth

Durham College's (DC) Office of Research Services, Innovation and Entrepreneurship (ORSIE) is pleased to announce it is receiving \$75,000 in applied research funding via a College and Community Program – Applied Research Rapid Response to COVID-19 grant, awarded by the Social Sciences and Humanities Research Council of Canada.



The funding will be used to support a collaborative project between DC and Big Brothers Big Sisters of North Durham (BBBSND), an organization that provides vital mentorship programming to vulnerable youth who

deal with anxiety in rural areas of Uxbridge, Scugog, and Brock Townships. The project will be led by two DC nursing faculty members, Crystal Garvey and Jacqueline Williamson, who have ample experience working with youth and addressing issues of mental health.

BBBSND has a long history serving the youth in these communities, and is very familiar with the daily hardships they experience. These include having limited opportunities to build healthy relationships and little or no access to supports, including transportation and technology. In addition, before the pandemic occurred, BBBSND estimated that 75 per cent of youth they work with deal with anxiety on a regular basis.

Knowing that the COVID-19 pandemic has exacerbated many of these challenges, the project is designed to ensure that the vitally important mentor support provided to mentees is maintained and does not deteriorate despite physical distancing challenges. The mental health needs of the mentor and mentee will also be addressed.

Those resources include building a bank of activities, tools and mental health supports that are easily accessible to mentors and can serve as a roadmap for use by BBBS Canada and others in rural communities across the country. The resulting resource bank will be useful for BBBSND to enhance training of current and future mentors. The resources may also be disseminated by the national office to other BBBS agencies for their use.

Students from various DC programs, including, Child and Youth Care and Nursing, as well as those from the School of Media, Art & Design, will be involved at various stages of the project, providing them with experiential learning opportunities while also meeting project objectives.

DC's 3DP Task Force brings PPE project to a successful end

In what was truly the little community project that could, the Durham College (DC)-led 3DP Task Force wrapped up its production of 3D-printed PPE parts for frontline workers in June.



The **3DP Task force** launched on March 26 when Chris Daniel, a professor with the college's School of Science & Engineering Technology, galvanized a group of students, employees, alumni and community members to use 3D printers to create headbands for face shields

used by the healthcare workers on the frontlines of the COVID-19 pandemic.

Working out of their garages and basements, the task force members embarked on an inspiring journey that saw the team grow to an impressive 62 volunteer members using 83 3D printers and raising nearly \$16,000 in funds to support the initiative. Members produced face shield headbands as well as ear savers that relieve the pressure of elastic bands used to hold face masks in place.

Industry is now more fully online to manufacture PPE, allowing the 3DP Task Force to wind down its operations and celebrate the positive impact its members have made on communities across Durham Region and beyond.

Highlights of the 3DP Task Force's work include the production of 32,700 ear savers and 6,350 face shield headbands that were distributed to a variety of organizations.

Durham College honoured with Community Care Durham Corporate Leadership Award

Durham College (DC) is proud to announce its receipt of the Community Care Durham (CCD) 2020 Corporate Leadership Award. The honour was received during CCD's annual general meeting, which was held virtually using Zoom, on June 16.



Nominated and selected to receive the award by CCD senior leadership and its board of directors, DC is being recognized for its longstanding partnership with and contributions made to CCD, which include:

- Regularly providing placement students from programs in DC's School of Health & Community Services (HCS) to support CCD's Adult Day Programs and mental health support program, known as COPE, as well as providing students from the School of Business, IT & Management occasionally.
- CCD's participation in orientation events at DC to promote volunteer opportunities to students and employees. More specifically, CCD has worked with DC's Police Foundations program to match students with their Friendly Visiting program.
- DC Corporate Training Services creating a Personal Support Worker (PSW) Training partnership to provide CCD's PSWs with important education specific to their clients needs, in addition to other customized training for CCD staff.
- Most recently, the team from the W. Galen Weston Centre for Food (CFF) contributing to the successful launch of CCD's Community Food Box program. Not only did the CFF help launch the program with a generous donation of food in the midst of the college's COVID-related campus closure, the CFF gardens continue to provide fresh herbs and produce for the weekly food boxes.

Report of the Governance Review Committee (Public)

The Governance and Review Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Governance Review Committee meeting held on [September 16, 2020](#).

1. Review of By-law No. 1

Recommendation

That based on Report GOV-2020-09, By-law No. 1, be amended as outlined in Attachment 1 to this report.

2. Board Policies Due for Renewal

Recommendation

That based on Report GOV-2020-11, the following Board policies be approved as amended:

- Recruitment of External Governors
- Reappointment of External Governors.



**Durham College of Applied Arts and Technology
Public Meeting of the Governance Review Committee**

DRAFT MINUTES

Date: Wednesday, September 16, 2020

Location: Via Video Conference (GoToMeeting)

Members Present: Jim Wilson, Committee Chair
Elizabeth Cowie, Committee Vice-Chair
Kenneth Michalko (joined the meeting at 7:10 p.m.)
Gary Rose
Michele James
Don Lovisa, President

Staff Present: Melissa Pringle, Corporate and Board Secretary

1. Call to Order

With quorum present, the meeting was called to order at 7:02 p.m.

2. Introduction of Guests

None.

3. Addition/Deletions to the Agenda

None.

4. Conflict of Interest Declarations

None.

**Durham College of Applied Arts and Technology
Public Meeting of the Governance Review Committee**

DRAFT MINUTES

5. Presentations

5.1. Annual Review of Terms of Reference

The Committee reviewed and discussed its terms of reference. It was noted that if the proposed changes to By-law No. 1 are approved, the Committee's terms of reference would change.

6. Decision Items

6.1. Review of By-law No. 1

The Corporate and Board Secretary provided an overview of the proposed changes to By-law No. 1.

The Committee questioned the Corporate and Board Secretary.

Following a discussion, a typographical error was noted in Section 29.2. The Committee requested the sentence be amended to read, "The Executive **Committee** will determine if the request for an audience with the Board is approved and the decision of the Executive Committee is final."

Governor Michalko joined the meeting.

Moved by Governor Cowie

Seconded by Governor Rose

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

"That based on Report GOV-2020-09, By-law No. 1, be amended as outlined in Attachment 1 to this report." CARRIED AS AMENDED

6.2. Board Policies Due for Renewal

President Lovisa reviewed the proposed changes to the Board's policies on the recruitment of external governors and the reappointment of external governors.

**Durham College of Applied Arts and Technology
Public Meeting of the Governance Review Committee**

DRAFT MINUTES

The Committee questioned President Lovisa.

Following discussion, the Committee requested the following amendments:

Recruitment of External Governor Policy

- Section 2.10 be amended to strike out the word ‘interviews’ and insert the word ‘applies.’
- Section 3.2.2 be amended to insert the words ‘, with guidance from the Nominating Committee’ following the words ‘by the Corporate and Board Secretary.’
- Section 3.3.5. be amended to strike out the words ‘work-related’ and insert the words ‘relevant to the skills and competencies being sought’, following the word ‘references.’

Reappointment of External Governors

- Section 3.1 be amended to strike out the words ‘three-year appointment’ and to insert the words ‘their term.’

Moved by Governor James

Seconded by Governor Rose

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

“That based on Report GOV-2020-11, the following Board policies be approved as amended:

- Recruitment of External Governors
- Reappointment of External Governors.” CARRIED

**Durham College of Applied Arts and Technology
Public Meeting of the Governance Review Committee**

DRAFT MINUTES

7. Discussion Items

7.1. 2020-2021 Skills Matrix

President Lovisa and the Corporate and Board Secretary reviewed the significant changes to the skills matrix.

Following a discussion, the Committee requested the following amendments to the skills matrix:

- That under the heading of “Additional Expertise,” the categories of diversity and inclusion and change management be added.
- That the category of diversity be removed under the heading of “Community Involvement.”
- That the heading of “Diversity” be removed, and the content in that section be included in the demographics section of the skills matrix.

The Committee discussed the Board’s desire to collect demographic data to ensure the Board’s composition reflects the communities it serves. Further, discussions occurred regarding the purpose of collecting demographic data, the categories of data that might be collected, and how the data could be collected.

Action: The Corporate and Board Secretary to circulate a self-identification questionnaire related to demographic data recently prepared by the Nova Scotia Community College.

8. Meeting Critique

The Committee conducted a roundtable meeting assessment and commented that the meeting was well organized, members engaged in thoughtful and respectful discussion, and the Chair did an excellent job at encouraging participation. Further, the Committee discussed how members diplomatically shared their opinions and always oriented themselves back to the purpose of the conversation.



**Durham College of Applied Arts and Technology
Public Meeting of the Governance Review Committee**

DRAFT MINUTES

9. Adjournment

With no further business, the meeting ended at 7:58 p.m.

Report Number: BOG-2020-73

To: Board of Governors

From: Elaine Popp, Vice President, Academic

Date of Report: October 1, 2020

Date of Meeting: October 14, 2020

Subject: Program Advisory Committees – Semi-Annual Report (October 2020)

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-2020-73, providing the Program Advisory Committees semi-annual report for October 2020, be received for information.

3. Background

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

4. Discussion/Options

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

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the “Our Students” pillar of the Strategic Plan, and the objective to deliver high-quality programs that reflect labour markets and are responsive to emerging economies.

School of Business, IT & Management

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Accounting	March 11, 2020	9 External 2 College Representatives	Green
Computer Programmer	June 16, 2020	10 External 2 College Representatives	Green
Computer Systems Technician/Technology	June 16, 2020	9 External 1 College Representatives	Green
Cosmetic Techniques and Management and Esthetician – Spa Management	March 12, 2020	8 External 3 College Representatives	Green
Emerging Technologies	June 11, 2020	10 External 3 College Representatives	Green
Entrepreneurship & Small Business	June 3, 2020	8 External 3 College Representatives	Green
Finance	June 23, 2020	7 External 2 College Representatives	Blue
Human Resources/Graduate Certificate	March 10, 2020	9 External 2 College Representatives	Yellow
International Business Management Graduate Certificate	June 18, 2020	9 External 4 College Representatives	Green

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

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Marketing – Business/Marketing – Business Administration	June 9, 2020	8 External 2 College Representatives	Green
Office Administration (Executive/Medical)	June 18, 2020	10 External 3 College Representatives	Yellow
Project Management Graduate Certificate	June 17, 2020	8 External 1 College Representative	Green
Recreation & Leisure Services	June 15, 2020	8 External 3 College Representatives	Yellow
Sports Admin./Sport Management/Sport Business Management Graduate Certificate	June 1, 2020	9 External 2 College Representatives	Green
Supply Chain and Operations	June 24, 2020	10 External 3 College Representatives	Green

Key Recommendations

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Accounting Cluster	Follow up with a CPA recruiter in regard to sitting on committee	C. Wilson to follow up prior to Fall 2020 meeting	To be completed	Program Coordinator
	Share a chart of the discussed program changes with committee	C. Wilson to share with PAC members prior to Fall 2020 meeting	To be completed	Program Coordinator
	Follow up with IAFP on grant exceptions on CPA	C. Wilson to follow up prior to Fall 2020 meeting	In Process	Program Coordinator
Computer Programmer Cluster	Include more software and automation training in program with respect to the Help Desk	S. Forbes to update PAC at Fall 2020 PAC meeting	In Process	Program Coordinator
	Include more opportunity for the students to actually troubleshoot a problem	S. Forbes to update PAC at Fall 2020 PAC meeting	In Process	Program Coordinator
	Faculty to consider revising or replacing 'Mountain View' case	S. Forbes to update PAC at Fall 2020 PAC meeting	In Process	Program Coordinator
	Distribute new program standards to membership	S. Forbes to update PAC at Fall 2020 PAC meeting	To be completed	Program Coordinator
	Plan a joint PAC meeting between Computer Programmer, Computer Systems, and Emerging Technologies PACs	Meeting to be planned by program coordinators and K. Baker	In Process	Program Coordinators/ Program Teams/ Deans

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Computer Systems Cluster	Review program for places where more information on Office 365 (from a back-end management perspective), Gsuite, DevNet and Python can be added	N. Kanga to review and update PAC at Fall 2020 PAC Meeting	In Process	Program Coordinator
	Review program to include more programmer information	N. Kanga to review program and update PAC at Fall 2020 PAC Meeting	In Process	Program Coordinator
	Review the program for the addition of AI/Machine learning systems	N. Kanga to review program and update PAC at Fall 2020 PAC Meeting	In Process	Program Coordinator
Cosmetics/Esthetics	Send membership details on commencement ceremony	R. Authors to send details prior to Fall 2020 meeting	To be completed	Faculty
	Reduce time in winter semester for pedicures to 60 minutes	L. Morris to update PAC during Fall 2020 meeting regarding steps taken	In Process	Spa Manager
	Send external committee members invitation to spring open house	R. Authors to send prior to open house	Cancelled	Faculty
	Send R. Authors and L. Morris article regarding bullying	S. Robinson to send email	Complete	Committee Chair
	Include a quota for sales into program	L. Morris to update PAC during Fall 2020 meeting	In Process	Spa Manager

<u>Program Area</u>	<u>Recommendations: Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Emerging Technologies	Review the program for opportunities to increase learning in cloud technology	R. Al Omari to report finding to group during Fall 2020 PAC meeting	In Process	Faculty
	Speak with H. Riccuto with respect to guest lecturers	R. Al Omari and D. Aniag to reach out prior to Fall 2020 meeting	In Process	Program Coordinator/ Faculty
Entrepreneurship & Small Business	Distribute document outlining the changes in course titles and description changes to membership J. Fisher	L. Ogg to do prior to Fall 2020 meeting	In Process	Administrative Assistant
	Share corporate/social enterprise chart	J. Fisher to share with PAC members at Fall 2020 meeting	To be completed	Program Coordinator
Finance Cluster	Elect new Chair during the Fall 2020 meeting	J-P Mann to reach out to PAC prior to Fall 2020 meeting regarding new chair	In Process	Program Coordinator
	Send description of available part-time teaching positions to PAC members	J-P Mann to sed prior to Fall 2020 meeting	In Process	Program Coordinator

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Human Resources Cluster	Reach out to placement coordinator to see if the system could be streamlined and/or improved	R. Goulding to reach out prior to Fall 2020 semester	In Process	Program Coordinator
	Request from PAC members, specific examples of critical thinking within their organizations	R. Graham and R. Goulding to reach out prior to Fall 2020 meeting	To be completed	Program Coordinators
	Share with R. Goulding and R. Graham the set of questions being drafted by Swegon North America to show a candidate's capacity for critical thinking	C. Southern to reach out prior to Fall 2020 meeting	To be completed	PAC Member
	Reach out to DC Career Services regarding training on virtual interviews	R. Graham and R. Goulding to reach out prior to Fall 2020 meeting	In Process	Program Coordinators
	Select new student to join committee	R. Graham and R. Goulding to reach out to new students prior to Fall 2020 meeting	To be completed	Program Coordinators
International Business Management	Give an update on the program's comprehensive program review	R. Ten Kate to provide update during Fall 2020 meeting	In Process	Program Coordinator
	Send results of MURAL poll to PAC member	R. Ten Kate to send update prior to Fall 2020 meeting	In Process	Program Coordinator

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Marketing Cluster	Review program for places to cover diversity and inclusion	J. Carrigan to provide update during Fall 2020 meeting	In Process	Program Coordinator
	Share with the membership any student engagement strategies	J. Carrigan to provide update during Fall 2020 meeting	In Process	Program Coordinator
	Share program change slides presented at meeting to membership	L. Ogg to provide slides to PAC members	Complete	Administrative Assistant
Office Administration (Executive/Medical) Cluster	Provide an update to PAC members regarding the field placement host survey	J. Labatte to provide update during Fall 2020 meeting	To be completed	Program Coordinator
	Provide an update to PAC members regarding student survey regarding field placement	J. Labatte to provide update during Fall 2020 meeting	To be completed	Program Coordinator
	Invite A. Brown to Fall 2020 meeting	K. Baker to reach out prior to Fall 2020 meeting	In Process	Dean

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Project Management	Update the PAC with confidentiality and privacy clause regarding College and industry specific information that is shared during meetings	R. Mofid to investigate and update PAC during Fall 2020 meeting	In Process	Program Coordinator
	Send an updated version of the Project Management PAC objectives to members via survey monkey to capture feedback from members. PAC to vote on the revised Objectives and Ground Rules prior to fall PAC meeting.	M. Greaves to send to PAC members prior to Fall 2020 meeting	In Process	Committee Chair
	Update the PAC during the fall 2020 meeting with numbers regarding year over year with the program, and the ratio of international students	K. Baker to update PAC at Fall 2020 meeting	To be completed	Dean
	Update the PAC during the fall 2020 meeting regarding Comprehensive Program Review actions	R. Mofid to update PAC during Fall 2020 meeting	In Process	Program Coordinator

