DURHAM COLLEGE
SUCCESS MATTERS

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

Date: October 13, 2021, 6:00 p.m.

Location: SSB 116AB Student Services Building

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

Pages

1. **CALL TO ORDER**

2. **INTRODUCTION OF GUESTS**

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

4. **CONFLICT OF INTEREST DECLARATIONS**

5. **PRESENTATIONS**

5.1. Jason Vassell, Faculty to present an overview of the Black Student Success Network

5.2. Tom Lynch, Director, Campus Safety, Thomas Bezruki, Manager, Emergency Management and Jennifer Cosway, Associate Vice-President, Human Resources to present a Status Update on the Fall Return to Campus and Implementation of the Vaccine Policy

6. **CHAIR'S REPORT**

7. **CONSENT AGENDA**

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

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

8.   DISCUSSION ITEMS

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

Date:	Wednesday, June 9, 2021
Location:	MS Teams
Members Present:	Michele James, Chair of the Board
	Lisa Allen
	Suzanne Beale
	Elizabeth Cowie
	Kelly Doyle
	Kevin Griffin
	Kristi Honey, Vice-Chair of the Board
	Gail Johnson Morris
	Robert Lanc
	Don Lovisa, President
	Bart Lucyk
	Kenneth Michalko (joined the meeting at 6:02 p.m.)
	Ian Murray
	Jerry Ouellette
	Gary Rose (joined the meeting at 6:02 p.m.)
	Jim Wilson
Members Absent:	Christine Kozminski
Staff Present:	Scott Blakey, Chief Administrative Officer
	Linda Flynn, AVP, Office of Development and Alumni Affairs
	Peter Garrett, Mgr., Strategic Reporting and Government Relations
	Tara Koski, Dean, Students
	Barbara MacCheyne, Chief Financial Officer
	Elaine Popp, Executive Vice-President, Academic
	Melissa Pringle, Corporate and Board Secretary
	Janse Tolmie, AVP, IT Services

1. CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Tony Doyle, Dean, School of Hospitality and Horticulture Science
- Kelly O'Brien, Manager of Operations, School of Hospitality and Horticulture Science
- Ryan Cullen, Field Coordinator, School of Hospitality and Horticulture Science
- Rashmi Gupta, Director, Institutional Research and Planning, ORSIE
- Jean Choi, Dean, Teaching, Learning & Program Quality (Centre for Teaching and Learning)
- Bev Neblett, Associate Dean, School of Health and Community Services
- Ralph Hofmann, Interim Executive Dean, School of Health and Community Services
- Joanne Spicer, Interim Associate Dean, School of Justice and Emergency Services
- Ian Ball, incoming governor
- Jennifer Powell, incoming governor
- Nathan Wilson, incoming governor

Governor Rose and Governor Michalko joined the meeting.

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

5.1 The Barrett Centre of Innovation in Sustainable Urban Agriculture

The Dean, the Manager, Operations, and the Field Coordinator, School of Hospitality and Horticulture Science presented an overview of the Barrett Centre of Innovation in Sustainable Urban Agriculture.

The presenters provided an overview of the Barrett Family Foundation, the project agreement, the goals of the project and alignment to DC's current programming, and the interest from community partners.

The Board questioned the Dean, the Manager, Operations, and the Field Coordinator, School of Hospitality and Horticulture Science.

5.2   2021-2022 Budget

The Chief Financial Officer presented the 2021-2022 budget and reported the College is presenting a deficit operating budget of $4.86M but because the College will remain in an accumulated surplus position at year-end, no deficit recovery plan is required by the Ministry.

The Chief Financial Officer reported the budget is based on several assumptions, including:

- An enrolment target of 11,534 for fall 2021;
- Expanded offerings, including six new academic programs;
- Sustained cash flow;
- The continued investment in one-time strategic initiatives, although at a reduced amount;
- A reduction of the long-term debt balance by $4.4M; and,
- The growth of revenues to $200M, an increase over 2020-2021.

Further, the Chief Financial Officer reviewed projected enrolment targets, revenues, expenses, cash flow, and the proposed capital program.

The Board questioned the Chief Financial Officer.

6.   CHAIR'S REPORT

As part of the Chair's report, the following items were discussed:

- The Chair acknowledged the discovery of the mass grave in Kamloops, BC at the former residential school for Indigenous children.

- The Chair acknowledged that June is Pride and Indigenous Awareness month.

- The Chair advised she filmed a convocation video on behalf of the Board that will be posted on the convocation microsite and apprised the Board of the upcoming grad sign pick-up events.

- The Chair acknowledged it was the last Board meeting of the year and recognized outgoing Governors Bart Lucyk, Kevin Griffin, Christine Kozminski, Robert Lanc, and Jim Wilson for their service.
    - Governor Honey also thanked Michele James for her leadership and contributions to the Board.

7.   CO-POPULOUS GOVERNORS' REPORT

Governor Wilson provided the co-populous report and noted that Ontario Tech University:

- Has partnered with Smartcone Technologies to test a high-tech system capable of real-time multi-symptom screening for COVID-19;
- Has arranged with Air Canada to assist international students with discounted airfare; and,
- Recently received a $2.2M donation from Tribute Communities to support student success and to fund a scholarship program.

The Board questioned Governor Wilson.

8.   CONSENT AGENDA

Governor Cowie requested that Item 8.2 be amended to delete the words 'and the minutes be approved as read'. The Board concurred with this amendment.

At the request of the Board, President Lovisa and the Associate Vice-President, Office of Development and Alumni Affairs spoke to the commitment by Durham College Students Inc. (DCSI) to donate $1M to the Building for Skills Campaign. Further, the Board requested a letter be sent to DCSI to acknowledge their contribution.

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

8.1   Approval of Minutes from May 12, 2021, Board Meeting

That the public minutes of the Board of Governors meeting of May 12, 2021, be approved as read.

8.2   Report of the Governance Review Committee - May 26, 2021

That all actions taken at the May 26, 2021, meeting of the Governance Review Committee be adopted as recommended and the minutes be approved as read.

8.3   Public Report of the Audit and Finance Committee - May 31, 2021 (budget approval)

1.   That based on Report FIN-2021-21, the 2021-2022 operating budget with a deficit of $4,860,000, and the 2021-2022 net capital budget of $7,248,549, be approved;

2.   That the Board of Governors authorizes the college to access $4,860,000 from Internally Restricted Net Assets as a revenue source for the fiscal year 2021-2022 to reduce the overall operating deficit;

3.   That the pre-budget request for $3.5M to advance capital projects in 2022-2023 be approved;

4.   That Report FIN-2021-21 be released publicly with operating and capital budgets to be reviewed and approved by the Board during its public session on June 9, 2021; and,

5.   That the approved 2021-2022 operating and capital budgets of Durham College be submitted to the Ministry of Colleges and Universities by the deadline.

8.4   President's Report - May to June 2021

That Report BOG-2021-43, outlining the president's activities from May to June 2021, be received for information.

8.5   Durham College Foundation Annual Report (2020-2021)

That Report BOG-2021-42 presenting the Durham College Foundation Annual Report for 2020-21, be received for information.

8.6   Durham College Multi-Year Accessibility Plan 2021-2025

That based on Item BOG-2021-40, the College's multi-year accessibility plan for 2021-2025 be approved.

8.7   Student Association Commitment to "Building for Skills" Campaign

1.   That in accordance with Report BOG-2021-41 concerning the Durham College Students Inc. (DSCI) commitment of $1,000,000 to the Building for Skills Campaign, staff be authorized to execute a multi-year agreement with DCSI for the use of space at the Whitby (namely the current student services area) and Oshawa campuses (namely B105) and;

2.   That as a condition of the multi-year agreement, Durham College agrees to work with the DCSI in their endeavour to build "the best student centre in Ontario" at the Oshawa campus. This could mean providing space in a building owned by the college or provision of land for DCSI to build their own.

8.8   Update on the Durham College Innovation Grant Fund Project

That Report BOG-2021-52, providing an update on the Durham College Innovation Grant Fund (IGF) project, be received for information.

9.   DISCUSSION ITEMS

9.1   Provincial Key Performance Indicators (KPIs) - 2019-2020 Results

The Director, Institutional Research and Planning presented the 2019-2020 key performance indicator results noting that every year Durham College is assessed based on graduate employment (83.9%), graduate satisfaction (75.7%), employer satisfaction (91.4%), and graduation rate (65.9%). Further, it was reported that because of timing, the results presented in the report do not reflect the impact of the pandemic and are specific to graduates who completed their academic programs in 2018-2019. The Director, Institutional Research and Reporting presented an analysis of the results, spoke to the margins of error, and discussed trends within the system.

The Board questioned the Director, Institutional Research and Planning.

Moved By Governor Lucyk
Seconded By Governor Griffin
"That Report BOG-2021-39 concerning the 2019-2020 key performance indicator data be received for information." CARRIED

9.2   Quality Assurance: Comprehensive Program Review

The Dean, Teaching, Learning & Program Quality presented the annual quality assurance report regarding Comprehensive Program Reviews (CPR) and reported that all Ontario college programs must conform to the Minister's Binding Policy Directive, Framework for Programs of Instruction, which requires each college to establish mechanisms for the review of their programs to ensure ongoing quality and relevance. At Durham College, each postsecondary program undergoes a thorough review and assessment every five to seven years to monitor the quality of the program.

Specific to Durham College, 16 programs completed a CPR in December 2020 and presented an analysis of the action items for continuous improvement to Academic Council; 7 remaining programs will complete a CPR in May 2021. Approximately 20 CPR's are in progress and will complete a final report in June 2021. For the next academic year, 19 programs will undergo a CPR, with the results to be reported in June 2022.

Moved By Governor Johnson Morris
Seconded By Governor Lanc
"That Report BOG-2021-37 highlighting the College's quality assurance program be received for information." CARRIED

9.3 Approval of New Program of Instruction: Honours Bachelor of Community Mental Health

The Executive Vice-President, Academic and the Associate Dean, School of Health and Community Services presented a new program of instruction for approval, Honours Bachelor of Community Mental Health (HBCMH).

The Executive Vice-President, Academic assured the Board that the proposed program had been through the full internal approval process and further explained how a degree receives approval from the Postsecondary Education Quality Assessment Board and Ministry of Colleges and Universities.

The Associate Dean, School of Health and Community Services presented details about the new program and reported that the HBCMH is an interdisciplinary program that focuses on meeting the demand for mental health support in our communities, organizations, and institutions. The program is grounded in the disciplinary fields of psychology, health science, counselling, and social science. Graduates of the program will have a strong cultural competency lens and a thorough understanding of the social determinants of health to support the mental health of diverse populations, including immigrants, refugees, Indigenous peoples, women, and LGBTQ+ clients. Further, the program will provide students an opportunity to demonstrate their knowledge, skills, and abilities in the application of theory and methodology with a mandatory 420-hour experiential work placement, serving to bridge the transition from education to real-world experience.

The Board questioned the Associate Dean, School of Health and Community Services.

Moved By Governor Wilson
Seconded By Governor Murray
"That in accordance with Report BOG-2021-29, the proposed Honours Bachelor Degree program of Instruction listed below be approved:

- Honours Bachelor of Community Mental Health." CARRIED

9.4 Approval of New Program of Instruction: Bachelor of Paralegal and Honours Bachelor of Paralegal

The Executive Vice-President, Academic and the Interim Executive Dean, School of Health and Community Services presented a new program of instruction for approval, Bachelor of Paralegal (BP) and Honours Bachelor of Paralegal (HBP).

The Executive Vice-President, Academic assured the Board that the proposed program had been through the full internal approval process and further explained how the proposed 3-year degree would be unique in the system and a significant win for the college in terms of credential reform.

The Interim Executive Dean, School of Health and Community Services presented details about the new program and reported the BP will be the only 3-year degree offered in Ontario to develop future practitioners who have the requirements to apply to the Law Society of Ontario to become a licensed paralegal. The program is grounded in the entry-level competencies of a licensed paralegal in Ontario and the complex legal thinking required to practice in court and tribunal proceedings. Students in the program explore and examine constitutional law and the Charter, criminal and summary convictions, contracts and tort law, the law of Tribunals, the procedure and practice for small claims court, the theory and strategies of negotiations and mediation, insurance law, and employment law. Beyond the discipline of law, the program includes six courses to enhance students' social and political awareness and critical thinking skills. The 420-hour field placement provides students with applied practical experience; placements may be in a variety of settings including the Durham Community Legal Clinic in the Access to Justice Hub to assist lawyers and licensed paralegals with legal advice to clients in the community.

Further, it was reported that the HBP builds on the BP degree. Graduates of the HBP program will be offered credit transfer into the final year of the HBP program to access advanced study in specialized topics and to support the graduate in pursuing master-level studies.

The Board questioned the Interim Executive Dean, School of Health and Community Services.

Moved By Governor Ouellette
Seconded By Governor Allen
"That in accordance with Report BOG-2021-38, the proposed Bachelor Degree and Honours Bachelor Degree programs of Instruction listed below be approved:

- Bachelor of Paralegal
- Honours Bachelor of Paralegal." CARRIED

9.5   2021-2026 New Program Development Plan

The Executive Vice-President, Academic presented the 2021-2026 new program development plan and reported that various internal quality assurance mechanisms are implemented to review and approve new program proposals to determine effectiveness and sustainability including:

- The development of a concept paper to determine the scope of the new program and conduct preliminary discussions regarding the purpose and strategic fit of the program;
- The development of an environmental scan by the Office of Research Services, Innovation and Entrepreneurship;
- Review and approval by the Executive Vice President, Academic (EVPA) for development;
- Development of the program elements including vocational learning outcomes, program description, a program of study, proposed budget, and the strategic fit of the program;
- Review and recommendation by the Program Proposal Review Committee (PPRC), a cross-representative college committee;
- Review of PPRC recommendation by the EVPA and approval for the continuation of development;
- Review and approval by the President; and,
- Review and approval by the Board of Governors.

The Board questioned the Executive Vice-President, Academic.

Moved By Governor Rose
Seconded By Governor Cowie
"That Report BOG-2021-36, presenting the 2021-2026 new program development plan be received for information." CARRIED

9.6   2020-2021 Durham College Annual Report

President Lovisa presented the 2020-2021 Durham College annual report and showed a video highlighting the College's various successes over the past year.