<u>Program Area</u>	<u>Recommendations:</u> <u>Spring 2019</u>	<u>Action Plan</u>	<u>Status</u>	<u>Responsibility</u>
Recreation & Leisure	Tour the Esports arena at the next PAC meeting	K-E Walcer to provide tour pending access to Campus	To be completed	Program Coordinator
	Send E. Campbell's contact information to membership for possible field placement possibilities by next PAC meeting	L. Ogg to send	Complete	Administrative Assistant
Sport Cluster	Continue to find new ways to advertise and market the programs externally – Extended due to Covid-19 pandemic	Program team to update PAC with an update during the Fall 2020 meeting	In Process	Program Team
	Research logistics of starting a female alumni or mentorship group – Extended due to Covid-19 pandemic	N. Lamarche to provide update during Fall 2020 meeting	In Process	Program Coordinator
Supply Chain and Operations Management Cluster	Share in the fall an additional update on the new POS and how it is going for the fall semester	J. Souch to provide update during Fall 2020 meeting	In Process	Program Coordinator
	Discuss the structure of PAC and are we being successful during fall meeting	J. Souch to provide update during Fall 2020 meeting	In Process	Program Coordinator

School of Health & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status²
Animal Care	February 6, 2020	7 External 5 College Representatives	Green
Child and Youth Worker	April 21, 2020	9 External 5 College Representatives	Yellow
CICE – Community Integration through Cooperative Education	May 20, 2020	8 External 6 College Representatives	Yellow
Communicative Disorders Assistant	June 8, 2020	8 External 6 College Representatives	Yellow
Community (Addictions and Mental Health/Social Services Worker and Community Services and Child Studies Foundation)	March 6, 2020 June 18, 2020	8 External 19 College Representatives	Yellow
Dental Programs (DA/DH/Dental Reception and Administration)	April 3, 2020	9 External 11 College Representatives	Yellow
Developmental Services Worker	May 28, 2020	10 External 7 College Representatives	Yellow
Early Childhood Education	May 12, 2020	8 External 7 College Representatives	Yellow
Fitness & Health Promotion	Feb 26, 2020 May 27, 2020	9 External 6 College Representatives	Green
Massage Therapy Program	June 16, 2020	9 External 7 College Representatives	Yellow
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	June 8, 2020	9 External 5 College Representatives	Green
Practical Nursing/Personal Support Worker and Critical Care Nursing	March 3, 2020 June 8, 2020	16 External 9 College Representatives	Yellow

² Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.
 Blue: Active and engaged PAC; membership requires review.
 Yellow: Moderately active and engaged PAC with reasonably diverse membership.
 Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	Moving forward meeting to be held in evenings at Oshawa Campus.	Email PAC members new Canadian Parasitology Expert Panel (CPEP) Guidelines from S. Campbell.	Completed	Recorder
	Next Meeting October 15, 2020.	Follow-up on timelines for when new POS will be posted online, ensuring incoming students are familiar with what the program will look like when they begin in September 2020.	Completed	Associate Dean
	Veterinarian recruited. Feb 6, 2020.	Meet with Lynette Jenkins at ASC Whitby regarding student accommodation disclosure to field placement agencies	In Process	Program Coordinator and Field Placement Officer
		Recruit January intake students	In Process	Faculty – R. Voisey
Child and Youth Care (CYC)	Quorum not met November 15/19.	New Chair to be elected at next meeting.	In Process	PAC to elect
	Next scheduled meeting was March 24, 2020- rescheduled due to closure.	Share updates on virtual placements to meet program learning outcomes.	In Process	Program Coordinator
	Another meeting was scheduled and held April 21 st 2020.			
	Next meeting date Oct. 28, 2020.			
Community Integration through Cooperative Education (CICE)	CICE Fall meeting scheduled November 27, 2019.	Share application process and support video created for parents and students with membership	Completed	Program Lead
	Spring meeting was scheduled May 6, 2020 (quorum not met), during pandemic.		Completed	G. Wade

Program area	Recommendation	Action Plan	Status	Responsibility
	Next Fall meeting scheduled for November 11, 2020.	Share information on Abilities Centre's Leadership In Training program Provide update on Comprehensive Program Review that will begin in Fall 2020.	In progress	Program Lead
Communicative Disorders Assistant (CDA)	CDA fall meeting rescheduled to January 14, 2020. Next scheduled meeting was May 25, 2020. May 25, 2020 was cancelled, meeting held on June 8, 2020. Next meeting Oct. 26, 2020.	Explore opportunities for students to take part in York Region Public Health Partnership with SK screenings.	In Process	Program Coordinator /FP officer
Community (Addictions and Mental Health/Social Service Worker/ Community Services and Child Studies Foundation)	Cancelled – Did Not meet quorum March 6, 2020 June 18, 2020 Conduct a survey to confirm the best date for upcoming Community PAC meetings.	Survey to determine PAC meeting days/times most suitable	Completed	Recorder
Dental Programs Dental Hygiene/Dental Assisting/Dental	Cancelled – Did not meet quorum April 3, 2020 and June 12 also cancelled.	Actions to be followed up from previous meeting Dec. 6 2019: Review DA and DH program to ensure that there is sufficient material regarding dental implants.	Complete	Dental Program Coordinators

Program area	Recommendation	Action Plan	Status	Responsibility
Reception and Administration (DH_DA_DRA)	Next meeting scheduled October 23, 2020.	Review time management and best practice with DA and DH students as with the institution of new infection prevention controls it is taking more time to reset after an appointment.	In process	Dental Program Coordinators/team
		Institute clinical experience at the end of semester 6 with a practice run of a typical 45 - 60-minute appointment.	On hold	DH Program Coordinator
		More hands-on experience with Perio Powder (glycerine powder placed subgingivally to clinically reduce probing depth measurements), a Piezo and Panoramic machine.	In Process	Program team to evaluate evidence of glycerine powder before incorporating into practice.
		Review with final semester DH students the difference between an employee and an independent contractor before applying for jobs.	Completed	DH program team
		Bring in a presenter from Hu Friedy to speak to students with respect to laser dentistry, 3D/digital printing.	In process	Dental Program Coordinators
		In addition to open house and the grade seven and eight visit to the campus, the addition of a "Shadow Day" has been suggested. This would pair a current student with a	On Hold due to Covid restrictions	Dental Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
		prospective student for a day to allow them to really see what a day in the program is like.		
Developmental Service Worker (DSW)	Make agencies aware when placement will be permitted to continue.	Make agencies aware when placement will be permitted to continue	In progress	Field Placement Officer
Early Childhood Education (ECE)	Quorum not met. Fall meeting scheduled November 7, 2019. This has been the one time that this PAC didn't meet quorum. This PAC is very engaged with the program.	Update PAC on Comprehensive Program Review (CPR) process	In Process	CPR Leads – T. Hull-Gosse and S. Hartwell
		Provide presentation on recommendations that come out of Comprehensive Program Review (CPR)	In Process	CPR Leads – T. Hull-Gosse and S. Hartwell
		Will send the USB Pedagogical Inquiry Extensions to Tracy and Sue	In Process	J. Keith/ Program Coordinators
		Share any information regarding the re-opening of the child care sites and student placements	In Process	Field Placement Officer
		Review potential opportunities for nursing students to support the re-opening of child care centers (Julie Gaskin/Lisa McIntosh)	In Process	J. Gaskin/L. McIntosh
J. Keith will have more discussions regarding having nursing students in 4th year to have placement in ECE centres in regards to screening	In Process	J. Keith		

Program area	Recommendation	Action Plan	Status	Responsibility
Fitness and Health Promotion (FITS_FHP)	Program Coordinator ensure DC website has proper branding of OTU – Feb 26, 2020. No Recommended actions - May 27, 2020.	Program Coordinator to review website	Completed	Program Coordinator
Massage Therapy (MAST)	Find videos that will assist with on line learning. To assist students that may need a refresher prior to testing.	Send video to all members. Faculty M. Smith may have helpful videos A. Roosenboom to touch base with her. Check to see if refresher course is offered through CMTO. Check to see if possibly a refresher course could be offered through Durham College.	In Progress In Progress In Progress In Progress	S. Fattibene M. Smith / A. Reid S. Fattibene Amy Reid
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	No Recommended actions.	In response to feedback from PAC & community members, more focus was placed in PTA skills I on placement of modalities and integration of clinical anatomy. anatomy on preceptor survey in Spring 2021. In response to feedback from PAC – group exercise project was incorporated into year 2 curriculum, with a focus on facilitating group exercise sessions for individuals with common neurological impairments.	In Progress Will include sub-question on preparedness related to modality preparedness and integration of clinical Delay this goal to Fall 2021 due to remote planning for Fall 2020. Will re-evaluate and establish	T. Avvampato/L. Maybury T. Avvampato/L. Maybury

Program area	Recommendation	Action Plan	Status	Responsibility
			SMART goal in Spring 2021.	
Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)	<p>Did not meet quorum – March 3, 2020.</p> <p>Meeting was rescheduled for June 18 but cancelled due to pandemic and not meeting quorum.</p>	Elect a Chair	In process	Membership

School of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status³
Culinary	Re-scheduled twice due to insufficient quorum/membership	8 External 4 college representatives	Red
Food and Farming	June 4, 2020	9 external 4 college representatives	Yellow
Horticulture	June 2, 2020	8 external 4 college representatives	Blue
Hospitality	May 28, 2020	12 external 4 college representatives	Green
Special Events Management	May 28, 2020	8 external 4 college representatives	Green

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 Yellow: Moderately active and engaged PAC with reasonably diverse membership.
 Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary			May 18 June 8 Fall date: November 3	
Food and Farming	Investigate how to connect Pleasant Valley Hops with CFF/brew lab	Broader conversation to happen between program team/dean and Pleasant Valley Hops	Pending	Field coordinator / Program Coordinator / Dean
	Continue conversation about possible employment opportunities (not field placement)	Field placement officer to reach out to membership	Pending	Field placement officer
Horticulture	Send placement officer written info about grants/opportunities/policy	Share information with Field Placement Officer	Pending	Program Coordinator / S. Harvey
	Notify Sally if there are students in need of employment - Gayle	Field Placement Officer to notify S. Harvey	Pending	Field Placement Officer
	Continue investigating HORT apprenticeship offerings at DC	Dean/Faculty to continue discussions	Ongoing	Dean / Faculty
Hospitality	Possible course assignment: Turning a real-life hotel issue/challenge into a student assignment.	Members to inform program coordinator of challenges/issues	Pending	Membership / Program Coordinator
	Fall semester – placement workshop (virtual) – looking for 3-4 speakers from different	Field placement officer to communicate with membership	Pending	Field Placement Officer / Membership

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>parts of industry; sharing a subjective perspective on experiences/journey. Students need validation from industry members.</p> <p>Advise of possible curriculum inclusions/updates in the next 2 to 5 years due to COVID.</p> <p>Recruit members interested in teaching and/or course development.</p> <p>If membership is interested (or know someone who is) in being a guest speaker (virtual), please notify T. Wiseman/C. Baily (ongoing action)</p>	<p>Membership to advise Tricia on possible new trends/policies/procedures</p> <p>Tricia to continue communicating with membership</p> <p>Membership to notify Hospitality/Special Event Management program coordinators</p>	<p>Pending</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Membership / Program Coordinator</p> <p>Program Coordinator / Membership</p> <p>Membership</p>
Special Events Management	<p>Circulate Word documents to members: Event Safety Alliance Reopening Guide and Return to Live Events by Enigma Research from J. Maidens</p> <p>Consider which courses may have opportunities for including discussions about Cannabis and its impact on the industry.</p>	<p>J. Maidens to send A. Serrano documents to share with membership</p> <p>Review during annual program review process.</p>	<p>Completed</p> <p>Winter 2021</p>	<p>Administrative Assistant</p> <p>Program team</p>

School of Interdisciplinary Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status⁴
General Arts & Science <i>Previously General Arts & Science – Liberal Arts</i>	May 13, 2020	8 External 5 College Representatives	Blue
Pre-Health Sciences <i>Previously General Arts & Science – Health and Sciences</i>	May 14, 2020	8 External 7 College Representatives	Blue

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	Discuss changing the title of the Preparing for Academic Success course to something more relevant.	To be discussed during that time as it will need to be a broader conversation as the course is shared amongst other programs and schools.	Ongoing	Nathan Wilson
	Discuss changing the format of SOCI 1407 from hybrid to 3 hours in class.	To be discussed during the comprehensive program review.	Ongoing	Nathan Wilson
	Discuss changing the format of PSYC 1106 from 3 hours in class to hybrid.	To be discussed during the comprehensive program review.	Ongoing	Nathan Wilson
Pre-Health Sciences	Determine which courses aside from PREP 1300 that could implement the mindfulness modules developed by Wendy Stanyon	PHS team will connect with Wendy Stanyon to obtain mindfulness modules	Complete	PHS Program Team

School of Justice & Emergency Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ⁵
Court Support Services	May 5, 2020	9 External 6 College Representatives	Green
Fire and Life Safety Systems Technician	June 4, 2020	9 External 6 College Representatives	Green
Firefighter – Pre-service, Education and Training	June 22, 2020	10 External 9 College Representatives	Green
911 Emergency & Call Centre Communications	May 14, 2020	8 External 6 College Representatives	Green
Law Clerk Advanced Fast Track and Office Admin - Legal	June 2, 2020	10 External 7 College Representatives	Green
Mediation – Alternate Dispute Resolution	May 14, 2020	9 External 9 College Representatives	Green
Paralegal	June 15, 2020	8 External 14 College Representatives	Green
Paramedic and Emergency Services Fundamentals	June 9, 2020	10 External 11 College Representatives	Green
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	June 17, 2020	10 External 10 College Representatives	Blue
Victimology	May 11, 2020	8 External 9 College Representatives	Green
Youth Justice & Intervention	May 12, 2020	9 External 7 College Representatives	Green

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Court Support Services (CTSS)	Provide update on break out room for CTSS students at the Job Fair	Investigate possibility and report on results	In process	Program Coordinator
	Investigate inclusion of innovation and leadership component in curriculum	Follow up with committee members for more detail on requirements in workplace.	In process	Program Coordinator and external member G. Bazos
	Investigate collaboration with CTA program and mock trial 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 status of the new three year advanced diploma.	Provide an update to members of the status of the new credential and plans for implementation of new curriculum.	In process	Program Coordinator
	Provide tour of the new FLST lab.	If meeting can be held in person on campus, provide tour of the new FLST lab at the completion of the meeting.	Will occur at fall meeting.	Program Coordinator and External members

Program area	Recommendation	Action Plan	Status	Responsibility
Firefighter- Pre-service, Education & Training (PFET)	Extend invitations to fire services to observe training.	Provide an opportunity for individuals recruiting from various fire services to meet students and observe their training.	In process	Program Coordinator/Associate Dean
	Follow up on implementation of the NFPA training into the program.	Provide an update to external members on the status of this addition to the curriculum.	In process	Program Coordinator
911 Emergency & Call Centre Communications (EMCC)	Implement mentoring program for students.	Investigate and provide update at the next meeting.	In process	Program Coordinator
	Add more information on resiliency and self-care into the program.	Share resiliency course outline with external members and discuss at spring meeting.	In process	Program Team and External members
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF)	Follow up on the results of the CPR.	Share recommendations from the CPR with members.	In process	Program Coordinator
	Investigate the opportunity for students to earn additional certifications and/or micro-credentials.	This was postponed due to the pandemic and will be re-visited in the fall.	Ongoing	Executive Dean/Associate Dean
Mediation – Alternative Dispute Resolution (MADR)	Develop experiential learning opportunities that can be completed remotely.	Investigate opportunities from committee members and other organizations in the community.	In process	Program Coordinator
	Offer an online session for students to learn about the JADE mediation practice group.	Follow up with JADE to arrange a presentation date in the fall.	In process	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Explore emergency control group training inclusion into the program.	Connect with J. Hunt to determine the components of this training.	In process	Program Team, J. Hunt
	Enhance courses to address providing legal assistance to clients in areas of discrimination	Review curriculum in computer applications, employment law, tribunal practice & procedure.	In process	Program Team
	Develop a webinar to help hosts convert in-person placement to a remote opportunity.	Provide support to field placement hosts due to the remote environment caused by the pandemic.	In process	Program Team
Paramedic (PPC and PADV) Emergency Services Fundamentals (EMSF)	Share update on the three year program.	Provide details on proposed curriculum.	Ongoing	Program Coordinator (D. Button)
	Demonstrate the new Anatomage table for PAC members.	If an in-person meeting is possible, offer demonstration.	Will occur at spring meeting	Program Coordinators
	Investigate the possibility of including community practice in the preceptorship.	Discuss any progress or possibilities in this area.	In process	Program Coordinator (D. Button)