Moved By Governor Lanc
Seconded By Governor Lucyk
"That based on Report BOG-2020-55, the 2020-2021 Durham College annual report, be approved." CARRIED

10. UPCOMING EVENTS

The following events were highlighted:

- Employee Town Hall featuring keynote Jesse Hirsh - Monday, June 14 at 9:00 a.m.
- Grad Sign Pick-Up Events - June 15, 16, 22 - both campuses (volunteers limited due to COVID-19 restrictions)
- Durham Indigenous Voices - Part 1: Reconciliation featuring Dr. Pam Palmater - Thursday, June 17 at 6:30 p.m. (Click to Register)
  - Part 2 - July 8
  - Part 3 - July 29
  - Part 4 - August 19

11. MOVE TO IN-CAMERA SESSION

Durham College By-law No. 1. provides for the Board of Governors to address, in-camera, items that the Board deems to be confidential to the College.

Moved By Governor Doyle
Seconded By Governor Michalko
"That the Durham College Board of Governors move in-camera after a 10-minute recess." CARRIED

The Board recessed at 8:38 p.m. and reconvened in-camera at 8:49 p.m.

The Board rose from the in-camera session at 9:24 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees and the result of efforts to increase collaboration with Ontario Tech University.

11. ADJOURNMENT

With no further business, the meeting ended at 9:25 p.m.

PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS PUBLIC MEETING HELD OCTOBER 13, 2021

BACKGROUND

The Governance Review Committee met by videoconference on September 14, 2021.

SUMMARY

1.   Annual Review of terms of Reference

The Committee agreed to consider adding the words "best practices" in bullet a) when the by-law is reviewed.

2.   Annual Review of Skills Matrix

The Committee had no additions/deletions to the skills matrix.

3.   Learn More Series on September 23 - Governance Refresher & Governance Models

The Committee discussed the upcoming *Learn More* session on governance and governance models and the importance of the session to all Governors. As a follow up, the Board Chair sent a note to all Governors encouraging attendance at this *Learn More* session.

4.   Potential Review of the Board's Meeting Assessment Process

This item was deferred from last year. A review of the Board's meeting assessment process is one of the Board's 2021-2022 goals related to continuous improvement. Consideration of this matter will be deferred until later in the year to permit new Committee members to observe how Board meetings are run and provide context for any review.

5.   Practice of the Board Approving Committee Minutes & Path Forward

This was flagged at the June Board meeting as a governance issue, as the Board is being asked to approve minutes of a meeting they were not in attendance for, and the minutes may not be in final form.

Rather than having the Board approve Committee minutes, each Committee will report to the Board on matters considered by it and recommended resolutions, and will approve its own minutes in due course.

It is recommended that the following resolution be passed.

RESOLVED: That the practice of the Board approving Committee minutes be discontinued effective immediately and that the format of the Committee report to the Board be revised to include a written summary of the meeting and the actions to be approved.

6. **Status of Outstanding Board Policies**

The review of the Board's by-laws and outstanding policies is awaiting the Board's review of its governance framework.

Respectfully submitted,

Elizabeth Cowie, Chair
Governance Review Committee

Public Report

Report Number: BOG-2021-68

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 5, 2021

Date of Meeting: October 13, 2021

Subject: President's Report – June to October 2021

Purpose

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

1.   Our Students

DC students win big at Microsoft Office Specialist Canadian National Championship 2021

In July, seven Durham College School of Business, IT & Management students competed against their peers at the Microsoft Office Specialist (MOS) Canadian National Championship 2021. The MOS competition tests the skills of students aged 13 to 22 years old in Microsoft Office applications.

Students were tasked with taking certification exams for Microsoft Office Word, PowerPoint and Excel, with the highest scores determining who placed at the top of each category.

At the end of the competition, four DC students placed across all categories, with Maggie McCrimmon taking first place and Hayden Ellis placing third in the Microsoft PowerPoint (Microsoft 365 Apps & Office 2019) category. Brandon Linde also placed first in the Microsoft Word (Microsoft 365 Apps & Office 2019) category, while Garret Duncan took third place in the Microsoft Excel (Microsoft 365 Apps & Office 2019) category.

DC students win media awards for video and podcast produced in Guatemala

Two students were recently recognized with accolades from the 2021 Canadian Media Educators (CME) National Student Awards. In February 2020, a group of Durham College students spent five days in Las Arrugas, Guatemala – a small, remote Mayan village – as part of a Faculty-led Classroom Abroad. During that time and following the trip, the students undertook media projects inspired by their visit.

Ryan Beaton, a Video Production student, and Tara Sottile, a Journalism – Mass Media student, won in the Best Corporate/Client-Based Production category for their video *We Are SOS*, which was produced for the organization Students Offering Support. In addition, Meagan Secord, a Journalism – Mass Media student, won Best Podcast or Current Affairs Show for her powerful podcast *Les Femmes: Strong Women Aren't Born, They're Raised*, which looks at the impact of the Guatemalan civil war on the women who are now mothers in Las Arrugas. The podcast has also been shared online by Global Affairs Canada's Fund for Innovation and Transformation

Three DC students earn podium finishes with a gold and two bronze at the Skills Canada Virtual National Competition

Three DC students are celebrating after successfully finishing on the podium at the Skills Canada Virtual National Competition (SCVNC).

Held on June 15, Mark Steele won gold for IT Network Systems Administration, while Cameron Billingham and Glesy Panaga, claimed bronze for Photography and

Five Durham College alumnae nominated for 2021 Premier's Awards

Durham College (DC) is pleased to announce that, in recognition of their outstanding career success related to their college experience and the significant contributions they have made to their community, five alumnae – Caroline Wright,

Tamara Dus, Judy Pal, Tamara Green and Ellen Campbell – have been nominated for the 2021 Premier's Awards.

The Premier's Awards honour the important social and economic contribution that college graduates make to Ontario and throughout the world.

DC music business grad launches first annual Vietnam Music Week

In June 2021, after three years of planning, Thao Nghiem and her Vietnam Music Industry Network (VMIN) partners successfully launched the first annual Vietnam Music Week (VMW). With more than 250 attendees, this five-day virtual conference featured 30 guest speakers, companies and organizations, and offered engaging panel discussions, keynote presentations and success stories.

Since graduating from the Music Business Administration (MBA) program at Durham College in 2018, Thao has been in tune with emerging trends in the Canadian and international music industries. Currently based in Toronto, Thao's latest initiative as co-founder of the VMIN has introduced exciting opportunities to support the music industry in her native country while honouring her Vietnamese culture.

Music Business Management grads strike a chord with new record deal

Breaking into the music industry has always been the dream for Durham College alumni Dan Hand and Kyle Wilton. Both graduates of DC's Music Business Management (MBM) program, their paths crossed recently when Dan – an artist manager at Inside Pocket Music – officially signed Kyle's band, Excuses Excuses and helped secure a deal with Known Accomplice Record Co., a Canadian label with an impressive roster of artists, including The Trews, Headstone and Sam Roberts Band.

Hired directly from his third-year internship to an independent record label, Dan held multiple positions at the indie label before accepting a job at Universal Music Canada and opening his first artist management and services business, Cloud Empire Creative, in 2013. In 2016, Dan started his second artist management company while evolving Cloud Empire Creative into a corporate talent buying and booking business, which closed its doors last year as a result of the COVID-19 pandemic. In 2017, Dan joined the Inside Pocket Music staff bringing his artist management roster with him.

2. Our People

DC faculty member wins 2021 Challenge Award from the American College of Clinical Engineering

Durham College professor Richard Tidman has been recognized with the 2021 Challenge Award from the American College of Clinical Engineering (ACCE) for his leadership in developing the first Health Care Technology Management – Honours Bachelor (HCTM) degree to be offered in North America.
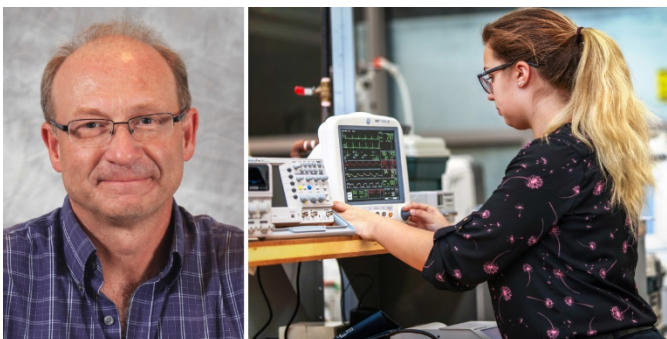
A long-time faculty member, Tidman used his 35 plus years of expertise to create and launch the HCTM program at DC, which also has the distinction of being the first degree to be offered at the college.

Developed in response to the growing demand for professionals with a hybrid skill set that combines

life sciences, medical technology and business acumen, the core of the program is comprised of six streams of study covering science and technology; medical equipment and clinical systems; mathematics and quantitative methods; management; research and design; and the health care industry, professionalism and ethics.

The first class of graduates will be available for hire in 2022, ready to use their unique qualifications to influence positive patient outcomes, address effective and safe use of innovative technologies, and ensure financial stewardship for their employers.

3. Our Work

DC receives $184,000 in funding to launch "Better Together Series" mental health initiative

Durham College (DC) is pleased to receive $184,000 in funding as part of the Ontario government's *Roadmap to Wellness* initiative, which will support eight mental health-related projects at select colleges, universities and Indigenous Institutes.

In partnership with Ontario Tech University and Ontario Shores, the funding will be used by the Campus Health and Wellness Centre to support students from both institutions through the "Better Together Series" – a collaboration of creative workshops, volunteer opportunities and informational sessions supporting a multi-dimensional framework to address the social Isolation and grief resulting from COVID-19.

Durham College recognizes the class of 2021

Back in June, we had the pleasure of celebrating the graduating class of 2021. While a physical convocation ceremony wasn't possible, graduation festivities are in full swing as friends, families and the entire college community came together

to celebrate the hard work ofmore than 3,800 graduates.

Graduates will be invited to attend an in-person ceremony when it is safe to do so, however it was important to mark the completion of the students' credentials once the semester ended, so the college developed a dedicated Convocation Recognition Website.

Durham College launches fifth applied research centre, the Social Impact Hub

Over the last several years, through funded collaborations with community partners, Durham College has developed a distinct cluster of 14 valuable applied research projects focused on social innovation, receiving $1,324,544 in overall funding. These projects tackle everything from homelessness and mental health, to equity and accessibility, training and more.

By leveraging faculty expertise, student talent and strong community partnerships, researchers at the Social Impact Hub will continue their work to identify creative solutions to complex social challenges through leading-edge social innovation projects and initiatives.

Ongoing projects at DC in this area of research include:

- Building Bridges Together: Co-production of Financial Empowerment Strategies with People Experiencing Low Income
- Innovation Through Co-production: A Holistic Approach to Supporting Social Competency in Pre-school Children
- Enriching Firefighter Training Through the Development of a Novel Virtual Reality Training Simulation for Personalized Precision, Skill and Resilience Training
- Enhancing Virtual Mentorship to Reduce Social Isolation of Youth
- Support for Parents with Intellectual and Developmental Disabilities

Durham College's Centre for Cybersecurity Innovation receives over $2.788 million in grants

Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE) is pleased to announce that small – and medium-sized enterprises (SMEs) throughout Durham Region and the Greater Toronto Area will have enhanced access to support from its Centre for Cybersecurity Innovation, thanks to two separate grants, totalling more than $2.788 million.

The first is a $2-million College and Community Innovation Grant from the Natural Sciences and Engineering Research Council of Canada (NSERC). Provided over the course of five years, the funds will play an integral role in the Centre's ability to scale up its applied research activities to meet and address the demand for its services from SMEs.

The second is a College Industry Innovation Fund (CIIF) grant for a total of $788,509. Awarded by the Canada Foundation for Innovation, these funds will be used to enhance the research capacity of DC's Centre for Cybersecurity Innovation by bolstering its infrastructure.

DC leads Canadian consortium in launching training modules as part of Pacific Alliance Education for Employment Program technical assistance

As part of its participation in the Pacific Alliance Education for Employment Program (PA-EFE), Canadian consortium A.08, project lead Durham College (DC), alongside Fanshawe College and Vancouver Island University, recently delivered the first of a series of training modules to 50 participants representing the ministries of education for Chile, Columbia, Mexico and Peru, as well as other key stakeholders.
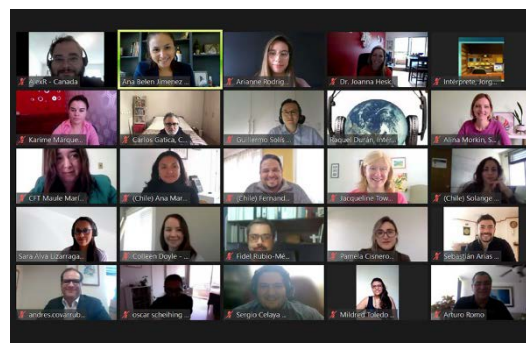
Designed to focus on skills development, the Canadian consortium has committed to teaching representatives tips and strategies so they can develop and implement marketing campaigns to promote Technical and Vocational Education and Training in the four countries, with a specific focus on reaching women and marginalized populations.

DC's AI Hub hosts second Enable AI Summit for 230 industry professionals

On June 3 and 4, the Durham College Hub for Applied Research in Artificial Intelligence for Business Solutions (the AI Hub) held their second Enable AI Summit – this time virtually from the City of Oshawa– for more than 230 attendees.

The first conference of its kind held in the Durham Region, the two-day event featured panel discussions and keynote sessions demonstrating how AI has supported organizations across Canada as they've navigated the impacts of the COVID-19 pandemic.

The event brought together industry leaders from across the region, authorities on AI from various municipalities and associations, as well as subject matter experts and talent from DC, to explore topics from computer visioning technologies and telemedicine, to predicting models and Blockchain.

DC's new Social Impact Hub receives more than $300,000 grant from the College and Community Social Innovation Fund

Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE) is pleased to announce it has received a SSHRC College and Community Social Innovation Fund (CCSIF) Grant for over $300,000.

Awarded by the Social Sciences and Humanities Research Council of Canada, the funds will support DC's recently launched social innovation applied research centre, the Social Impact Hub, in developing a model of support that is proactive and addresses the social issues that impact parents with intellectual and/or developmental disabilities (ID/DD).

Designed in response to their needs, the project will identify and remove barriers for children, youth, and families impacted by ID/DD by seeking their feedback, along with input from key partners to create a model that addresses the obstacles they face, while building the capacity of the service providers supporting these families.

Durham College kicks off 2021-2022 academic year

This fall, more than 11,400 full-time post-secondary and apprenticeship students have chosen Durham College as the next step in their academic journey, helping them get job-ready through the best in innovative and transformative education. Included in that number are more than 5,500 first-year students, and 2,000 new and returning international students from 74 countries. Another 7,000 students are also gaining new skills and knowledge via part-time studies.

With the increase in vaccination rates across Ontario leading to the easing of COVID-19 restrictions, approximately 65 per cent of DC students are also joining their peers on campus this fall, with 73 per cent of programs offering an in-person component this semester.