Program area	Recommendation	Action Plan	Status	Responsibility
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Explore ways to support students with development of communication, fitness and driving skills.	Review curriculum and opportunities to improve these areas.	In process	Program Coordinators
	Share materials and feedback from resilience training.	Send material to committee with minutes and discuss results of pilot in the fall.	In process	Program Coordinators
	Reinforce the importance of social media etiquette and best practices.	Including additional information in curriculum or inviting guest speakers.	In process	Program Coordinators
Victimology (VICT)	Update the Field Placement list for students.	Confirm employer interest and procedures to streamline the process for students.	In process	Program coordinators
	Investigate implementing better alignment of individual course demands to optimize student experience	Coordinate assessment dates and workloads between individual courses.	In process	Program Coordinator
Youth Justice & Intervention (YJI)	Investigate the possibility of including a field placement course to the program.	Evaluate the potential change to the program of study.	In process	Program Coordinator
	Investigate the potential of a community tour day so students can see local organizations and supports.	Connect with external organizations to see if a tour would be possible.	In process	Program Coordinator

School of Science & Engineering Technology

PAC - Program / Program Cluster	Last meeting date	Attendees	Status ⁶
Architectural Technology	April 30, 2020	8 External 4 College Representatives	Green
Biomedical Engineering Technology	April 23, 2020	10 External 5 College Representatives	Green
Biotechnology	May 6, 2020	5 External 5 College Representatives	Blue
Chemical Engineering Technology	May 14, 2020	8 External 4 College Representatives	Green
Chemical Laboratory Technician	March 12, 2020	8 External 3 College Representatives	Green
Civil Engineering Technician/Technology	March 5, 2020	10 External 4 College Representatives	Green
Electronics Technician/Technology	April 28, 2020	5 External 3 College Representatives	Blue
Electromechanical Engineering Technology	May 5, 2020	8 External 3 College Representatives	Green
Environmental Technology	May 7, 2020	10 External 4 College Representatives	Green
Health Care Technology Management	May 12, 2020	8 External 5 College Representatives	Green
Mechanical Engineering Technician/Technology	April 15, 2020	9 External 4 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	April 28, 2020	8 External 5 College Representatives	Green
Pharmaceutical and Food Science Technology	May 13, 2020	10 External 5 College Representatives	Green
Water Quality Technician	March 3, 2020	8 External 4 College Representatives	Green

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Key recommendations Spring 2020 Meetings

Program area	Recommendation	Action Plan	Status	Responsibility
Architecture Technology	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 complete a more formal review during the Annual Program Review. The Program Team continues to have discussion to ensure content is relevant and competitive. Follow-up fall, 2020.	New	Program Coordinator
	It been identified that there is a lack of architecture related software and hardware requirements on student devices. Students had difficulty on their own as we transitioned to online.	The Program Team will look at developing a pre-requisite for new and returning students to have software and hardware requirements – recommendations from Membership.	New	Program Coordinator/Associate Dean
	Previous conversations indicate that we may have to socialize the student role on PACs differently so that students are comfortable to join and can do so easily.	Program Team to explore ways to best communicate and encourage students to join PAC meetings.	New	Program Team
	The College has developed a PAC Orientation video as not all members were able to attend the in person sessions.	Membership request that the video be shared electronically to all members as a refresher.	Complete	Administrative Assistant

Program area	Recommendation	Action Plan	Status	Responsibility
Biomedical Engineering Technology	PAC Members share that several industry members are interested in the BMTY program and would like to contribute as part of the DC PAC.	Faculty and Members will bring forward new members to the Executive Dean for the PAC.	New	Faculty (S. Kudla) & External Member (M. Dixon)
	PAC Members indicate there is an increasing need for knowledge of systems integration that is applicable and relevant to clinical and biomedical engineering technologists.	Program Team will present a proposed subject outline for a Systems Integration Course during the fall meeting for feedback.	In process	Program Coordinator & Faculty (L. Bertrand)
Biotechnology Advanced	Diversify PAC membership. Program Team requests supporting recommendations of PAC to build and diversify committee.	External members will share names of associations that faculty can join to establish networking opportunities. Encourage that faculty attend professional development seminars / conferences to make new connections to support this initiative.	Ongoing	Program Team & External Members
	The College has developed a PAC Orientation video as not all members were able to attend the in person sessions.	Membership request that the video be shared electronically to all members as a refresher.	Complete	Administrative Assistant
	The PAC is currently seeking a new chair. Nominations to occur electronically due to remote circumstances.	Open call to Membership – to support an online election.	Complete	Executive Dean

Program area	Recommendation	Action Plan	Status	Responsibility
	Feedback suggests that student are interested to understand evolving applications in the food industry (Example: cultured meat).	This is typically something that is part of an Annual Program Review. In light of COVID-19 it will be more beneficial to wait until next spring to explore new applications. Program Team will provide an update next Spring.	Ongoing	Program Team
Chemical Engineering Technology	There is a potential skills gap in basic programming identified as part of pathway discussions for the CHEM program. PAC indicate that this could be a benefit to graduates seeking entry-level opportunities, but does not present a barrier to employment.	Program Team will survey the gap in programming to determine how this may be included within the current POS and share findings at the Fall meeting.	In Process	Program Coordinator and Faculty (D. Duncan)
	Program Team is considering a change to the program 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-Mechanical Engineering Technology program. The Program Team is gathering data to determine existing trends.	Ongoing	Program Coordinator and Faculty (D. Duncan)
	Experiential Learning - Industry indicate there is interest in a co-op stream,	Program Team to conduct an industry survey to gather data in support the request for this program change. The timing	On-hold	Program Coordinator and Faculty (D. Duncan)

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>specifically longer-term placements.</p> <p>Currently seeking alternatives to face-to-face placement opportunities in light of COVID-19.</p> <p>Membership is interested to understand how transitioning to online has impacted the student experience. The College conducted a climate survey to understand how students found the transition to online, access to resources, course delivery, and suggestions to support students.</p>	<p>of this will be adjusted due to COVID.</p> <p>Faculty to connect with PAC Members for suggestions and will provide an update of the findings during the fall PAC meeting.</p> <p>Associate Dean to provide findings at fall PAC meeting.</p>	<p>New</p> <p>In process</p>	<p>Faculty (D. Duncan)</p> <p>Associate Dean</p>
<p>Chemical Laboratory Technician</p>	<p>PAC indicates there is an increasing need for skilled graduates with cannabis and environmental testing techniques.</p> <p>It was identified that grade twelve College Physics is not commonly offered in high school. This may be a concern if CLBT admission requirements change.</p>	<p>Program Coordinator will review current curriculum as aligned with expressed industry needs, and share findings during the fall meeting.</p> <p>External Member (K. Dhamrait) to explore if these proposed requirements (Physics and C/U Math) are commonly offered.</p>	<p>In process</p> <p>New</p>	<p>Program Coordinator</p> <p>External member (K. Dhamrait)</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	Sustainability and environmental topics are becoming an emerging theme 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	Industry indicate that longer work terms are preferred when employing co-op students. Students will now have the opportunity to participate in an eight-month placement if the employer agrees.	Executive Dean to share Co-op metrics with PAC Members during the fall meeting.	In progress	Executive Dean
	In efforts to support experiential learning – PAC suggest a construction site field trip.	Program Coordinator will work with Membership to gather feedback about how this can be achieved with minimal risk and operational disruption. Program Coordinator will collect date/time proposals as well as liability risks to present at fall PAC meeting.	In progress	Program Coordinator/Associate Dean and External Members
	Student feedback indicates that the use of Civil 3D in advanced surveying class allows students to observe holistic project management.	External Member will share design files for the materials lab to aid in learning.	New	External Member (B. McWade)
	SET continues to provide relevant updates via Social Media platforms. Program	Administrative Assistant to send links to SET social media to PAC.	Complete	Administrative Assistant

Program area	Recommendation	Action Plan	Status	Responsibility
	Team would like to expand communication strategy to include industry partners and DC Alumni.			
Electronics Engineering Technician /Technology	We currently have an active international Articulation Agreement in place for our 3-year program, which allows students to complete their Advanced Diploma as well as their Degree (5 years total).	Program Coordinator will try to arrange for the Limerick Institute of Technology (LIT) to attend a PAC via videoconferencing in the future. Information on accreditation requirements will be available to student soon.	New	Program Coordinator & Associate Dean
	Membership indicates that students will benefit from increased career development opportunities so that ELTY students are able to gain employment and skills experience.	Program Coordinator to explore this and share findings with students and fall PAC	New	Program Coordinator
Electromechanical Engineering Technology	September 2020 will be the first time we are offering the Co-op stream in conjunction with existing Field Placement. Due to COVID-19, Program Team is seeking industry suggestions for online/remote opportunities and summer positions.	Program Coordinator to connect with External Members to explore placement opportunities for both Co-op and Field.	New	Program Coordinator & External Members
	In light of COVID-19, we require creative and innovative ways to interact	Program Coordinator to host two live webinars to provide program information and will	Complete	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>with prospective students and community partners to promote the program.</p> <p>Requesting PAC Member participation in program webinars to showcase career paths and opportunities.</p> <p>All Saints High School is applying for ICT Specialist High Skills Major, in which students would obtain their high school diploma as well as 8-10 courses in their elected field of study. They are looking to connecting partner with local colleges to exploring future employment opportunities in the industry.</p>	<p>provide and feedback at the Fall PAC.</p> <p>An invitation will be sent to Membership / Alumni to allow for participation in webinar. Membership will also send links to projects they have worked on/ videos of projects to showcase.</p> <p>Currently waiting to hear back regarding the approval to participate. Program Coordinator to provide an update at the fall PAC meeting.</p>	<p>Complete</p> <p>New</p>	<p>Executive Dean & External Members</p> <p>Program Coordinator</p>
Environmental Technology	<p>Understanding contracts and terms has become relevant to all members of the industry.</p> <p>It is becoming a sector reality that employees are more frequently requested</p>	<p>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 fall meeting.</p> <p>Program Team will review the curriculum and provide a summary to demonstrate how management and site</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Program Team</p> <p>Program Team</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	to move from an operations role into a supervisor role with very short notice and planning.	supervision roles are addressed within the current POS.		
Honours Bachelor of Health Care Technology Management	<p>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.</p> <p>In light of the COVID-19 situation, there may be more remote placement opportunities that could present different/new positions for students.</p> <p>Program promotion is a priority in this virtual reality. Program Team is exploring ways to remain connected with prospective students, community partners online.</p> <p>Students need to be knowledgeable on what is happening globally to ensure they do not enter the workforce in fear. Part of ensuring safety is having</p>	<p>A. Hirji to send links to Connex Health, SiberXchange, and Tech talks to PAC members to explore.</p> <p>Program Team will brainstorm projects for students and connect with industry partners to discuss applied and experiential learning opportunities.</p> <p>Program Coordinator will be hosting two webinars in May to provide information about the program for potential students, parents, guidance counsellors etc.</p> <p>Program Coordinator to connect with PAC member, James, for resources to prepare students for the new reality.</p>	<p>Complete</p> <p>New</p> <p>Complete</p> <p>New</p>	<p>A. Hirji</p> <p>Program Coordinator</p> <p>Program Coordinator</p> <p>Program Coordinator & External Member (J. Bellamy)</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>understanding and knowledge.</p> <p>There may be Ph.D students with ideas or projects they are working on which may require assistance. Consider as a possible area for placement opportunities.</p>	<p>Program Team to explore this concept for potential placement positions.</p>	New	Program Team
Mechanical Engineering Technician and Technology	<p>The Whitby campus expansion is underway and will increase our capacity in Water Quality Technician and Civil Engineering Technology.</p> <p>As recommended by the PAC, METY Program Coordinator presented findings of the industry survey. PAC endorsed the concept of adding an optional Co-op to the three-year program.</p>	<p>Executive Dean to connect K. Brown with Rebecca Millburn regarding seat availability and opportunities and skilled trades.</p> <p>Associate Dean and Program Coordinator will prepare and submit internal documentation to authorize and implement Co-op.</p>	<p>New</p> <p>In progress</p>	<p>Executive Dean</p> <p>Associate Dean/Program Coordinator</p>
Mechanical Engineering Technician – Non Destructive Evaluation	<p>With the current COVID-19 situation, the majority of the Radiographic Test (RT) Centers are closed. We will be in a unique strategic position to be the leading provider of the RT Training and workshops.</p>	<p>Program Team to explore the opportunity for Durham College to become a Test Centre for Radiographic Training.</p>	In progress	Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>Carestream digital system will be implemented for the Radiography project. Licensing with the viewing platform in the NDE Computer lab for application on calibration and set up.</p> <p>MSC came in during an Open House meeting to talk about one of their products. Did not run a demonstration.</p> <p>Students indicate that before coming to the college, they depend heavily on the website for data to support decision-making. It is more personal at Durham than in competitor institutions.</p>	<p>External Member to share industry specifications with T. Greve for inclusion in the curriculum and lab design.</p> <p>There will be no demonstrations schedule in 2020-21 due to COVID-19. Tom will speak with drone inspection vendors for the opportunity to demo in 2021-22.</p> <p>Program Coordinator to speak with a student to include a testimonial as part of the College website and marketing material.</p>	<p>New</p> <p>In progress</p> <p>In progress</p>	<p>External Member (P. Kacaba) and Faculty (T. Greve)</p> <p>Faculty (T. Greve)</p> <p>Program Coordinator</p>
Pharmaceutical and Food Science Technology	<p>With the introduction of the new Pharmaceutical Graduate Certificate, there is a need identified for a Food Science Technology program.</p> <p>Due to the COVID-19 situation, many organizations including Health Canada, are</p>	<p>J. Myers is spearheading a new three-year Food Science Technology program proposal. Will provide an update on the program status at the Fall PAC.</p> <p>External Member to send webinars links for distribution to faculty and students.</p>	<p>In progress</p> <p>New</p>	<p>Technologist (J. Myers)</p> <p>External Member (K. Poblocka)</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>introducing webinars for staff during this time.</p> <p>In light of COVID, Program Team is seeking support from Membership with suggestions about non-traditional experiential and work integrated learning opportunities to allow students to complete program requirements. Examples include roles with remote activities (due to lieu of current workplace restrictions).</p> <p>The College conducted a climate survey over the last few weeks to understand how students found the transition, access to resources, course delivery, suggestions to support students</p>	<p>PAC members to brainstorm and discuss at the fall PAC meeting and/or send ideas to C. Hand or J. Myers.</p> <p>Associate Dean to provide findings at Fall PAC.</p>	<p>New</p> <p>In progress</p>	<p>External Members/Program Coordinators</p> <p>Associate Dean</p>
<p>Water Quality Technician</p>	<p>Industry recommends World Water Day as a potential recruitment opportunity, to profile the program and related employment roles.</p> <p>Artificial Intelligence (AI) continues to be a popular topic for development and</p>	<p>Program Team to develop a plan for DC/Industry World Water day initiative. Program Team suggested a social media event that will occur in March, 2020; water films, pay it forward act, hashtag, and/or a social media movement.</p> <p>Executive Dean to connect Members with stakeholders in</p>	<p>In progress</p> <p>Complete</p>	<p>Executive Dean/Program Coordinator</p> <p>Executive Dean</p>

Program area	Recommendation	Action Plan	Status	Responsibility
	<p>moving forward in the industry.</p> <p>This year will mark twenty-year anniversary of the Walkerton water crisis (May, 2020). Industry suggest that this will provide an awareness opportunity about the WATR program.</p> <p>Increasing retirement rates expected over the next two to seven years are likely to translate into upcoming hiring and additional summer student opportunities.</p>	<p>the AI Hub for further information.</p> <p>PAC Members to develop a plan for a live stream/webcast/interactive session through Global Classroom. Team will propose an idea and wording to submit to Ellen to forward to the Walkerton Board.</p> <p>Program Team to explore the opportunities and with DC career services to support industry with the retirement in the industry.</p>	<p>New</p> <p>New</p>	<p>External Members & Program Coordinator</p> <p>Program Team</p>

School of Skilled Trades, Apprenticeship & Renewable Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status ⁷
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	April 15, 2020	7 External 6 College Representatives	Green
Crane Operation, Rigging & Construction Techniques (CORC)	Deferred meeting because of external factors – Operating Engineer factors	N/A	Yellow
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	April 22, 2020	11 External 4 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	January 15, 2020	7 External 3 College Representatives	Blue
Mechanical Technician – Millwright (MTMW)	May 13, 2020	7 External 4 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	May 13, 2020	13 External 5 College Representatives	Green
Mechanical Techniques – Plumbing Techniques (MPLU)	February 3, 2020	7 External 4 College Representatives	Green
	June 10, 2020	7 External 3 College Representatives	
Motive Power Technician (MPTN)	Did not meet quorum.	Under review.	Red
Power Engineering Technician (PETN)	April 29, 2020	7 External 3 College Representatives	Green
Welding Techniques (WETN)	May 6, 2020	6 External 3 College Representatives	Blue

⁷ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

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

Red: PAC that requires attention and review of membership.