4. Our Community

Although participants didn't come together on the golf course this year due to COVID-19 restrictions, Roger Anderson's legacy continued with the 2021 Virtual Regional Chair's Classic silent auction.

Thanks to the generous donations from our sponsors, donors and proceeds from the auction, over $150,000 was raised in support of students in financial need at Durham College and Ontario Tech University, as well as programs at Ontario Shores Centre for Mental Health Sciences.

In total more than $6.9 million has been raised since the tournament's inception.

Durham College launches The Barrett Centre of Innovation in Sustainable Urban Agriculture


Durham College is pleased to announce the official launch of The Barrett Centre of Innovation in Sustainable Urban Agriculture (The Barrett Centre). Established thanks to a $5-million donation from The Barrett Family Foundation, its vision is to become an internationally recognized hub of excellence in urban agriculture practices, research, education and training.

At the heart of the work will be the building of a dynamic new urban farm that will be developed as a community-inspired living lab in the coming years.

DC inspires Kedron P.S. students with mentorship program and robotics lab tour

The School of Science & Engineering Technology at Durham College is supporting community outreach efforts by partnering with Kedron Public School in Oshawa to offer an interactive mentorship program to students in Grades 6 through 8.

For more than seven years, Beau James, professor and program co-ordinator of SET's Electromechanical Engineering Technology program, has helped grow the project across a number of classrooms in Durham Region. The project began when he hosted a tour of DC's Robotics Lab for Grade 7 students from Lakewoods Public School as a way to introduce them to the college's engineering programs.
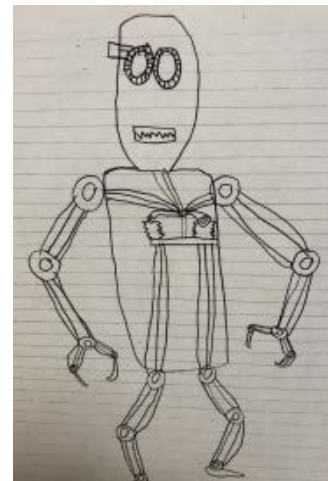
Over the last year, as elementary schools transitioned between in-person and online learning as a result of the pandemic, DC adapted its efforts to ensure the partnership was still supported.

Key Meetings Involving the President's Office (May 8 to June 4)

- COP COVID-19 Call – June 10, 2021
- Hosted Employee Town Hall (all staff) – June 14, 2021
- Meeting with OPG, Ontario Training Indigenous Workers & Women in Nuclear Industry – June 15, 2021
- Meeting with GM, Collaboration Opportunities – June 17, 2021
- Hosted UA Local 401 for Tour of Whitby Campus – June 18, 2021
- Black North Initiative, Education Committee Meeting – June 18, 2021
- OCAS AGM – June 21, 2021
- CEC Board of Directors Meeting – June 22, 2021
- Minister Dunlop Tour of Whitby Campus – July 12, 2021
- Black North Initiative, Education Committee Meeting – July 23, 2021
- COP Apprenticeship Working Group Meeting – July 27, 2021
- Meeting with MP Colin Carrie – July 29, 2021
- COP COVID-19 Call – August 5, 2021
- Participated in Public Policy Forum RE: Post-Secondary and the Future of Talent – August 6, 2021
- COP Working Group Meeting RE: Membership Fee Allocation – August 10, 2021
- COP Three Year Degrees Meeting – August 26, 2021
- COP Apprenticeship Working Group Meeting – September 1, 2021
- CEC Management Board Meeting – September 2, 2021
- COP COVID-19 Call – September 16, 2021
- Oshawa Rotary Club Presentation – September 21, 2021
- CICan Board Meeting – September 22, 2021
- College Council Meeting – October 12, 2021

Public Report

Report Number: BOG-2021-58

To: Board of Governors

From: Dr. Elaine Popp, executive vice president, Academic

Date of Report: September 10, 2021

Date of Meeting: October 13, 2021

Subject: Program Advisory Committees – Semi Annual Report (October 2021)

1. Purpose

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

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-58, providing the Program Advisory Committee semi-annual report be received for information.

3. Background

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

4. Discussion/Options

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

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the "Our Students" pillar of the Strategic Plan, and the goal to educate and inspire students to realize success in their careers and communities.

School of Business, IT & Management

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Accounting	March 22, 2021	9 External 2 College Representatives	Green
Computer Programmer	March 30, 2021	10 External 2 College Representatives	Green
Computer Systems Technician/Technology	April 19, 2021	10 External 1 College Representatives	Green
Cosmetic Techniques and Management and Esthetician – Spa Management	April 7, 2021	8 External 3 College Representatives	Green
Emerging Technologies	March 1, 2021	8 External 3 College Representatives	Green
Entrepreneurship & Small Business	March 23, 2021	8 External 3 College Representatives	Yellow
Finance	April 6, 2021 Second meeting Held on June 2021.	8 External 2 College Representatives	Green
Human Resources/Graduate Certificate	March 31, 2021	9 External 2 College Representatives	Green
International Business Management Graduate Certificate	May 12, 2021	10 External 4 College Representatives	Green
Marketing – Business/Marketing – Business Administration	May 6, 2021.	9 External 2 College Representatives	Green

[1] Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.
Blue: Active and engaged PAC; membership requires review.
Yellow: Moderately active and engaged PAC with reasonably diverse membership (Did not meet quorum).
Red: PAC that requires attention and review of membership.

PAC Annual Report: August 23, 2021

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Office Administration (Executive/Medical)	March 8, 2021	8 External 3 College Representatives	Green
Project Management Graduate Certificate	March 29, 2021	10 External 1 College Representative	Green
Recreation & Leisure Services	March 5, 2021	8 External 3 College Representatives	Green
Sports Admin./Sport Management/Sport Business Management Graduate Certificate	March 4, 2021	10 External 2 College Representatives	Green
Supply Chain and Operations	March 2, 2021	9 External 3 College Representatives	Green

Key Recommendations

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Accounting Cluster	Provide the PAC with an update on the winter 2021 semester.	C. Wilson to provide update for Fall 2021 meeting	To be Completed	Program Coordinator
	Provide the PAC with an update on the field placement completion.	C. Wilson to provide update for Fall 2021 meeting	To be Completed	Program Coordinator
Computer Programmer Cluster	Review comments from PAC members and see how we can input them into our major change report and CPR if necessary.	S. Forbes to review PAC members comments and work them into the CPR	Complete	Program Coordinator
Computer Systems Cluster	Provide PAC with an update on CPR progress.	N. Kanga to provide PAC with an update at the Fall 2021 meeting.	To be completed	Program Coordinator
	Provide an update on the spring/ summer, and start of the fall semester to members at next meeting.	N. Kanga to provide PAC with an update at the Fall 2021 meeting.	In progress	Program Coordinator

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Cosmetics/Esthetics	Provide an update on the Spa operations for the fall semester.	L. Morrison to provide an update at the Fall 2021 meeting.	To be completed	Spa Manager
	Look into creating mentorships with industry members for students.	R. Authors to research and reach out to PAC member about interest in the program. Provide an update at Fall 2021 meeting.	To be completed	Program Coordinator
	PAC members to reach out to R. Authors if they are interested in becoming guest speakers in the 2021-2022 school year.	PAC members to email R. Authors about mentorship opportunities.	In progress	Membership
Emerging Technologies	Look into ways to strengthen and expand students soft skills.	R. Al Omari to reseach and provide an update at the Fall 2021 meeting.	In progress	Program Cooridnator
	Provide PAC with an update on the Spring/Summer and start of Fall semester.	R. Al Omari to provide and update at the Fall 2021 meeting.	In progress	Program Cooridnator

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Entrepreneurship & Small Business	Look into a one-year digital marketing specialist program.	M. Ford to research the possibility of the graduate certificate. Update to be provided at fall 2021 meeting.	To be completed	Program Coordinator
	Look into an accounting course in how to optimize funds and cash-flow management.	M. Ford to look into updated accounting course. Update to be provided at fall 2021 meeting.	To be comepleted	Program Coordinator
	Look into customer service/after care course for students.	M. Ford to look into new course. Update to be provided at fall 2021 meeting.	To be completed	Program Coordinator
	PAC members to send M. ford an idea of what skills they wish they had for the Marketing for Entrepreneurs' course.	Membership to email M. Ford by September 2021.	In progress	Membership

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Finance Cluster	J-P Mann to get registration numbers for student enrolled in the pathways program.	J-P Mann to get numbers and update PAC at fall 2021 meeting.	To be completed	Program Coordinator
	J-P Mann asks PAC members to reach out to him if they are interested in becoming a guest speaker, and add in the class they are interested in.	PAC members to email J-P Mann prior to September 2021.	In progress	Membership
	Send out doodle poll for June 2021 date meeting to membership to ensure we are meeting requirements of twice annual meetings.	V. Matthews to send out poll to membership.	Complete	Administrative assistant
	Reach out J-P Mann if interested in becoming chair of the finance PAC.	Membership to email J-P Mann by September 2021 if interested.	In progress	Membership
Human Resources Cluster	Provide PAC with and update on Spring/Summer semester and the start of the fall semester during fall meeting.	R. Graham to provide update at fall 2021 meeting	To be complete	Program Coordinator
	Work on implementing strategies for getting students to turn on camera and be engaged.	R. Graham to work on strategies and provide an update to PAC on effectiveness at fall 2021 meeting.	In progress	Program Coordinator

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
International Business Management	Send Mural results for input into the minutes by June 1, 2021.	R. ten Kate to email to V. Matthews	Complete	Program Coordinator
	Share PAC feedback regarding perceived lack of public awareness of DC degree programs with our marketing department	N. Martin to email by September 2021	In progress	Asociate Dean
Library and Information Technician (LIT)	Program Suspended	Program Suspended	Program Suspended	Program Suspended
Marketing Cluster	Provide J. Carrigan with three to five contacts by end of June 2021 who would be comfortable with taking the time to complete the CPR survey.	Membership to email by end of June 2021	Complete	Membership
Office Administration (Executive/Medical) Cluster	Review the availability to add the placement as a five-week block and discuss the benefits or each.	J. Labatte to review with program team, and update PAC at fall 2021 PAC meeting.	To be completed	Program Coordinator/ program team

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Project Management	Provide an update to PAC members on Excel certification for students.	R. Mofid to provide and update to PAC members at fall 2021 program meeting.	In progress	Program Cooridnator
	Provide PAC members an update on final CPR report.	R. Mofid to provide and update to PAC members at fall 2021 program meeting.	In progress	Program Cooridnator
	Provide an update on how we are incorporating more Agile into the program.	R. Mofid to provide and update to PAC members at fall 2021 program meeting	To be completed	Program Cooridnator
	Review the course outlines for PROJ2207 course and send feedback to R. Mofid.	Membership to review outline and email R. Mofid by April 30, 2021..	In progress	Membership
Recreation & Leisure	Review PAC membership for length of term served so far.	V. Matthews and K-E Walcer to review by September 2021.	In progress	Administrative Assistant/ Program Coordinator
	Reach out to new PAC members.	K-E Walcer to reach out to prospective new PAC members.	In progress	Pogram Coordinator
Sport Cluster	Send the PAC Padlet link for completion.	N. Lamarche to send Padlet poll to membership.	Complete	Program Coordinator
	Complete Padlet poll within seven days and discuss at fall meeting if necessary.	Membership to complete the Padlet poll.	Complete	Membership

Program Area	Recommendations: Fall 2021	Action Plan	Status	Responsibility
Supply Chain and Operations Management Cluster	Send out package to PAC members regarding new program from Board of Governors with spring meeting minutes (Attachment A).	J. Souch to send to V. Matthews prior to minute completion.	Complete	Program Coordinator
	Reach out to PAC members for subject matter experts regarding course development.	J. Souch to reach out to PAC members prior to September 2021.	To be completed	Program Coordinator
	Send Vice President Academic questions to PAC members.	V. Matthews to distribute to membership at end of meeting.	Complete	Administrative Assistant
	Send answers to the Vice President Academic questions.	Membership to send V. Matthews their answers by March 12, 2021.	Complete	Membership

School of Health & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[2]
Animal Care	May 19, 2021	8 External 4 College Representatives	Green

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[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.

Behavioural Science Programs (Honours Bachelor of Behavioural Science/Autism and Behavioural Science/Behaviour Technician)	May 11, 2021	8 External 4 College Representatives	Green
Child and Youth Worker	May 17, 2021	8 External 5 College Representatives	Green
CICE – Community Integration through Cooperative Education	May 4, 2021	8 External 5 College Representatives	Yellow
Communicative Disorders Assistant	April 21, 2021	8 External 5 College Representatives	Yellow
Community (Addictions and Mental Health/Social Services Worker)	May 13, 2021	8 External 9 College Representatives	Green
Dental Programs (DA/DH/Dental Reception and Administration)	May 21, 2021	9 External 10 College Representatives	Green
Developmental Services Worker	May 17, 2021	10 External 5 College Representatives	Green
Early Childhood Education	May 19, 2021	8 External 7 College Representatives	Green
Fitness & Health Promotion	May 12, 2021	10 External 6 College Representatives	Green
Massage Therapy Program	June 10, 2021	9 External 7 College Representatives	Yellow
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	May 4, 2021	9 External 6 College Representatives	Green
Practical Nursing/Personal Support Worker and Critical Care Nursing	November 12, 2020	11 External 9 College Representatives	Yellow

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	Ensure student representation to PAC from each cohort	Recruit students for Fall from each cohort	In progress	Program Coordinator (K Semenko)
Behavioural Science (HBBS/ATBS/BTHN)	Share 2021-22 Academic Plan with membership	To be sent out with minutes	Completed	Recorder (L Barbara)
	Share Program of Study, courses and course descriptions	To be sent out with minutes	Completed	Recorder (L Barbara)
Child and Youth Care (CYC)	Report back on the CYC Virtual Care Clinic	Program coordinator to report back in the Fall, on the CYC Virtual Care Clinic	In progress	Program Coordinator (L Roblin)
	Need to recruit additional PAC members	Program coordinator to facilitate recruiting additional PAC members	In progress	Program Coordinator (L Roblin)
	Share final version of Vocational Learning Outcomes when complete	Program Coordinator to send out final version of Vocational Learning Outcomes when complete	In progress	Program Coordinator (L Roblin)
	Require enhanced student participation on PAC	Program coordinator to facilitate recruiting additional student PAC members	In process	Program Coordinator (L Roblin)
Community Integration through Cooperative Education (CICE)	Share 2021-2023 Academic Plan with PAC membership	To be distributed with minutes	Completed	Recorder (L Barbara)
	Share CICE graduation video link	To be distributed with minutes	Completed	Recorder (L Barbara)
	Share Inclusion Alberta link	To be distributed with minutes	Completed	Recorder (L Barbara)
	Need a year 1 and year 2 student for the PAC for the next academic year		Completed	Program Lead (N Perrone)