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) and Carpentry and Renovation Technician (RENO)	Incorporate a hands-on demo with Nudura ICF foundations from Steven Snider for both the Reno and BDCT programs.	Don Fishley and Mike Henderson to reach out to Steven Snider	In process	Don Fishley and Mike Henderson
Crane Operation, Rigging & Constructions Techniques (CORC)	Deferred meeting because of external factors – Operating Engineer factors	Scheduled fall 2020 meeting – Scheduled for November 18, 2020	Complete	Sarah Reid
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Set up a meeting between Andrew Mittelstaedt, Robert Mitchell, Glen Gray, Robert Kidd, Rebecca Milburn to discuss how they can partner and what they can contribute to the electrical programs Andrew Mittelstaedt to come in to speak at Virtual Fall Welcome Back School Meeting	Sarah Reid will reach out to Andrew Mittelstaedt and Robert Mitchell to schedule a time to discuss with Electrical faculty Arrange for Andrew to attend meeting virtually.	Complete In process	Sarah Reid to book meeting and Glen Gray, Robert Kidd, and Rebecca Milburn to attend meeting Meeting held on May 11, 2020. Sarah Reid

Program Area	Recommendation	Action Plan	Status	Responsibility
	Robert Kidd to contact LCBO and Level 3 Apprentice, R. Corral to contact Hydro One, Fabio Mazzotta to contact Region of Durham, Mike McKenney to contact Atlantic Packaging	Connect to investigate	In process	Robert Kidd, R. Corral, Fabio Mazzotta, Mike McKenney
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Add a propane component into the curriculum	David Watkins to investigate adding a propane component into the curriculum	In process	David Watkins
Mechanical Technician – Millwright (MTMW)	Help write objectives for potential graduate program/credential for Millwright	Chair to reach out to Chris Tozer and Andrew Chittenden	In process	Clair Cornish
	Industry asked to participate as guest speakers between now and April	Contact industry to find out when guest speakers are needed	In process	Clair Cornish
	Oil analysis quotes to be completed by the October meeting	Oil analysis products need to be completed. Once quotes are completed we can add to our capital / AEF wish list	In process	Clair Cornish, Gary Noordstra, Peter Harris and Greg

Program Area	Recommendation	Action Plan	Status	Responsibility
Mechanical Technician – Elevating Devices (MTED)	Update CECA on hoisting curriculum updates re: EDMB	Send information to CECA	In process	Gary Noordstra
	Share coop requirement document with membership	Share document with group	Complete	Sarah Reid
	Faculty can reach out to industry for equipment needs	Reach out to Phil State and Bogden Rus if needed	Ongoing	Gary Noordstra and faculty
	Send PAC membership Gary’s MTED program updates	Send information to group	Complete	Sarah Reid
	Investigate highlighting/advertising in Elevator World magazine	Investigate	In process	Gary Noordstra and Allan Lockyer
	Investigate holding CECA meet and greet online	Investigate	In process	Gary Noordstra
Mechanical Techniques - Plumbing Techniques (MPLU)	Confirm if Brandon can chair MPLU PAC if he is on the Board of Governors	Will remain as the chair	Complete	Sarah Reid
	Members to send an email to Martin Jones if you have any ideas on how to deliver the plumbing program to apprentices	Members to send this information to Martin	Ongoing	All Members and Martin Jones
	Work on obtaining the program’s textbook for PAC members	Bring Plumbing textbook to next PAC Meeting	In process	Richard Lamarche
	Fall 2020 Site Visit	Schedule visit if campus reopens	TBD	Rebecca Milburn and Program Team
	Pursue online PAC meetings (the group agrees that a combination of both remote/face-to-face PAC meetings should be offered moving forward)	Schedule both virtual and in person meetings	Ongoing	Sarah Reid

Program Area	Recommendation	Action Plan	Status	Responsibility
Motive Power Technician (MPTN)	N/A – No recommended actions Meeting cancelled due to lack of quorum.	N/A	N/A	N/A
Power Engineering Technician 4 th Class (PETN)	Select New Chair for Fall 2020 – Kirk Gowdy to step down as Chair	Select new chair at Fall 2020 Meeting	Complete	All members
	Project updates for next meeting: Simulator Software (R. Milburn)	Rebecca Milburn to prepare Project Updates at Fall 2020 Meeting	In process	Rebecca Milburn
	Kirk Gowdy to represent OPG and come in for lecture at Durham College	Schedule time for Kirk Gowdy to come into the college when safe to do so	In process	Rebecca Milburn to discuss and Sarah Reid to schedule the date/time
Welding Engineering Technician (WETN)	Recruit New PAC Members for Welding Program	Gregg Peel and Joe Cacioppo to each out to individuals for potential membership to committee	Ongoing	Gregg Peel and Joe Cacioppo
	KPI Reports to be sent out for next meeting	Prepare KPI Reports	In process	Sarah Reid

Centre for Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status⁸
Mental Health & Addictions PAC	June 3, 2020	8 External 2 College Representatives	Green

⁸ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.
 Blue: Active and engaged PAC; membership requires review.
 Yellow: Moderately active and engaged PAC with reasonably diverse membership.
 Red: PAC that requires attention and review of membership.

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Mental Health & Addictions	Engage members in the Comprehensive Program Review for the Children’s Mental Health program (2020-2021).	Invite members to share industry insights as part of the Comprehensive Program Review process.	Will engage members during Fall 2020 CPR cycle.	Program Manager, Professional and Part-time Learning
	Continue to assess opportunities to offer ancillary professional development in the following areas: trauma-informed care; recovery-based care/approach; de-escalation techniques; and care for clients with dual diagnosis, managing responsive behaviours, crisis prevention/intervention, working in forensic care (i.e. education for health professionals so they better understand the criminal justice system as it may related to clients/client care)	Investigate potential to offer professional development in any of the areas identified.	Ongoing	Program Manager/Dean, Professional and Part-time Learning
	Offer training related to the complexities of work within corrections (e.g. for mental health nurses).	Offering new courses in Fall 2020 on Understanding Offenders with Mental Health Issues (originally planned for spring, however host college cancelled spring offering), Contemporary	In progress	Program Manager, Professional and Part-time Learning

Program area	Recommendation	Action Plan	Status	Responsibility
		<p>Correctional Theory and Practice, and Pathways to Youth Crime – a Socio-Developmental Perspective for through Ontario Learn. Will be picking up and offering courses women and indigenous populations in corrections in future terms when offered by host college.</p>		

Report Number: BOG-2020-68

To: Board of Governors

From: Marianne Marando, Associate Vice President Academic (Enrolment and International Education)

Date of Report: October 8, 2020

Date of Meeting: October 14, 2020

Subject: Domestic and International Enrolment Update – Fall 2020

1. Purpose

The purpose of the report is to provide the Board of Governors with an enrolment update for Fall 2020 at day 10 of classes.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-68, providing an enrolment update for Fall 2020 at day 10 of classes, be received for information.

3. Background

Enrolment targets establish the foundation for college budgets and strategic planning. Enrolment targets were established in January and then adjusted in September to reflect the new environment brought on by the COVID19 pandemic.

4. Discussion/Options

4.1 Domestic enrolment compared to last year:

Enrolment planning this semester meant navigating some challenges related to the COVID pandemic. When considering new student enrolment, Durham College (DC) experienced a slight decline in applications, the decline was below the system average, and importantly, first-choice applications remained stable. DC also experienced a small decline in confirmations. The decline in applications and conversion resulted in a 6.4% decline in domestic enrolment.

For domestic enrolment, the fall semester of 2020 vs. 2019 for Durham College (DC) is summarized below:

- Total applications are down 2.4%. DC performed better than the system, as the system average was down 3.3%.
- First choice applications remained virtually the same, year over year, despite the lower number of total applications; therefore, the percentage of applications that are first-choice applications is slightly higher than last year.
- Confirmations are down 2.1% versus last year. This decline is slightly higher than the system average, which was down by 1.7%.
- Enrolled new domestic students are down 7.1% versus last year.
- Enrolled returning domestic students are down 5.4% versus last year.
- Total domestic enrolment is down 6.4% versus last year.

4.2 International Enrolment compared to last year:

For International enrolment, there are no system comparisons available. Travel restrictions, difficulty obtaining study permits, and overall uncertainty globally contributed to a decline in many aspects of international enrolment. Most new students are in remote programs, studying from their home country.

For international enrolment, the fall semester of 2020 vs. 2019 for Durham College (DC) is summarized below:

- Total applications are up 22.0% versus Fall 2019.
- Enrolled new students are down 43.9% versus last year.
- Enrolled returning students are down 8.6% versus last year.
- Total international enrolment is down 25.8% versus last year.

4.3 Enrolment compared to budget

Enrolment budget targets were adjusted in September to reflect the COVID-19 situation. Adjusted enrolment budget numbers for both new and returning domestic and international students were achieved.

- New student enrolment was 102.5% of the adjusted budget. This is broken down as follows: domestic new enrolment: 98.6% of budget and international new student enrolment: 165.5% of budget.
- Returning student enrolment was 104.8% of budget. This is broken down as follows: domestic returning enrolment: 103.4% of budget and international returning student enrolment: 111.5% of budget.

4.4 Summary:

In summary, the total enrolment for Fall 2020 at day 10 of classes (including new and returning international and domestic students) was 10,719. This represents a 9.3% decline versus Fall 2019 at day 10. Adjusted enrolment budgets for both new and returning students were achieved.

5. Financial/Human Resource Implications

Budget adjustments have been made to reflect forecasted enrolment.

6. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

7. Relationship to the Strategic Plan/Business Plan

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

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

Report Number: BOG-2020-71

To: Board of Governors

From: Dr. Elaine Popp, vice president, Academic

Date of Report: October 7, 2020

Date of Meeting: October 14, 2020

Subject: Approval for a Permanent Program Suspension –Web Applications for Mobile Computing

1. Purpose

To obtain approval from the Board of Governors to permanently suspend Web Applications for Mobile Computing, effective September 2020.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2020-71, the following program be permanently suspended, effective Winter 2021:

- Web Applications for Mobile Computing, MTCU 70516/DURH01209

3. Background

As stated in the Minister's Binding Policy Directives Operating Procedure for Program Suspension and Cancellation, a suspended program is one in which the college has decided not to admit first year or beginning level students. It is the responsibility of the Board of Governors to approve such recommendations. Further, it is the responsibility of the College to inform the Ministry of Colleges and Universities (MCU) of final decisions to suspend or cancel a Ministry funded program of instruction.

Programs that have been cancelled will not be re-activated. A new funding approval application form should be submitted to the ministry if a college wishes to offer the program in the future.

Web Applications for Mobile Computing was approved in 2011 by the Ministry of Training, Colleges and Universities (MTCU) and the Credentials Validation

Service (CVS) and first opened for applications for the September 2012 academic year.

4. Discussion

This program was originally approved for launch in September 2012; however, the program never launched due to lack of student interest. There was only one confirmed application in 2012, and in the following year, 2013 - 2014, the program received four confirmations. For the next four years the program consistently received two confirmations in each of those years.

The School of Media, Art and Design worked with college stakeholders to re-name the program and revise the curriculum in the hope that something would stimulate applications. McLean's Magazine cited the program (two years in a row) as a future-focused program and one to watch. The school canvassed the faculty and the Program Advisory Committee for ideas, but nothing stimulated student interest.

The Centre for Professional and Part-time Learning was consulted for interest to offer the program, however has decided not to pursue the program offering.

5. Financial/Human Resource Implications

There are no financial or human resources implications. There are no full-time faculty affiliated with this programs.

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 proposal to suspend this program of studies, is not at odds with the Durham College's Strategic, Academic or Business Plan.

Report Number: BOG-2020-72

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 8, 2020

Date of Meeting: October 14, 2020

Subject: First Update on the 2020-2021 Business Plan

1. Purpose

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

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2020-72, providing the first update on the 2020-2021 Business Plan, be received for information.

3. Background

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

The Business Plan allows Durham College to plan its operations for the fiscal year (April 1 – March 31) within the framework outlined in its Strategic Plan (2020-2023), and in support of its mission, vision, and values. The Business Plan identifies to the public and provincial government the operational outcomes that the College expects to achieve in the fiscal year. The Ministry of Colleges and Universities (MCU) uses the information provided in college business plans for government planning and policy-making purposes.

The Durham College Board of Governors approved the 2020-2021 Business Plan on May 13, 2020 (Report BOG-2020-36). The plan was developed with input, direction, review, and guidance representing all departments, schools, and areas of operation on the campus, led by the Durham College Leadership Team (DCLT).

4. Discussion/Options

The following describes the progress made to date across the four goals set out in the 2020-2021 Business Plan, involving employees from academic schools and departments of every area of Durham College operations.

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

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

The accompanying 2020-2021 Business Plan Scorecard describes the progress made on each objective; the majority of activities for the 118 actions are tracking well for completion with fourteen (14) items completed to date. Numerous items are also marked on hold, delayed, or at risk – more so than in previous reports. These are a result of the unprecedented times, and it is intended that these items will resume when appropriate.

Highlights from the scorecard are as follows:

4.1 Our Students

- Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.
 - Two new programs launched successfully in Fall 2020:
 - Esport Business Management (Enrolment: 13 students)
 - Behavioural Science – Honours Bachelor degree (Enrolment: 23 students)

- Provide exceptional learning experiences in and out of the classroom.
 - Student Academic Learning Services (SALS) Enrolment statistics tracked for SALS ONLINE units, online workshop completion, and practice tests (April 1 – Sept. 23/20):
 - 5,191 registrations across 7 self-directed units
 - 737 registrations in practice tests
 - All new teaching and learning tools implemented in 2020 (all statistics from April 1 - September 24):
 - 12,980 classes hosted through Virtual Classroom.
 - 5,862 assignments submitted through the Video Assignment tool
 - 4,508 classes and/or meetings hosted through MS Teams by faculty and academic schools; (increased 551% compared to January 2020).
 - 2,399 usage of OneDrive by faculty and academic schools (increased 385% compared to January 2020).
- Be a champion of experiential learning, global engagement, and applied research opportunities.
 - 15 virtual information sessions promoting co-op have been delivered to first-semester students in 13 programs.
 - Introductory email sent to over 750 first-semester BITM students promoting co-op and explaining application timelines for Winter 2021.

4.2 Our People

- Attract and retain highly qualified, creative and collaborative employees:
 - Revised orientation program curriculum for part-time faculty and implemented in fall 2020 with an overall satisfaction rating of 4.8 on a five-point scale
 - Developing curricula and pedagogical resources to support indigenization efforts of faculty – First Peoples Indigenous Centre (FPIC) online modules near completion, first module available by the end of September.
- Be a positive and inclusive work environment that is diverse, respectful and representative of our community:
 - Develop Equity, Diversity, and Inclusion (EDI) in Pedagogy and Practice Modules.

- Completed five EDI modules, which were launched in September.
- 125 individuals registered with 17 completing all five modules so far.

4.3 Our Work

- Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work:
 - CAFÉ Monthly featuring faculty spotlights and innovative practices in April-June 2020, resuming in October 2020.
- Support effective college governance:
 - New Strategic Plan launch for 2020-2023:
 - Strategic plan was launched virtually on May 26, 2020, with a microsite, video, social media, media, and communications strategy.
 - Microsite page views: 10,242
 - New and notable page views: 178
 - Video views: 678

4.4 Our Community

- Establish and strengthen sustainable partnerships locally and internationally with industry, government, community and alumni:
 - Worked with 62 new employers this fiscal to provide 103 placements through Community Employment Services.
 - FastStart SHIFT was featured as a national leader in the CIGan SDG Toolkit, published in September 2020 for our social entrepreneurship training.
 - DC is a participant in the Oshawa Mayor's Economic Recovery Task Force and has been a part of the Region of Durham's recovery taskforce as well.
 - Applied for Digital Main Street (DMS) funding to support local businesses in adopting digital solutions.
- Leverage and grow our positive impact on the communities we serve:
 - GM project has been extended until November 15, 2020. So far, 585 users have accessed the online portal, in which over 4,000 jobs have been posted.