Program area	Recommendation	Action Plan	Status	Responsibility
		Recruit a year 1 and year 2 student for the PAC for the next academic year		
Communicative Disorders Assistant (CDA)	PAC requires a separate CDACC representative	Connect with M. Stratton to find a suitable CDACC representative to the CDA PAC	In progress	Program Coordinator (E. Maga)
	Program would benefit from expanded audiology placements	Connect with N. Balsara (PAC Chair) regarding suggestions for audiology placements	In progress	Program Coordinator (E. Maga)
	Enhance content covering virtual delivery of care into curriculum/course outlines for the upcoming academic year	Program team to enhance content covering virtual delivery of care into curriculum/course outlines for the upcoming academic year.	Completed	Program Coordinator (E. Maga) and program team
Community (ADMH/SSW)	Share 2021-2022 Academic Plan with PAC membership	2021-2022 Academic Plan to be sent out with minutes	Completed	Recorder (L Barbara)
	Follow up on Synergy student issue regarding messaging and directions for documentation collection	Follow up on Synergy issue regarding messaging and directions for documentation collection.	In progress	Associate Dean (B Neblett)
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration (DH_DA_DRA)	Require student representation on PAC	Program coordinators to recruit one student member from each year in each program for the Fall meeting	In progress	Program Coordinators (J. Kellett, K Stever, D. Pegg)
	Increased leadership training required in Dental Reception Program.	Donna Pegg to collaborate with Jeremy Barr for ideas on increased leadership training required in Dental Reception Program	In progress	DRA Program Coordinator (D Pegg)
	Examine how students prepare for the interview/hiring process to identify and address gaps and provide resources	Program Coordinators to examine how students prepare for the interview/hiring process to identify	In progress	Program Coordinators Program Coordinators (J.

Program area	Recommendation	Action Plan	Status	Responsibility
	Obtain information in grad survey regarding reasons for Dental Hygienists leaving or changing offices	and address gaps and provide resources Jennifer Kellett to obtain information in grad survey regarding reasons for Dental Hygienists leaving or changing offices	In progress	Kellett, K Stever, D. Pegg) DH Program Coordinator (J Kellett)
Developmental Service Worker (DSW)	2021-2022 Academic Plan to be distributed to all PAC members.	L Barbara to distribute 2021-2022 Academic Plan with minutes	Completed	Recorder (L Barbara)
	Share previous membership responses to how developmental sector has been impacted by the COVID-19 pandemic.	L Barbara to distribute with the minutes	Completed	Recorder (L Barbara)
	Recruit Year 1 and 2 student representation for the PAC.	Program coordinator to reach out to students	In progress	Program Coordinator (K Corbier)
	Follow up with Professional and Part time Learning regarding the offering of Non-Violent Crisis Intervention training within Durham College.	Bev Neblett to follow up with Professional and Part time Learning regarding the offering of Non-Violent Crisis Intervention training within Durham College	In progress	Associate Dean (B Neblett)
	External members to communicate with Melissa Bosomworth (Field Placement Officer) regarding vaccination protocols for student placement within their agencies.	External members to communicate with Melissa Bosomworth (Field Placement Officer) regarding vaccination protocols for student placement within their agencies.	Completed	PAC membership
Early Childhood Education (ECE)	Share most recent school newsletters with PAC membership.	L Barbara to send out most recent school newsletters with minutes.	Completed	Recorder (L Barbara)
	Recruit new Year 1 students for the Fall meeting.	T Hull-Gosse and S Hartwell to recruit new Year 1 students for the fall meeting	In progress	Program Coordinators (T Hull-Gosse and S Hartwell)
	Provide updates as to how the implementation of "Rainbow Plate" curriculum has gone.	T Hull-Gosse and Sue Hartwell to send out update when available, likely Spring 2022.	In progress	Program Coordinators (T Hull-Gosse and S Hartwell)

Program area	Recommendation	Action Plan	Status	Responsibility
	Share CPR outcomes with membership.	T Hull-Gosse and S Hartwell to send out CPR outcomes.	In progress	Program Coordinators (T Hull-Gosse and S Hartwell)
Fitness and Health Promotion (FITS_FHP)	Consider the incorporation of trauma-informed practice and mental health into curriculum.	Program Coordinator (Michael Williams-Bell) to reach out to Heather Harrison (faculty) regarding the incorporation of trauma-informed practice and mental health into curriculum.	Completed	Program Coordinator (M Williams-Bell)
	Provide update in the Fall regarding the implementation of Kinduct into the program.	Program Coordinator to provide update in the Fall regarding the implementation of Kinduct into the program.	In progress	Program Coordinator (M Williams-Bell)
	Assess the pandemic related adaptations over the past year that can be built upon and leveraged into the program including research.	Program team to assess the pandemic related adaptations over the past year that can be built upon and leveraged into the program including research.	In progress	Program Coordinator (M Williams-Bell) and program team
	Promote FHP Social Activities Society and upcoming events to support student engagement.	Program team to promote FHP Social Activities Society and upcoming events to support student engagement.	In progress	Program Coordinator (M Williams-Bell) and program team
Massage Therapy (MAST)	Review curriculum for gaps as to when courses are offered.	Associate Dean (M Campkin) and Program Coordinator (D Morrison) to review curriculum for gaps as to when courses are offered.	In progress	Associate Dean (M Campkin) and Program Coordinator (D Morrison)
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	Include a sub-question on preparedness related to modality preparedness and integration of clinical anatomy on preceptor survey this Spring 2021 (see Fall meeting).	L Maybury to include a sub-question on preparedness related to modality preparedness and integration of clinical anatomy on preceptor	Completed	Program Coordinator (L Maybury)

Program area	Recommendation	Action Plan	Status	Responsibility
		survey this Spring 2021 (see Fall meeting).		
	Re-evaluate and deliver SMART goal. (see Fall meeting)	L Maybury to re-evaluate and deliver SMART goal.	In Progress	Program Coordinator (L Maybury)
	Submit any professional development that may align with microcredential framework.	PAC membership to send any professional development that may align with microcredential framework to L Maybury e.g. opportunities for virtual exercise, therapeutic taping.	Completed	Program Coordinator (L Maybury)
	Assess the pandemic related adaptations over the past year that can be built upon and leveraged into the program deliver.	Program team to assess the pandemic related adaptations over the past year that can be built upon and leveraged into the program including research.	In progress	Program Coordinator (L Maybury) and program team
	Follow up on changing accreditation standards	L Maybury to follow up on accreditation changes and implications for program delivery.	In progress	Program Coordinator (L Maybury)
Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)	PAC needs to elect a Chair	Discuss role with PAC members	Completed	Associate Dean (M Campkin and membership)
		Interested members to put their name forward	Completed	Membership
		Email members to consider chair position	In Progress	Associate Dean (M Campkin) and Program Coordinator (D Morrison)
	Increase attendance at PACs	Revert to two PACs: one for PN/PSW and another for CC Discuss with EVPA	In Progress	Associate Dean (M Campkin)

School of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[3]
Culinary	March 25, 2021	6 External 4 college representatives	Yellow
Food and Farming	March 11, 2021	9 external 4 college representatives	Blue
Horticulture	April 13, 2021	7 external 4 college representatives	Yellow
Hospitality	March 1, 2021	8 external 5 college representatives	Green
Event Planning	March 1, 2021	10 external 5 college representatives	Green