- Strengthen our relationships with Indigenous communities:
 - First Peoples Indigenous Centre (FPIC) has continued to work with the Indigenous rooms at Port Perry High School and SA Cawker Public School. Focused on developing relationships with the Indigenous students by providing support in the room on a bi-weekly basis. Also providing information about application processes and other cultural workshops.

5. Financial/Human Resource Implications

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

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

The 2020-2021 Business Plan supports the 2020-2023 Strategic Plan, including the College's mission, vision, and values. Further, this Business plan supports the four pillars of the strategic plan, specifically:

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

2020-2021 Business Plan Scorecard

NOTE:

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

OUR STUDENTS

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

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

2020-2021 Business Plan Scorecard

	<ul style="list-style-type: none"> Gain approval to offer Steamfitter apprenticeship. 	<ul style="list-style-type: none"> Submit application for Apprenticeship Training Delivery Agent for Steamfitter (307A). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Ministry approved August 2020. 	Completed
	<ul style="list-style-type: none"> Successfully launch four new Centre for Part-time and Professional Learning (PPL) programs based on OntarioLearn courses: <ul style="list-style-type: none"> Veterinary Office Administration Construction Management Coding Essentials Medical Terminology (micro-credential) 	<ul style="list-style-type: none"> Launch all four new programs by January 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> All four programs were successfully launched in September 2020. Note name change to Veterinary Office <i>Assistant</i>. 	Completed
	<ul style="list-style-type: none"> Launch the PPL microcredential AI Privacy and Compliance. 	<ul style="list-style-type: none"> Launch the new program by fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Program development completed. First course was offered in September but did not run due to insufficient enrolment – will be offered again after additional marketing supports for it are in place. 	On Track

2020-2021 Business Plan Scorecard

	<ul style="list-style-type: none"> • Continuous improvement of program review and renewal processes. • Completion of planned Comprehensive Program Reviews (CPRs). 	<ul style="list-style-type: none"> • Implement revised Annual Program Review template and CPR templates and process. • Implement pilot project for program change requests. • Implement program curriculum visualizations for all programs. • Successful completion of 23 CPRs as per 2020-2021 roster. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Fall 2020 implementation in process for temporary changes to 2019-2020 and 2020-2021 CPR processes and report templates due to the pandemic. • Revised APR and CPR processes and report templates to pilot in Spring 2021. • Discussions on target to pilot project for program change requests in Winter 2021. • Program curriculum visualizations available November 2020. • 2020-21 CPR roster has been amended to 21 programs. Completion in process. 	<p>On Track</p>
	<ul style="list-style-type: none"> • Develop new partnership with Humber River Hospital to offer emergency room program. 	<ul style="list-style-type: none"> • Launch first cohort of 24 students by winter 2021. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • At the stage of getting ready to develop the curriculum with Humber River staff; but was put on hold due to pandemic. 	<p>On Hold</p>
	<ul style="list-style-type: none"> • Broaden the reach of Corporate Training Services (CTS) programs beyond Durham Region by implementing programs with a national scope. 	<ul style="list-style-type: none"> • CTS to develop and deliver two national programs online or in class. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • CTS built an interactive English and French Learning module for: <ol style="list-style-type: none"> 1. Hyundai Canada Sales and Service consultants on their BlueLink application. 2. Hyundai Canada on the new IONIQ hybrid vehicle. • In response to COVID shutdowns, CTS changed a 32 city GM Product 	<p>Complete</p>

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				<p>Plus tour, a 26 city GM Service Plus tour and a 8 city Cadillac tour into virtual classroom training.</p> <ul style="list-style-type: none"> Adapted to deliver a blended hybrid GM training program with 180 classroom sessions across 32 cities. We have developed close to 200 “Selling Tips” videos and literature to support the new way of learning for COVID times. 	
	<ul style="list-style-type: none"> Support the delivery of high-quality programs by increasing awareness and program reputation in the following ways: <ul style="list-style-type: none"> Continue the Signature and Priority Program digital advertising campaign. Introduce a content-marketing strategy with a focus on authentic storytelling to deepen the audience connection with the DC brand and identified programs. 	<ul style="list-style-type: none"> 150,000 visits to identified program web pages. Generate 1,500 impressions, 300 page views, and 140 engagements on average, per blog. 15,000 hits on www.durhamcollege.ca/degrees landing page. Total of 50,000 hits to all specific program web pages. Bachelor of Healthcare Technology Management : 25,000 Bachelor of Behavioural Science: 15,000 Construction: 10,000 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Signature/Priority campaign: <ul style="list-style-type: none"> Launched an additional Spring/Summer campaign resulting in: 95K + visits to program web pages and 110K engagements. Fall/Winter campaigns begin October 2020 through March 2021. Content marketing: <ul style="list-style-type: none"> Published 3 blogs, generating 9,000 impressions, 200 page views and 290 engagements. Generated 58 media stories (print and broadcast). Degree programs: <ul style="list-style-type: none"> BHCTM and BBS are being promoted for Fall/Winter. When additional degrees are Ministry approved, they will be added to the plan. Program page web visits 	<p>On Track</p> <p>On Track</p> <p>On Track</p>

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	<ul style="list-style-type: none"> Promote degree programs through strategic and targeted marketing including digital, print and environmental graphics. 			<p>from April to September generated: 11,000 + visits to /degrees, 6,600 visits to /BHCTM, 5,300 visits to /BBS</p> <ul style="list-style-type: none"> Marketing campaign aligned with recruitment season will begin October 2020 through March 2021. 	
<p>2. Provide exceptional learning experiences in and out of the classroom.</p>	<ul style="list-style-type: none"> Inspire students to be self-directed, life-long learners who set achievable goals for themselves and continue to revise those goals throughout their lives to reach their highest potential. 	<ul style="list-style-type: none"> Track use of Student Academic Learning Services (SALS) online resources and quizzes Work with faculty to integrate SALS online learning into courses. Coach students to use SALS online supports Facilitate academic coaching to increase persistence and resilience. Co-ordinate homework groups encouraging students to join communities of fellow learners. Promote the benefits of using LinkedIn Learning. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Enrolment statistics tracked for SALS ONLINE units, online workshop completion, and practice tests (Apr. 1 – Sept. 23/20): <ul style="list-style-type: none"> 5,191 registrations across 7 self-directed units 737 registrations in practice tests 930 visits for in-person services, serving 278 individual students Distributed SALS orientation video for faculty to share with students to promote SALS ONLINE & services for fall 2020. Developed SALS ONLINE unit containing resources for time management, remote classes, studying, technology, remote study groups. 2,722 registrations across 4 SALS ONLINE Essentials workshops Funding for LinkedIn Learning has been put on hold by the Ministry. 	<p>On Track</p> <p>Delayed</p>

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	<ul style="list-style-type: none"> Increase usage of three educational technology tools to engage students and deepen learning, as well as allowing for varied assessments. 	<ul style="list-style-type: none"> Increased usage of a minimum of three educational technology tools, demonstrated by a 10 per cent growth in the number of faculty participating. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>All new tools implemented in 2020 (all statistics from April 1 - September 24):</p> <ul style="list-style-type: none"> 12,980 classes hosted through Virtual Classroom. 5,862 assignments submitted through the Video Assignment tool 4,508 classes and/or meetings hosted through MS Teams by faculty and academic schools; (increased 551% compared to January 2020). 2,399 usage of OneDrive by faculty and academic schools (increased 385% compared to January 2020). Data collection plan for DC Connect usage in progress 	<p>On Track</p>
	<ul style="list-style-type: none"> Develop additional learning objects such as 360 videos. Learning objects are modular resources, digital or web-based, that are used to support learning activities for students. 	<ul style="list-style-type: none"> Minimum of 10 new learning objects developed. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Three completed:</p> <ul style="list-style-type: none"> Architecture 360 tour completed for the Architectural Technology program The Types of Features fill-in-the-blank for Journalism Dental Dentition charts drag-and-drop for Dental <p>In development:</p> <ul style="list-style-type: none"> WriteItAgain for writing skills in IS and SALS Three sustainability learning objects for IS (Siemen funded) <p>In upcoming fall development:</p>	<p>On Track</p>

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				<ul style="list-style-type: none"> Fluid Power, Metrology Trainer, Tube Girl must be redeveloped due to Flash not being available after Dec. 2020. 	
	<ul style="list-style-type: none"> Roll out new DC Connect “Core” package from D2L, including promotional materials and training opportunities to encourage faculty to use its new tools and functionality. 	<ul style="list-style-type: none"> Transition to the core package with limited support calls to Centre for Academic and Faculty Enrichment. Phased launch of new tools in DC Connect. Provision of monthly updates on new tools and functionality in DC Connect. 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative officer 	<p>CAFE support is provided on all DC Connect tools irrespective of tool type</p> <ul style="list-style-type: none"> volume is not high on specific core tools released <ul style="list-style-type: none"> Annotations tool launched Video Note extended time launched <ul style="list-style-type: none"> Both new tools communicated via CAFE Monthly and CAFE website with step-by-step resources developed Phased launch in planning 	On Track
	<ul style="list-style-type: none"> Lead the way in developing new projects and partnerships with the TeachingCity Oshawa initiative. 	<ul style="list-style-type: none"> School of Media, Art & Design (MAD) students to participate in developing a wayfinding tool for the Oshawa Lakeview Park using augmented reality technology. Install public art project as part of collaboration between the schools of Health & Community Services and MAD. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> MAD students completed preliminary work on Oshawa Lakeview Park wayfinding tool project. Project is currently on hold due to COVID-19-related closures. Student art was showcased during Culture Days Oshawa 2020 virtual exhibition. Physical public art installations are temporarily on hold due to COVID-19-related closures. The Access to Justice Hub project is ongoing, 2 additional projects are approved and set to launch in 2020- 	On Track

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				<p>21, and another project is in development.</p> <ul style="list-style-type: none"> 3 City Idea Lab courses and 1 program-wide City Idea Lab collaboration will take place in the Fall 2020 semester. Winter 2021 City Idea Lab courses are in development 	
	<ul style="list-style-type: none"> Launch co-op opportunities in additional programs. 	<ul style="list-style-type: none"> Successfully launch co-ops in six academic programs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<p>Co-op has been launched in six additional programs effective Fall 2020:</p> <ol style="list-style-type: none"> Electromechanical Engineering Technology <ul style="list-style-type: none"> 2 work terms (fall 2021, summer 2022) Environmental Technology <ul style="list-style-type: none"> 2 work terms (summer 2021, summer 2022) Law Clerk Advanced <ul style="list-style-type: none"> 2 work terms (summer 2021, summer 2022) Mechanical Technician – Elevating Devices <ul style="list-style-type: none"> 1 work term (fall 2021) Mechanical Technician – Millwright <ul style="list-style-type: none"> 1 work term (summer 2021) Tourism – Destination Marketing <ul style="list-style-type: none"> 1 work term (delayed to summer 2022 and will be a work term (not co-op) due to delayed intake from September 2020 to January 2021) 	Completed

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	<ul style="list-style-type: none"> School of Justice & Emergency Services students further develop off-campus engagement with marginalized populations, which extend post-secondary learning to a group who would not otherwise receive it. 	<ul style="list-style-type: none"> Move from piloting Walls to Bridges to embedding it into two graduate certificate programs, Victimology and Mediation – Alternative Dispute programs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Plans in place to amend the POS for each program; Rollout of initiative will depend upon ability of the prison to accommodate learning; Video conferencing capabilities are being explored. 	On Track
3. Be a champion of experiential learning, global engagement and applied research opportunities.	<ul style="list-style-type: none"> Co-op office to support five academic schools in delivering cooperative education (co-op) supports and services to programs currently offering co-op. 	<ul style="list-style-type: none"> Promote co-op work term options to students in first year to encourage participation in this work-integrated-learning opportunity and facilitate the transfer processes with the academic schools and Strategic Enrolment Services (SES). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> 15 virtual information sessions promoting co-op have been delivered to first-semester students in 13 programs. Introductory email sent to over 750 first-semester BITM students promoting co-op and explaining application timelines for Winter 2021. Co-op office providing increased flexibility in the transfer process with SES and academic schools. 	On Track
	<ul style="list-style-type: none"> Expand relationships with the business community to engage employers in DC co-op with six new co-op programs scheduled to launch 2020. 	<ul style="list-style-type: none"> Provide supports to employers and students during work terms Co-op office to source job opportunities expanding employer relations to have 14 programs with co-op, internship and work term options. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Co-op office supported employers and students during Summer 2020 work terms and internship. Work underway to source job opportunities for six new programs offering co-op with work terms starting in Summer 2021. 	On Track

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	<ul style="list-style-type: none"> Continue to develop and foster partnerships with eight local regional chambers with the goal of developing School of Business IT & Management (BITM) student membership agreements. 	<ul style="list-style-type: none"> Develop and implement formal agreements with the local regional chambers for BITM student membership with the goal of establishing a business summit next year. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Agreement has been vetted by all 8 chambers and by the college's risk department and is ready to be finalized and signed off by the respective signing authorities at DC and each of the eight chambers. A signing ceremony had been scheduled for April, 2020 with implementation to follow in September 1, 2020. These were both postponed due to COVID-19. The new partnership program launch date is slated for September 1, 2021. 	On Hold
	<ul style="list-style-type: none"> Provide international learning opportunities through international project work. 	<ul style="list-style-type: none"> Successfully complete year four of the Kenya Education for Employment Project (KEFEP). Successfully complete year one of Skills to Access the Green Economy and the Pacific Alliance projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Timelines for all projects have been adjusted given the COVID situation and most projects are moving forward as planned, virtually. Successfully completed year one of the Pacific Alliance Education for Employment project. Successfully complete year one of two Young Africa Works projects. 	On Track
	<ul style="list-style-type: none"> Expand international experiential learning opportunities for FastStartDC participants. 	<ul style="list-style-type: none"> Develop at least one strategic international partnership for SHIFT, providing training opportunities for student entrepreneurs. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> FastStart has partnered with SOS to offer a 'Virtual International Exchange' opportunity where DC student entrepreneurs support youth entrepreneurship training, in rural Guatemala. DC students will conduct research, develop training resources and offer virtual, one-on-one coaching to the 	On Track

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				Guatemalan youth on a monthly basis, under FastStart guidance.	
4. Develop and create opportunities to build student resilience, competence, personal capacity and life enhancing skills.	<ul style="list-style-type: none"> Review the combined Strategic Enrolment Services and International Education portfolio to make recommendations for integration which capitalize on synergies and efficiencies. 	<ul style="list-style-type: none"> Creation of an Operational/Strategic Plan for Strategic Enrolment Services and International Education portfolio. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Departmental consultations have begun and will be complete by November 2020. 	On Track
	<ul style="list-style-type: none"> Improve the self-regulation and resilience of students who are registered with Access and Support Centre (ASC). 	<ul style="list-style-type: none"> Access and Support Centre counsellors will offer virtual student workshops to develop effective self-regulation techniques and resilience for managing stress, which will be designed to improve student coping strategies. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> ASC workshops will be offered virtually. Workshop topics have been modified to reflect the current COVID-19 circumstances. 	On Track
	<ul style="list-style-type: none"> Campus Health and Wellness Centre will create and launch in-person and online modules to assist students with managing resiliency and positive self-esteem as well as coping strategies. 	<ul style="list-style-type: none"> Launch modules through in-person and social media promotions using virtual platforms. Track participation rates and measure impact of participation with session rating scales and outcome rating scales. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> Using virtual platforms to deliver resilience building modules. Topics have been modified to address new themes which have emerged in the COVID-19 environment. 	On Track

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	<ul style="list-style-type: none"> Resurgence of the Healthy Campus Task Force. 	<ul style="list-style-type: none"> Terms of reference to be updated and communicated. Regular meetings to be scheduled as well as establishing working groups to report on relevant work completed (i.e. Mental Health Strategy for Campus). 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> First meeting of Healthy Campus Taskforce was delayed due to COVID-19. 	<p>Delayed</p>
	<ul style="list-style-type: none"> Orientation and Student Information Online Module. 	<ul style="list-style-type: none"> Identify relevant content and communication timelines in consultation with students and campus partners. Develop module for review by students. Ensure module is available in DC Connect with relevant course information. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> PREP 1000 – Durham College’s Orientation and Student Information online Course consisting of 7 different modules was completed during the summer of 2020. PREP 1000 is available in DC Connect. First-year students are automatically registered into the course. Content became available to students at the end of July 2020 Relevant content was identified as a result of survey responses completed during the winter semester. Modules were reviewed by students prior to release: <ul style="list-style-type: none"> As of September 23, 2020 - 3,621 users (76% of total number of users) have visited content in PREP 1000. 	<p>Completed</p>

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

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<p>5. Foster the development of durable skills that transfer across all industries and workplaces including collaboration, entrepreneurial and critical-thinking, digital literacy, communication and creativity.</p>	<ul style="list-style-type: none"> Develop and implement professional development sessions focused on teaching for skills transfer, including critical thinking, digital literacy and communication skills. 	<ul style="list-style-type: none"> Deliver three professional development sessions for faculty with this focus. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Embedded PD sessions into the Teaching Remotely synchronous sessions offered in spring and fall 2020 Session for Dual Credit Program team focused on faculty communication skills in remote environments PD sessions will continue to be offered throughout the year. 	<p>Completed</p>
	<ul style="list-style-type: none"> Create a Digital Learning Plan as part of the Teaching and Learning Plan. 	<ul style="list-style-type: none"> Completion of Digital Learning Plan as part of the Teaching and Learning Plan. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Contributed to the ministry's session on Ontario's Digital Learning Plan Began research and investigation into DC's Digital Learning Plan 	<p>On Track</p>
	<ul style="list-style-type: none"> Develop a framework for global competency for students. 	<ul style="list-style-type: none"> Launch framework by February 2021. Pilot in at least one school in late winter 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Draft framework has been developed. Consultations will start Fall 2020 and the plan will be finalized by December 2020, so that a pilot can begin in 2021. 	<p>On Track</p>

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	<ul style="list-style-type: none"> Develop and produce Phase II of KEFEP documentary project. 	<ul style="list-style-type: none"> Through interdisciplinary collaboration between students from Journalism and Video Production programs, develop and produce video and multimedia assets. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> In order to meet the deliverables of this project, travel to Kenya is required. Given that travel is not feasible at this time, we have submitted a request for an extension to CIGan. We are waiting for confirmation of the extension. 	On Hold
	<ul style="list-style-type: none"> Support the Enactus DC team to reflect the United Nations Sustainable Development Goals through their work. 	<ul style="list-style-type: none"> With support from the FastStart team, develop and initiate a technology-based Enactus project on campus aimed at reducing plastic waste through entrepreneurial innovation. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> FastStart and EnactusDC are developing the 'rCycle Project for 2020-21, with key partnership support from the AI Hub and rLoop. This tech-based, plastics recycling project is currently pending partner alignment, and has great potential to be highly scalable. 	On Track
	<ul style="list-style-type: none"> Support the development of creative skills for careers in marketing for BITM students and FastStartDC participants. 	<ul style="list-style-type: none"> Develop one creative literacy workshop designed for BITM marketing students and FastStartDC participants to support the development of essential creative skills for careers in marketing. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> This unique workshop series has been delayed due to COVID-19 implications; however we expect to be able to offer the creative literacy workshop in the winter term, pending faculty capacity. 	Delayed
6. Cultivate relationships with students that extend beyond graduation.	<ul style="list-style-type: none"> Create a strategy to promote student pathways. 	<ul style="list-style-type: none"> Work with Communications and Marketing to create a communication plan which will include informational videos that better promote pathway opportunities for our graduating students. Communication plan will be complete by early 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Given the re-organization, this item has been reassigned. Initial discussions with Communications and Marketing have taken place. 	Delayed

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	<ul style="list-style-type: none"> • Create and engage with students through approved social media mediums. 	<ul style="list-style-type: none"> • Creation of a Strategic Enrolment Services (SES) social media strategy and social media channels. • Continue president’s social media initiative. 	<ul style="list-style-type: none"> • Vice-president, Academic • President’s Office 	<ul style="list-style-type: none"> • A social media strategy for SES is a low priority. Work on this deliverable has paused. 	<p>On Hold</p>
	<ul style="list-style-type: none"> • Engage students and alumni in career-oriented events to expand their industry connections and networking skills. 	<ul style="list-style-type: none"> • Deliver 10,000 Coffees program online mentoring program sponsored by RBC in collaboration with Alumni Office and Office of Student Diversity, Inclusion and Transitions. 	<ul style="list-style-type: none"> • Associate vice-president, Development and Alumni Affairs • Dean, Students 	<ul style="list-style-type: none"> • Offering student/alumni career focused webinars weekly • Offering individual employer branding building or recruitment events via MS Teams • 10,000 Coffees has been renewed • Actively promoting the platform for approximately 1 year with 573 members • Prior to COVID, advertising has been via social media, including giveaways and through targeted emails • Information’s workshops have been held to promote the initiative • Ongoing promotion continues. 	<p>On Track</p>

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	<ul style="list-style-type: none"> Develop an alumni network focused on international graduates. 	<ul style="list-style-type: none"> Host at least one virtual networking event for international graduates. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Consultation and planning have been started for a virtual networking event in Spring 2021. 	<p>On Track</p>
	<ul style="list-style-type: none"> Continue to support and expand the alumni mentorship initiative. 	<ul style="list-style-type: none"> Increase participation in the alumni mentorship initiative by 20 per cent. Embed alumni mentorship initiative into the curriculum. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Chemical Engineering program established - projected 21 participants. Pilot project added with International Business Program - max 10 participants. 	<p>On Track</p>
	<ul style="list-style-type: none"> Increase Alumni engagement 	<ul style="list-style-type: none"> Establish and execute year-long engagement: <ul style="list-style-type: none"> Define “notable alumni”. Increase notable alumni database by 10 per cent. Participate in faculty and athletics-driven alumni events. Develop Alumni Hiring Alumni Program. Work with Durham College Alumni Association student representative to strengthen relationship with students. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Policy created that includes definition and process for researching and documenting Notable Alumni in database Connected with 7 new notable alumni 3 spotlight articles completed, research ongoing Alumni Hiring Alumni Program deferred due to resources 	<p>On Track</p>

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	<ul style="list-style-type: none"> Increase alumni donations to DC. 	<ul style="list-style-type: none"> Research and implement innovative approaches for mass alumni solicitation. Develop “alumni leader” giving program. Minimum of three major gift (\$10,000) asks to alumni. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Continuing to research an innovative approach to mass alumni solicitation including an online lottery. May be at risk due to pandemic. Alumni Ambassador Program established- 3 alumni donors secured. Cultivation activities are underway for three major gift alumni solicitations. 	On Track
7. Champion the necessity and value of life-long learning.	<ul style="list-style-type: none"> Strategic Enrolment Services to support our academic partners in the research and development and micro-credentials at DC. 	<ul style="list-style-type: none"> Policy and procedure development for micro-credentials, fees, registration, and parchments. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Initial meetings to explore digital options for microcredentials have taken place. 	On Track
	<ul style="list-style-type: none"> Develop and launch a Centre for Professional and Part-time Learning (PPL) marketing strategy to communicate with alumni from targeted programs about the value of lifelong learning. 	<ul style="list-style-type: none"> Launch in winter 2021. 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Strategy development completed and approved. Four short articles on lifelong learning have been written. First article launched on PPL website (What’s New section) on Sept. 15, with others to follow every 2 weeks. Article availability tweeted, with re-tweets from corporate and alumni accounts. Work is underway to develop materials to be shared with those who will be convocating in Fall. 	On Track

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	<ul style="list-style-type: none"> Establish pathways for students between DC and Ontario Tech University. 	<ul style="list-style-type: none"> Create a pathway for students in DC's Massage Therapy program to articulate into the university's Kinesiology degree program. Establish an integrated diploma/degree between DC's Advertising and Marketing Communications program and the university's Digital Media Arts and Creativity degree. Explore opportunities for an integrated diploma/degree between the DC's Electromechanical / Electronics Engineering Technology programs and the university's Mechatronics Engineering degree. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Meetings have occurred with Dean, Faculty of Health Sciences, Ontario Tech in regards to developing a dual direction pathway for Massage Therapy into Kinesiology and Kinesiology into Massage Therapy. Meetings were paused due to the pandemic. Expect meetings to resume early 2021. Ongoing communications between MAD and the Faculty of Social Sciences. The first draft of the Digital Media Arts and Creativity has been received by OnTech University. Preliminary administrative logistic conversations underway in September, 2020 	<p>On Hold</p> <p>On Track</p> <p>On Track</p>
	<ul style="list-style-type: none"> Establish alternative delivery formats for select School of Business, IT & Management programs. 	<ul style="list-style-type: none"> Establish a minimum of one program to offer the alternative delivery format and identify the alternative delivery formats to be employed. For example, evening or weekend delivery. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Preliminary discussions have been held with the Office Administration program. We are also investigating the feasibility of alternative for several grad certs including HURM and PROM. Discussions will be held with proposals developed over the course of the Fall and Winter semesters. 	<p>On Track</p>

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	<ul style="list-style-type: none"> Continue to provide specific industry based learning to meet justice and law enforcement needs through the Centre for Integrated Justice Studies (CIJS). 	<ul style="list-style-type: none"> Provision eight to 10 workshops or courses through CIJS. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Workshops and courses are being scheduled where available through partners – COVID-19 permitting; may not reach 10 sessions 	<p>On track</p>
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OUR PEOPLE

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

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Attract and retain highly qualified, creative and collaborative employees.	<ul style="list-style-type: none"> Hold quarterly professional development sessions for the Centre for Professional and Part-time Learning's (PPL) part-time teaching staff. 	<ul style="list-style-type: none"> New sessions to be held virtually in May, August, and December. 	<ul style="list-style-type: none"> Vice-president, Academic 	Sessions delivered/scheduled as follows: <ul style="list-style-type: none"> May 26 – Improving Online Assessments September 22 (moved from August due to COVID) – Student Accommodations Sept. 30 – How to Use Video Assignments in DC Connect (hosted by the CAFÉ) December – to be confirmed 	On Track
	<ul style="list-style-type: none"> Develop online resources for part-time PPL teaching staff to provide news/updates, as well as easy access to tools and best-practice ideas which can be implemented in their teaching practices. 	<ul style="list-style-type: none"> Launch by December 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Work will begin in October 	On Track

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Revise the full-time and part-time faculty orientation program curricula, to better support faculty onboarding. 	<ul style="list-style-type: none"> Launch of revised orientation programs for full-time and part-time faculty by Fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Revised orientation program curriculum for part-time faculty and implemented in fall 2020 with overall satisfaction rating of 4.8 on a five-point scale. Adding cultural components to part-time orientation as well as anti-black racism and diversity in teaching and learning Full-time faculty orientation deferred until hiring is resumed 	<p>Completed</p> <p>On Hold</p>
	<ul style="list-style-type: none"> Expand the faculty mentoring program to all full-time academic schools. 	<ul style="list-style-type: none"> Adoption of the faculty mentoring program by all eight full-time academic schools. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Eighteen faculty from three full-time academic schools (IS, JES, SET) participating in fall 2020 <p>*Delay is anticipated due to increased workload on SWF related to conversion to remote delivery.</p>	<p>At Risk</p>
	<ul style="list-style-type: none"> Achieve Top Employer and Greenest Employer designations. 	<ul style="list-style-type: none"> Strategically identify DC initiatives and milestones for inclusion in award applications. Select employee testimonial representatives. Promote application to all DC employees through electronic view book. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Collaborated with C+M on the 2020 Canada's Greenest Employers award announcement, which included recommending employees to be featured in the article Will collaborate with C+M on the announcement in Dec. '20 for DC's 2021 Greater Toronto Top Employers award. 	<p>Completed</p>
2. Develop teams whose work exemplifies our	<ul style="list-style-type: none"> Empower our people to maximize their skills and advance their knowledge, 	<ul style="list-style-type: none"> Employees to identify goals in performance reviews. Employees will commit to the 	<ul style="list-style-type: none"> Vice-president, Academic Chief administrative 	<p>VPA report (April 1 – September 24)</p> <ul style="list-style-type: none"> CAFE offered 185 PD sessions with 551 participants 	<p>On Track</p>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
<p>mission, vision and values.</p>	<p>and education, to create supports that will meet the needs of current students and serve future generations.</p> <ul style="list-style-type: none"> • Leadership will identify learning opportunities during strategic planning to support our students and people. • Employees will develop resource materials for Student Academic Learning Services online. • Employees will participate in Centre for Academic and Faculty Enrichment (CAFE) sessions and other PD on campus. • Empower employees to be lifelong learners by identifying programs/courses to improve their educational credentials. 	<p>development of content each year.</p> <ul style="list-style-type: none"> • Employees will sign up for and attend professional development (PD) sessions. • Track all PD and increases in employee education. 	<p>officer</p>	<ul style="list-style-type: none"> • 3,842 faculty support requests completed. Increase of 282% year-over-year • SALS ONLINE resources have been reviewed and update is ongoing; new resources in development • SALS staff have been attending PD (CAFE, HR and external, including LinkedIn Learning) • HR Management Development Series and weekly coffee break connection, scheduled for 20/21 Academic year. • Wellness programming focused on increasing engagement and creating cross-college connections (e.g. new DC Toastmasters club). • Management Development Series expanded to include 12 workshops for 20/21 with new topics related to allyship and managing during COVID-19. • Resources are available to managers on leading remote teams and meetings effectively. • Team focused online engagement activities to connect colleagues and enhance communications while working remotely. 	

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Respond to employee engagement survey results. 	<ul style="list-style-type: none"> Prepare results reports for each department. Ensure response plans are in place. Develop organizational communications on survey results. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Survey results provided to senior managers. Action planning updates will be provided by HR by January 2021. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

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<p>3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.</p>	<ul style="list-style-type: none"> Develop Equity, Diversity, and Inclusion (EDI) in Pedagogy and Practice Modules. 	<ul style="list-style-type: none"> Work in collaboration with CAFE to develop DC specific EDI modules for faculty. Develop a communication plan to release the modules. Facilitate sharing circles in-person and online to support faculty learning. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Completed five EDI modules, launched September 2020. 125 individuals registered with 17 individuals completing all five modules as of September 23, 2020. 	<p>Completed</p>
	<ul style="list-style-type: none"> Create an EDI Policy. Develop EDI working group and employee focused initiatives. 	<ul style="list-style-type: none"> Identify institutional priorities in collaboration EDI working group. Develop employee sub-group and plan to engage campus members to develop DC's EDI priorities. Share approved policy with the campus community. Engage in stakeholder discussion to establish objectives. Identify two employee-focused initiatives. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The EDI working group has expanded its objectives and is now finalizing terms of reference; a representative from HR will act as co-chair, along with co-chair, Director of Diversity, Inclusion and Transitions. EDI working group sub-committees will be created to work on these items. Draft EDI policy will be reviewed by the EDI working group and shared with campus members for feedback. HR sub-committee planned for self-id project. EDI modules identified as an employee focussed initiative HR representative identified as EDI Working group c-chair. 	<p>On Track</p>
	<ul style="list-style-type: none"> Develop an EDI library resource webpage. 	<ul style="list-style-type: none"> Work in collaboration with the Office of Research Services, Innovation and Entrepreneurship, OSDIT, 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> OSDIT hired a summer student to compile resources as a starting point for this very broad resource page; working with Library to create 	<p>On Track</p>

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		Library and ON Tech to launch an EDI specific-resource webpage.		and finalize the webpage, which will be launched by October 2020. <ul style="list-style-type: none"> • ORSIE has provided research-related resources and will continue to do so. • EDI working group will provide ongoing suggestions on resources to include. • ONTech is not able to join the efforts at this time. 	
	<ul style="list-style-type: none"> • Further develop our employees' understanding of the differences in cultures across countries. 	<ul style="list-style-type: none"> • Develop and launch five Intercultural Dimensions training modules for faculty and staff. • Ensure that at least 30 DC employees participate in a minimum of two modules. • Develop plan and timeline for the implementation of the BlackNorth Initiative. 	<ul style="list-style-type: none"> • Vice-president, Academic • Chief administrative officer 	<ul style="list-style-type: none"> • Five modules have been developed. • The first online module will be piloted in October with a small group for feedback and will launch for all faculty at Faculty PD Day (October 26, 2020). • BlackNorth planning has begun. 	On Track
	<ul style="list-style-type: none"> • Maintain and expand the service provided to low-income residents through the Access to Justice Hub. • Measure effectiveness of the Access to Justice Hub. 	<ul style="list-style-type: none"> • Engage up to 20 paralegal students per year. • Develop a research proposal and identify data to be collected for analysis to understand the effectiveness of the Access to Justice Hub to better serve cliental in the future. 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • 20 students participating during 20-21 academic year; • Research topics being explored by City of Oshawa in Teaching City initiative; • Data collection underway to contribute to measuring effectiveness of HUB. 	On Track
4. Empower and support employees to be entrepreneurial,	<ul style="list-style-type: none"> • Increase faculty's capacity to understand academic accommodations and how to create inclusive 	<ul style="list-style-type: none"> • Promote video training and FAQ through CAFE outlining the Access and Support Centre's role and function for faculty's 	<ul style="list-style-type: none"> • Vice-president, Academic 	<ul style="list-style-type: none"> • Video was successfully released • Survey developed, conducted and team formed to address survey results. 	On Track

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innovative and strategic.	learning environments.	<p>understanding to build capacity.</p> <ul style="list-style-type: none"> A survey to participating faculty will be developed and delivered to evaluate faculty satisfaction and to drive any necessary improvements. 		<ul style="list-style-type: none"> FAQ guide produced as a recommendation from responses CAFÉ module created, reviewed and edited for new faculty. 	
	<ul style="list-style-type: none"> Promote and create opportunities to cross-train employees with other areas of Student Employment Services (SES) to become more empowered in how they engage with our community. 	<ul style="list-style-type: none"> Build a training and development plan that is open for all SES employees to access. 	<ul style="list-style-type: none"> Dean, students 	<ul style="list-style-type: none"> Approach has been revised after the recent reorganization. A training and development plan for the SES will be considered as a part of the Operational Plan discussed on page 31. 	Delayed
	<ul style="list-style-type: none"> Introduce commercial farming operation: maximize container farm to supply leafy greens for purchase by large vendors and increase capacity for community supported agriculture (CSA) project. 	<ul style="list-style-type: none"> Farm plan in place. Weekly production cycle established. Delivery of 50 CSA boxes per week, over 20 weeks. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Farm plan and weekly production cycle in place. CSA project expanded to include farmers' markets twice a week into the fall. Revenue ranges from \$1,500 to \$1,800, slightly ahead of target of \$1,500 per week. Reduced to one market a week in September. Container farming production began in spring, with regular crops now producing 300-400 heads of lettuce a week. Currently we are using all of the produce on campus, however as production increases, we will work to find external clients. 	On Track

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	<ul style="list-style-type: none"> Develop Teaching and Learning Plan that will outline professional development for new and experienced faculty. 	<ul style="list-style-type: none"> Completion of Teaching and Learning Plan. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Goal two objectives (Exemplary Teaching) of the Academic Plan outlined. Objectives will comprise the Teaching and Learning Plan 	<p>On Track</p>
	<ul style="list-style-type: none"> Create a faculty playground that inspires experimentation with new technology and teaching methodologies. 	<ul style="list-style-type: none"> Faculty playground completed by Spring 2021. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Equipment ready to be installed on-campus. Completion dependent on resumption of normal on-campus activities While remote, CAFE is encouraging DC Connect Sandbox as a space for faculty to experiment with new technology and teaching methodologies. Faculty are using DC Connect Sandboxes to experiment with Video Assignments (N=358) and Virtual Classroom (N=1,634) 	<p>Delayed</p> <p>On Track</p>
	<ul style="list-style-type: none"> Provide support for faculty with educational technology tools such as advanced features of DC Connect and Office 365. 	<ul style="list-style-type: none"> Develop a minimum of 70 additional resources to support use of educational tools. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> 100 new resources developed including instructional videos, documents and webpages 32,755 visits to the CAFE website between April 1 – Sept. 24, 2020 2 Community of Practices initiated with a total of 209 participants <ul style="list-style-type: none"> 149 in online faculty CoP 60 in International CoP 2 DC Connect courses <ul style="list-style-type: none"> 226 participants enrolled in Teaching Remotely 	<p>Completed</p>

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				<ul style="list-style-type: none"> ○ 161 participants enrolled in the DC Connect Course Exemplar 	
	<ul style="list-style-type: none"> ● To support the bold new Strategic plan, DC's Leadership Team has established a \$350,000 fund to support projects that demonstrate innovation, creativity, risk-taking and the entrepreneurial spirit, and projects that add value to the college, helping us to achieve our strategic priorities. 	<ul style="list-style-type: none"> ● Committee is formed that will assess applications for funding. ● The first projects are approved and can start by Winter 2021. 	<ul style="list-style-type: none"> ● President's Office 	<ul style="list-style-type: none"> ● This fund has been cancelled in an effort to reduce the in-year deficit. 	Cancelled
<p>5. Strengthen our organizational culture to prioritize the health and wellness of our employees.</p>	<ul style="list-style-type: none"> ● Improve employee engagement through ICE (employee intranet site) by: <ul style="list-style-type: none"> ○ Launching employee newsletter; ○ Developing ICE engagement strategy; ○ Developing an accolades database for the campus community to 	<ul style="list-style-type: none"> ● Launched by September, 2020. ● Launched by September, 2020. ● Gather 25 submissions by March 2021. 	<ul style="list-style-type: none"> ● Chief administrative officer 	<ul style="list-style-type: none"> ● ICE newsletter: delayed due to the SharePoint officer being furloughed as part of COVID-19 related decisions. ● Engagement strategy: on hold due to COVID-19 as we reconsider the purpose and role of ICE in the organization. ● The accolades database has been put on hold due to college reorganization and a COVID-19 	<p>Delayed</p> <p>Delayed</p>

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	share student and employee achievements			related shift in priorities.	
	<ul style="list-style-type: none"> Support employees in strengthening their capacity to address and respond to mental health distress on campus by: Offering wellness workshops to all college employees, with a target of six workshops per semester. Develop an employee wellness working group, with the goal of developing two additional employee-focused wellness initiatives. 	<ul style="list-style-type: none"> Delivering two Mental Health First Aid sessions per semester; Developing a refresher course on mental health first aid, and delivering four sessions to employees and managers. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> Offered a variety of wellness workshops for staff, including sessions particularly focused on coping, resilience, stress management, and supporting mental health and wellbeing. 7 wellness workshops were offered during the last semester, exceeding our target of 6 per semester. The wellness-working group has re-convened in fall 2020. Mental health first aid could not be delivered because it is an in-person only workshop and new Covid-19 restrictions prevented us from meeting in person. 	<p>On Track</p> <p>On Hold</p>
	<ul style="list-style-type: none"> Implement a DC Proud program for employees who are alumni. This allows them to let others know they are DC alumni. 	<ul style="list-style-type: none"> Provide diplomas and discounted frames to employees. Profile DC employees as part of engagement plan. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> On hold until normal operations resume. 	<p>On Hold</p>

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OUR WORK

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

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
1. Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work.	<ul style="list-style-type: none"> Develop a Strategic Enrolment Services (SES) committee where both management and support staff are able to contribute to the future planning of department goals. 	<ul style="list-style-type: none"> Create a committee that includes at least one support staff from each SES area. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Due to the recent reorganization, direction for this action has changed. Departmental goals will be set through consultation with necessary stakeholders and be included in the Operational Plan. Work on this has paused. 	Delayed
	<ul style="list-style-type: none"> Highlight exemplary faculty practices and innovative program delivery in the Centre for Academic and Faculty Enrichment newsletter CAFE Monthly. 	<ul style="list-style-type: none"> Highlight one exemplary faculty and one innovative program delivery per month in Centre for Academic and Faculty Enrichment monthly. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> CAFE Monthly featuring faculty spotlights and innovative practices in April-June 2020, and will resume in Oct. 2020. Innovative practices highlighted on the CAFE website and social media. 	On Track
	<ul style="list-style-type: none"> Promote internal and external awards for exemplary faculty and programs. 	<ul style="list-style-type: none"> Nominate faculty for the college's annual Employee Excellence Award. Nominate faculty and/or programs for external awards including: CIGan Awards of Excellence, Chair Academy awards and World Federation of Colleges and Polytechnics Awards of Excellence. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> College's annual Employee Excellence Award suspended in 2020. Awards of Excellence promoted with two faculty selected from DC. CIGan Award of Excellence nominations in progress. 	On Hold On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Renew the Academic Plan and supporting plans. 	<ul style="list-style-type: none"> Completion of the Academic Plan and supporting plans. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Conducted in-person consultations at the Coordinator meeting and at Academic Council and virtual sessions with employee groups, students, members from our Program Advisory Committees and our Alumni Association. Draft development in process with the working group. Teaching and Learning Plan, Internationalization and Global Engagement Plan and Applied Research Plan are all progressing well, with the goal of being completed before the end of December. 	On Track
2. Lead in the development of transformational programs, services and systems that enhance the student experience.	<ul style="list-style-type: none"> Review DC's customer relationship management (CRM) systems and processes to develop a strategic approach. 	<ul style="list-style-type: none"> Initiate a cross-college committee with representation from SES, Communications & Marketing and ITS to review our current approach and make recommendations. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Approach has been revised after the recent reorganization. Committee Term of Reference and membership will be developed by November 2020. 	Delayed
	<ul style="list-style-type: none"> Implement new self-service registration software for students. 	<ul style="list-style-type: none"> Select and procure software. Design solution. Implement solution. Go live by Tuesday, March 31. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> The software was purchased. Implementation underway. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Implement new faculty workload software. 	<ul style="list-style-type: none"> Procure software. Implement solution. Go live by Friday, January 1, 2021. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The software was purchased. Implementation underway. 	On Track
	<ul style="list-style-type: none"> Implement next generation of Wi-Fi controllers. 	<ul style="list-style-type: none"> Design solution. Select and procure equipment. Implement solution. Go live by Tuesday, September 1st 2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The controllers were procured. The equipment was integrated in the network infrastructure. Went live in August 2020. 	Completed
	<ul style="list-style-type: none"> Enhance the student experience through the development of a virtual tour that displays our unique campus spaces and learning environments. 	<ul style="list-style-type: none"> Launch version 1 of virtual tour by September 2020, which highlights 10 programs and 30 campus feature locations. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Version 1 of the virtual tour is on track to launch: includes 33 scenes at Oshawa campus and 22 scenes at the Whitby campus, highlighting 10 programs and 30 campus feature locations. 	On Track
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	<ul style="list-style-type: none"> Develop a Scholarship of Teaching and Learning (SoTL) framework and processes. A SoTL framework provides faculty with a way to assess the impact of their teaching practices and make evidence-based decisions about their 	<ul style="list-style-type: none"> Develop a SoTL framework and process with a call for proposals. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> SoTL framework drafted SoTL processes for a call for proposal in development. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	them. Engagement in SoTL contributes to faculty currency as a dual professional.				
	<ul style="list-style-type: none"> Support faculty participation in provincial and national teaching and learning conferences. 	<ul style="list-style-type: none"> Support up to 10 faculty member's participation in provincial and national teaching and learning conferences. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> STLHE Conference deferred to 2021 Learning Outcomes and Experiential Learning Symposium deferred to 2021 Education and Cognition Conference promoted in spring 2020 Learning Outcomes Symposium webinars promoted in fall 2020 	<p>On Hold</p> <p>On Hold</p> <p>Completed</p> <p>On Track</p>
	<ul style="list-style-type: none"> Expand curricular experiential-learning opportunities through collaboration with industry and community partners. 	<ul style="list-style-type: none"> Develop and implement at least one Mitacs-supported applied-research project with internship. Increase company projects in Riipen by 20 per cent (from 19 to 23); increase courses by 100 per cent (from four to eight). 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Two Mitacs-supported projects have been developed and awarded, totaling 8 internships. Implementation is underway for both. A third proposal is in development for a Fall 2020 submission to Mitacs. 24 company projects have been completed or confirmed in Riipen to date. 12 courses have matched with company projects; 4 additional courses are published; and 2 others are in development to date. 	<p>On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> Durham College has signed an MOU with The Regional Municipality of Durham, Durham Regional Police Services, and two other PSEs to collaborate on municipal challenges through the City Studio model, offering experiential learning and research opportunities to students. To date, three projects have been developed for Fall 2020 DC courses 	
	<ul style="list-style-type: none"> Successfully complete Year Three of the five-year Natural Sciences and Engineering Research Council (NSERC) grant supporting the AI Hub. 	<ul style="list-style-type: none"> Eight new artificial intelligence (AI) projects with industry partners initiated. Thirty-two students employed in AI research projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> To date, 14 new artificial intelligence projects have been initiated with industry partners, with additional projects in development. 42 students have been engaged in AI applied research projects. 	On Track
	<ul style="list-style-type: none"> Develop applied research opportunities with industry partners in the Mixed Reality Capture Studio. 	<ul style="list-style-type: none"> At least three new research projects initiated that involve Augmented Reality/Virtual Reality/Mixed Reality technologies. Twelve students engaged in applied research projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> To date, two externally funded projects have been initiated with industry partners. Additional projects are in development. 11 students have been engaged in MRC Studio projects. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop applied research opportunities with industry partners in the new Centre for Cybersecurity Innovation. 	<ul style="list-style-type: none"> At least two new research projects initiated that involve cybersecurity. Eight students engaged in applied research projects. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> To date, three externally funded cybersecurity projects have been initiated with industry partners. Additional projects are in development 6 students have been engaged in projects with the Centre for Cybersecurity Innovation. 	On Track
	<ul style="list-style-type: none"> Prepare business case for a new building at the Oshawa campus. 	<ul style="list-style-type: none"> Determine requirements for new space. Submit a section 28 application for financing options. Post RFP for construction of new build. 	<ul style="list-style-type: none"> Chief administrative officer Chief financial officer 	<ul style="list-style-type: none"> A draft design has been presented to DCLT with a change in the space allocation as a result of the pandemic. The plans to further proceed with this new build are on hold. Design development contract awarded. Stakeholder engagement meetings conducted, led to draft floorplates for a five, level, 60,000SF building. RFP pending funding. 	On Track
	<ul style="list-style-type: none"> New Whitby Campus Stellar Drive Main Lot Entrance. 	<ul style="list-style-type: none"> Completion of Site Plan Agreement with Town. Reconfiguration of parking lot for new-gated driveway. 	<ul style="list-style-type: none"> Chief administrative officer Chief financial officer 	<ul style="list-style-type: none"> Site Plan substantially completed. RFP for work released Oct. '20 Priority identified as entrance to crane field. 	On Track
	<ul style="list-style-type: none"> Renovate the Oshawa campus Bookstore. Increase merchandising of non-textbook product lines. 	<ul style="list-style-type: none"> Finalize design and tender project. Tentatively award renovation contract by Thursday, April 30. If possible once the pandemic restrictions are lifted, complete 	<ul style="list-style-type: none"> Chief administrative officer Chief financial officer 	<ul style="list-style-type: none"> The bookstore renovation was completed for start-up. Retail & e-Commerce operations commenced in late August. 	Completed

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		renovation by Monday, August 31.			
5. Maximize resources and processes in all aspects of our business.	<ul style="list-style-type: none"> Launch system workflow for Strategic Enrolment Services (SES) and Financial Aid and Awards to create a more automated transfer process for students applying to the co-op option of their program. 	<ul style="list-style-type: none"> Assign employee resources to launch Co-op Workflow project team with SES and Information Technology Services. Launch new Hired portal using the Outcome Career and Co-op Platform in June 2020. Launch new CCR platform on Outcome in June 2020. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> Project has been accepted by IT Services and resources are being identified. 	On Track
	<ul style="list-style-type: none"> Upgrade Hired Portal to outcome product allowing co-curricular recognition and experiential learning programming to be on one platform for students, faculty and employers. 	<ul style="list-style-type: none"> Launch new Hired portal using the Outcome Career and Co-op Platform in June 2020. Launch new CCR platform on Outcome in June 2020 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> The Hired portal and the CCR portal were both upgraded to Orbis Outcome in June 2020 to enable merger of portals to one Outcome platform Business process review is scheduled for Career and CCR portals merging into a common platform under one licence. 	On Track
	<ul style="list-style-type: none"> Expand Orbis Outcome Platform to include additional functionality for experiential learning management 	<ul style="list-style-type: none"> Complete Phase One of multi-year implementation, including <ul style="list-style-type: none"> conduct business process reviews with two academic schools implement Experiential Program Management Module and pilot field placement management 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Business process reviews were conducted with two schools (BITM and JES) that will pilot use of the Experiential Program Management module for field placement management in Winter 2021. A test site is currently in development. Planning is underway to add additional functionality to the Outcome platform, including addition of a Co-op module. 	On Track

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		and tracking in two schools			
	<ul style="list-style-type: none"> • Touchnet – One Card Solution. 	<ul style="list-style-type: none"> • Implementation of a software and technology progressive, campus-side identification-one-card system. • Priority implementation to improve and enhance production and distribution of student identification cards through utilization of system feature to allow self-service photo upload functionality integrated through Ellucian Banner system. • Work with Ontario Tech University and Trent University to implement digital solution for students to access Durham Region Transit and GO Transit. (This is a critical piece for the success of the aforementioned Touchnet – One Card Solution.) • Create digital solution for UPass Program and removal of UPass icon from Student Card design. 	<ul style="list-style-type: none"> • Vice-president, Academic • Chief administrative officer 	<ul style="list-style-type: none"> • Planning meetings have started and a plan for the January 2021 launch for a OneCard to replace the physical student card has been developed. • Integration of the UPass may happen in a future phase. Timing and details of this integration is on hold pending discussions with DRT and our partners. • Future phases of integration include integration with student events, athletics and food service providers. Timing for these integrations is to be determined. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Build up capital campaign for Whitby Campus expansion and raise \$10 million in support. Continue to improve donor stewardship practices. Continue improvement on DC Foundation governance. 	<ul style="list-style-type: none"> Complete Family Campaign which includes all boards, DCLT and employees. Qualify 200 prospects or as many as necessary to make the target. Cultivation of activities for 100 prospects. Conduct 50 major gift solicitations. Confirm two transformational gifts. Create welcome material for new campaign donors. Create donor "thank you video." Host mini stewardship events. DC Foundation Governance Committee to establish job descriptions, policies and procedures. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Employee campaign on hold at this time due to pandemic; reassess in October. 187 major gifts prospects identified. 45 major gifts prospects in active cultivation. 12 major gift asks made or still in progress. 	On Track
	<ul style="list-style-type: none"> Energy consumption reduction initiatives: <ol style="list-style-type: none"> Whitby CoGen Third Party Energy Systems development (battery storage) 	<ul style="list-style-type: none"> Completion of legal and connection agreements for Combined Heat and Power (CHP) installation at Whitby campus. Development of Energy Twin Model for Oshawa campus by Thursday, April 30. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Whitby CoGen funding program curtailed by IESO, requiring rescope of project plan. Energy Twin model completed by Siemens for Oshawa campus. Further development work on hold due to CoVid pandemic. Expected to resume in '21 subject to prevailing conditions. 	Delayed

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop a comprehensive event strategy that considers all events at DC. Strategy will include a campus wide approval/information sharing process to ensure event activity is well coordinated. 	<ul style="list-style-type: none"> Launch by December 2020. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Research is underway. Preliminary draft is in development. 	On Track
	<ul style="list-style-type: none"> Introduce sustainability practices into hiring processes. 	<ul style="list-style-type: none"> Review distribution process for teaching contracts. Examine technical requirements for electronic contract distribution, and systems to support delivery. Pilot electronic delivery of part-time teaching contracts with two academic schools. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> All HR employee correspondence is distributed electronically. Efficiency review underway. E-designation project underway, for beneficiaries, in collaboration with College Employer Council. 	On Track
6. Support Effective College Governance	<ul style="list-style-type: none"> Validate performance metrics for the 2020-2021 Strategic Mandate Agreement 3 (SMA3) Annual Evaluation Report from the Ministry of Colleges and Universities. 	<ul style="list-style-type: none"> SMA3 Annual Evaluation report successfully reconciled for funding allocations, pending Ministry direction given the COVID-19 situation. 	<ul style="list-style-type: none"> Vice-president, Academic President's Office 	<ul style="list-style-type: none"> Awaiting the report from the Ministry. 	On Track

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Launch an internal CASL-awareness program through policy and guideline development; communications; and education/training. 	<ul style="list-style-type: none"> Policy, procedure, guidelines and FAQ's to be completed by Thursday, April 30. Communications launched in June; ICE, webpage, and utility updates completed by Friday, May 29. Run six education and training sessions by March 2021. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Policy, procedure, guidelines and FAQ's are completed. ICE page is updated with the above items to launch end of September. Updates to the utility are on hold, awaiting priority on ITS project list. Training sessions are scheduled to run between October and March. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>
	<ul style="list-style-type: none"> Support the DC Board of Governors by onboarding five new incoming governors and assist with the transition of a new chair and vice-chair. 	<ul style="list-style-type: none"> Offer an orientation session for new governors in September 2020, either in-person in or in a virtual format. Provide a minimum of two training and development opportunities. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> Two governors were onboarded as of September 1, 2020. Virtual orientation sessions were held on September 2, 2020, and September 8, 2020. As of October 5, 2020, the president's office is still awaiting confirmation of LGIC appointments. An election for the 2020-2021 student governor is currently underway. A student is expected to be elected by October 30, 2020. Professional development opportunity offered on July 21, 2020, titled "Understanding the College's Finances." Professional development opportunity hosted on August 17, 2020, titled "Continuing the Diversity & Inclusion Conversation." 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Launch new strategic plan for 2020-2023. 	<ul style="list-style-type: none"> Create new strategic plan publication. Launch new strategic plan internally and publicly. 	<ul style="list-style-type: none"> President's Office Chief administrative officer with Communications & Marketing 	<ul style="list-style-type: none"> Strategic plan was launched virtually on May 26, 2020 with a microsite, video, social media, media and communications strategy. Results below: <ul style="list-style-type: none"> Strat plan microsite – Pageviews: 10,242K New and Notable – Pageviews: 178 Video views: 678 Social Media – Total posts 53 (combined DC Corporate + Ambassadors + Departmental Accounts) Engagements: 9.5K, Sentiment: 100% positive, Link clicks: 423 	Completed
	<ul style="list-style-type: none"> Post-pandemic strategy development 	<ul style="list-style-type: none"> Address budget deficit Organizational Recovery Plan development and implementation New online learning modules 	<ul style="list-style-type: none"> President's Office Chief administrative officer Vice-president, Academic Chief financial officer Dean, Students 	<ul style="list-style-type: none"> A draft recovery plan to address the budget deficit has been prepared and is contingent upon winter 2021 enrolments. 	On Track

2020-2021 Business Plan Scorecard

OUR COMMUNITY

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

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

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				2020, for our social entrepreneurship training.	
	<ul style="list-style-type: none"> Work with municipal partners and local leaders on economic recovery plan post pandemic. 	<ul style="list-style-type: none"> Join regional/municipal recovery planning committees. Develop internal college strategy for working with community partners. Communicate government support and funding options to business community to ensure students maintain placements and co-ops. 	<ul style="list-style-type: none"> President’s Office Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> DC participated in the Oshawa Mayor's Economic Recovery Task Force Meeting. Bi-weekly meetings have been occurring since April. Shared information with City of Oshawa and Region of Durham staff and other stakeholders on available funding options to hire students, leveraging enhanced government funding for wage subsidies. Participated in discussions to support BACD, BIAs, and other stakeholders in applying for Digital Main Street (DMS) funding. Referred students/graduates to positions created as a result of DMS funding, that will assist local businesses in adopting digital solutions. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
2. Expand opportunities for employees and students to volunteer in our community.	<ul style="list-style-type: none"> Establish an International Student Community Engagement strategy. 	<ul style="list-style-type: none"> Connect 50 International students with opportunities to engage with the community. Identify and promote opportunities for International students to volunteer at two or more community events (i.e. Rotary events). Organize at least one community networking event on-campus that will include community partners and International students. Identify and promote a minimum of two off-campus community networking opportunities for International students to participate in (i.e. chambers of commerce). 	<ul style="list-style-type: none"> Vice-president, Academic Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> This item will be delayed until a full return to campus and the resumption of community events. 	Delayed
	<ul style="list-style-type: none"> In collaboration with local school boards, develop student led mentorship initiatives that focus on reciprocal experiential learning. 	<ul style="list-style-type: none"> Deliver student led workshops on the topic of robotics and automation with one new elementary school partner in Durham Region in fall 2020. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> In-school program delayed due to COVID constraints. Exploring innovative virtual options with Kedron Public School, First Robotics Team at Sinclair High School and other potential partners within DDSB. If possible, this will launch end of this calendar year or early January, 2021. 	Delayed

2020-2021 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Encourage community participation for employees and students. 	<ul style="list-style-type: none"> Diversify DC representation at community events to ensure representation from students and employees. Increased community involvement for international students (target 50 student volunteers). 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> The community sponsorship program has temporality been put on hold. In person community events have greatly decreased. Strategy in place but delayed due to Covid-19. 	On Hold
3. Leverage and grow our positive impact on the communities we serve.	<ul style="list-style-type: none"> Support General Motors (GM) Action Centre in serving displaced employees with their transition to new educational and employment opportunities. 	<ul style="list-style-type: none"> Provide online tools and resources via the Hired portal for displaced GM employees. Organize an on-campus autoworkers career fair. 	<ul style="list-style-type: none"> Dean, Students President's Office 	<ul style="list-style-type: none"> The GM project has been extended until November 15, 2020. 585 users have accessed the portal 4179 jobs posted. Career Fair took place October 2019. 	On Track
	<ul style="list-style-type: none"> CES to deliver new Employment Ontario (EO) programs specifically geared at the needs of the labour market. CES to deliver EO programs highlight the impact DC has on the communities it services. 	<ul style="list-style-type: none"> Successfully launch new EO programs in Port Hope under Service System Manager (SSM) Prototype. Promote EO programs to local politicians and through its social media to engage employers and job seekers with funded programs. 	<ul style="list-style-type: none"> Dean, Students 	<ul style="list-style-type: none"> Port Hope has started working with Fleming College as the new SSM. January 1, 2021 will be the start of the new program model. Social media efforts has increased on Facebook with paid "boosted" ads. Contracted a company named Search Engine People to place sponsored ads on Facebook and Instagram. DC Employment Ontario programs were highlighted at a press release by MPP's Coe and Park in September 2020. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Participate in Phase Two of the Municipal Employment Sector Study, to explore the development of relevant micro-credentials. 	<ul style="list-style-type: none"> Provision of subject matter expertise and recommendations to the project, which is led by the Community Training and Development Centre . 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> PPL Dean has participated in all meetings/info gathering sessions held to date. (Final session will be held in November.) A new micro-credential opportunity was identified based on this participation. It was proposed and accepted for funding through the eCampusOntario Micro-certificate Initiative. Development of this <i>Municipal Employment Readiness 3-course</i> micro-credential is now underway by PPL. 	On Track
	<ul style="list-style-type: none"> Improve reporting from partners and to stakeholders. 	<ul style="list-style-type: none"> Create an online reporting tool for community partners. Create a Government Relations/Community Relations section of DC webpage for quarterly updates. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs President's Office 	<ul style="list-style-type: none"> On hold as community relations funding is currently on hold. Government Relations and Community Relations website has been updated and is live. 	On Hold
	<ul style="list-style-type: none"> Reach out to employers/potential employers to share Solutions for Business opportunities at DC. 	<ul style="list-style-type: none"> Presentations made to 10 businesses. 	<ul style="list-style-type: none"> Associate vice-president, Development and Alumni Affairs 	<ul style="list-style-type: none"> On hold due to focus on campaign conversations with developers and unions. 	On Hold

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
4. Guide students in making meaningful connections with their communities.	<ul style="list-style-type: none"> Develop collaborations with community agencies for students in dental, massage therapy and fitness/health promotion programs to present workshops to their client groups. 	<ul style="list-style-type: none"> Dental, massage therapy and fitness/health promotion students will establish and present workshops to community client groups. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> Dental program has incorporated an assignment in the 4th semester, where students complete education sessions in the community. In the 2nd semester of the Massage Therapy program, students hold a health and wellness fair and share their knowledge gained to the Durham community. 	On Hold
	<ul style="list-style-type: none"> Assist community groups developing multimedia assets used for raising community awareness to secure funding. 	<ul style="list-style-type: none"> Develop and deliver various multimedia assets to be published on partner websites, including Ontario Shores, Youth Without Shelter, Ontario Neurotrauma Foundation. 	<ul style="list-style-type: none"> Vice-president, Academic 	<ul style="list-style-type: none"> These projects (and others, such as Oshawa Fire Services) are continuing. MAD is also reaching out to Aboriginal Communities through Bernard Leroux's contacts. Bernie is on the boards of several Métis organizations. 	On Track
	<ul style="list-style-type: none"> Host a business summit – an event run alongside local small and medium enterprises and boards of trade, to connect students with the business community in Durham Region. 	<ul style="list-style-type: none"> Host business summit in winter 2021. 	<ul style="list-style-type: none"> Vice-president, academic 	<ul style="list-style-type: none"> This event is interdependent on establishing the chamber partnership (see section three). Planning for the event has been postponed to February 2022 due to COVID-19 and will be revisited in the Winter and Spring of 2021. 	On Hold
	<ul style="list-style-type: none"> Develop and support social innovation applied research activities. 	<ul style="list-style-type: none"> Successfully complete Year Three of current College and Community Social Innovation Fund (CCSIF) funded project. Initiate Year One of the three new CCSIF funded projects. 	<ul style="list-style-type: none"> Vice-president, academic 	<p>Final year of CCSIF- Truited Youth Housing grant is on track:</p> <ul style="list-style-type: none"> Due to COVID-19 interruptions, extension requested and received from the funder until October 31, 2020. 	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> • Hired 2 MAD students to assist with knowledge mobilization activities, including graphics and layout for final report and video production. • Held virtual wrap-up steering committee meeting to celebrate work accomplished with the trusted youth and community stakeholders; Durham College certificates of appreciation were given. • Project involved partnership with Region of Durham and will be highlighted on the Region’s Smart Cities website and in other materials. • New housing support funding (from Region of Durham and United Way) was announced Sept 2020 that is focused specifically on supporting housing for trusted youth and our Region of Durham partner believes that the work we did with this research project was the catalyst to this new funding <p>Year 1 of 3 new CCSIFs – all experienced slight delay due to COVID-19:</p> <ul style="list-style-type: none"> • 2 of the 3 projects (<i>Virtual Fire training, Financial Empowerment</i>) have begun 	

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>project initiation activities including set up of steering committee, on-going partner meetings, hired student Research Assistants, equipment procurement.</p> <ul style="list-style-type: none"> • <i>Virtual Fire Training</i> project has embarked on application to Mitacs to fund a post-doctoral fellow in partnership with the City of Oshawa’s Teaching City Initiative. • 3rd project involves interaction with pre-school centres and is meeting regularly with Region of Durham partners to determine how best to proceed and where it may be possible to move to virtual activities. <p>A 4th project funded by the NSERC Applied Research Rapid Response to COVID-19 fund: <i>Enhancing virtual mentorship to reduce social isolation of youth</i> is well under way:</p> <ul style="list-style-type: none"> • 3 student Research Assistants hired (2 nursing, 1 MAD) to compile, create and enhance mental health resources and virtual social activities to be used by mentors and mentees • 1 placement CYC student completed activities over the summer 	

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> Interviews with mentors/mentees (data collection) complete, moving on to data analysis phase. NSERC has given automatic extension until fall 2021 due to COVID interruptions. 	
<p>5. Strengthen our relationships with Indigenous communities.</p>	<ul style="list-style-type: none"> Continue to work with the Office of Student Diversity, Inclusions and Transitions to increase our student recruitment efforts and presence with local Indigenous communities. 	<ul style="list-style-type: none"> Incorporate Indigenous language into SES outreach initiatives. Numbers of sessions, presentations in the communities and student applications from these targeted outreach efforts will be tracked. 	<ul style="list-style-type: none"> Vice-president, Academic Dean, Students 	<ul style="list-style-type: none"> SES discussions had started to take place in regards to hiring an Indigenous Recruiter to participate in APSIP events so that these specific presentations could be tracked. Information regarding APSIP terms of reference and training guides were forwarded to manager. Up until COVID-19, the FPIC had been continuing its recruitment efforts, which includes participating in local Indigenous Community career fairs, socials, POW wows and events to foster good community relations and be recognized as the “DC” face in community. 	<p>Delayed</p>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Consult and participate in planning with the recruitment team in SES to align our efforts to support high school students as they transition to college level studies. 	<ul style="list-style-type: none"> Participate in sessions with guidance counsellors, community leaders and high school teachers to identify gaps in student learning and skills to prepare students for higher education. Develop and offer preparatory bootcamp sessions for incoming post-secondary students. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> First Peoples Indigenous Centre (FPIC) has continued to work with the Indigenous rooms at Port Perry High School and SA Cawker Public School. Focused on developing relationships with the Indigenous students by providing support in the room on a bi weekly basis. In addition, provide information about application processes and other culturally related workshops. Discussions have occurred with FN Managers regarding gaps in learning, not yet with high school guidance counsellors) FPIC offers Indigenous Transition Programming for new incoming students (7 sessions with 111 participants). FPIC led the development of a collaborative Summer Transitions program (Sweetgrass Series). Collaborated with Loyalist, Trent and OnTech. Created the Indigenous Student Success Network, which provided cultural programming and social engagement opportunities with traditional knowledge keepers so that more Indigenous students feel connected to a larger community. This program (8 Sessions with 485 people registered). 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

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

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Status Column Legend

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

On Track
At Risk
On Hold
Delayed
Completed