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

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary	With the pandemic and heightened focus on safe operations, consider greater/new focus on the following: student hygiene; keeping up with trends/times (techniques in menu planning; technology/social media; menu planning specific to takeout/delivery; equipment knowledge; Entrepreneurial; pop-up grocery stores; virtual cooking classes and family dinners; creative ways to offer catering as customers are still seeking this experience.	Review existing courses/POS	Pending – will be considered as part of annual program review	Program Team
Food and Farming	With the pandemic and heightened focus on safe operations, review curriculum to further emphasize/include quality control as it is important in food and farming industries. Include more focus on the transferable skills of problem-solving and adaptability in the career planning course.	Review relevant courses to ensure it is captured	Pending	Program Coordinator / Program Team
Horticulture	Consider how to incorporate/ emphasize the importance of soft skills within the program	Review Course Outlines	Ongoing	Program Coordinator
	Investigate adding horticulture apprenticeship designation to program mix.	Discussion regarding the possibility of offering an apprenticeship program via DC	Ongoing	Dean / Program Coordinator
	Examine newer trends - "bee friendly" gardens, urban farming, ornamental gardens, edible gardens, wild-life gardening	Review relevant courses to ensure it is captured	Ongoing	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Hospitality	Further develop roster of guest speakers to connect with students as part of the curriculum.	Request made to membership to notify program coordinator if they are interested	Ongoing	Program Coordinator
	Identify new placement opportunities in light of the challenges that come with the pandemic restrictions.	Call-out made to membership	Ongoing	Program Coordinator/ Field Placement Officer
	Conversation around diversity training – include in course outlines/current curriculum	Review course outlines	Ongoing	Program Coordinator
Event Planning	Given the pandemic, the industry is changing. Consider how to strengthen curriculum opportunities for virtual events. Review other opportunities in the curriculum to update for these current times?	Send membership the current POS for review	Pending	Admin. Assistant / Membership
	Create opportunities for industry to come in and discuss different roles beyond the wedding planner, so they understand how many different opportunities exist in industry	Program Coordinator to canvass membership Call-out made to membership	Pending Pending	Program Coordinator / Membership Program Coordinator / Membership
	Include and continue to update the curriculum in and around the space of virtual event planning –	Review course outlines	Pending	Program Coordinator

School of Interdisciplinary Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[4]
General Arts & Science *Previously General Arts & Science – Liberal Arts*	May 19, 2021	7 External 4 College Representatives	Blue
Pre-Health Sciences *Previously General Arts & Science – Health and Sciences*	May 20, 2021	8 External 7 College Representatives	Blue

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

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	Discuss the possibility of GASZ graduates receiving credit for science and engineering courses at Ontario Tech University.	Kevin Dougherty and Adam Wingate from Ontario Tech University to meet to discuss.	Ongoing	GAS Chair and Kevin Dougherty
	Reduce the number of same-day assessments in the GASZ program.	Map out GASZ assessments to provide a more even distribution and reduce competing deadlines.	Ongoing	Nathan Wilson/GAS Program Team
	Some faculty reportedly reference "exams" or cumulative tests in their courses. This language needs to be removed from course outlines and DC Connect courses.	Remove "exam" language from outlines and discuss the weighting and use of final cumulative tests with the program team.	Ongoing	Nathan Wilson/GAS Program Team
Pre-Health Sciences	Some students are unaware of how to apply to their program of choice after graduating with the PHS Certificate. The team will investigate including information on the post-secondary application process into PREP 1300.	Develop content that provides a step-by-step process of the post-secondary application process including deadlines.	In-process	PHS Program Team/Jesse Parsons

School of Justice & Emergency Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[5]
Court Support Services	N/A	9 External 6 College Representatives	Green
Fire and Life Safety Systems Technician	June 2, 2021	11 External 7 College Representatives	Blue
Firefighter – Pre-service, Education and Training	May 3, 2021	8 External 9 College Representatives	Green
911 Emergency & Call Centre Communications	May 13, 2021	10 External 7 College Representatives	Green
Law Clerk Advanced Fast Track and Office Admin - Legal	May 11, 2021	9 External 7 College Representatives	Blue
Mediation – Alternate Dispute Resolution	May 5, 2021	8 External 5 College Representatives	Green
Paralegal	June 1, 2021	10 External 10 College Representatives	Green
Paramedic and Emergency Services Fundamentals	April 27, 2021	10 External 11 College Representatives	Green
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	June 17, 2021	10 External 14 College Representatives	Green
Victimology	May 17, 2021	8 External 6 College Representatives	Green
Youth Justice & Intervention	May 18, 2021	9 External 4 College Representatives	Green

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

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Court Support Services (CTSS)	N/A	N/A	N/A	N/A
Fire Life Safety Systems Technician (FLST)	Provide update on the development of the potential three year diploma program	The proposed new POS was reviewed during the PAC meeting and feedback obtained from PAC members. Support was obtained for the new program. Update on development to be provided in the fall.	In process	Program Coordinator
	Provide tour of the new FLST lab.	When permitted due to pandemic restrictions, provide tour of lab.	Delayed due to COVID restrictions	Program Coordinator and External members
Firefighter- Pre-service, Education & Training (PFET)	Ensure Firefighter's cancer prevention checklist is reviewed.	Address this checklist in program and curriculum.	In process	Program Coordinator/ program team
	Follow up on the inclusion of information about Emergency Medical Responder (EMR) training in curriculum.	Review the possibility of including EMR training in the patient care course.	In process	Program Coordinator/ program team

Program area	Recommendation	Action Plan	Status	Responsibility
911 Emergency & Call Centre Communications (EMCC)	Connect with S. Mackey regarding training for stress management.	Investigate the possibility of embedding the training into the program.	In process	Program Coordinator/S. Mackey
	Investigate the possibility of mentoring opportunities for students.	Consider the implementation of a student mentoring program.	Delayed due to COVID	Program Coordinator and Program Team
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF)	Connect with A. Fitzjohn regarding placement opportunities for co-op students	Follow up on lead for new potential placement opportunities	In process	Program Coordinator/Co-operative Education
	Provide update on microcredential availability..	Further to meeting discussion, provide information about development or availability of relevant microcredentials.	In process	Executive Dean
Mediation – Alternative Dispute Resolution (MADR)	Create student videos to promote the program	D. Burt to connect with current students/recent graduates.	In process	Program Coordinator
	Investigate a connection between the Community HUB and CCRS	D. Burt to investigate creating a connection for additional experiential learning opportunities for students	In process	Program Coordinator
	Follow up on the potential of an elder mediation microcredential	D. Burt and S. Ball to connect with M. Popescu regarding information for this credential	In process	Program Coordinator/Executive Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Follow up with M. Coopersmith for connection to Senior Indigenous Justice of the peace for feedback on indigenous content for the program.	Connect with M. Coopersmith.	In process	Program Coordinators, External members
	Ensure program team awareness of available training or workshops for technology use in remote teaching.	Ensure to send information and promote professional development opportunities.	In process	Program Coordinators
Paramedic (PPC and PADV) Emergency Services Fundamentals (EMSF)	Develop working group for microcredentials.	Form group of external committee members and college representatives to plan microcredentials.	In process	Program Coordinators
	Follow up on driver training information.	Connect with paramedic services to obtain information about their driver training programs.	In process	Program Coordinators
	Discuss results of PADV CPR process.	Review outcomes from CPR process.	In process	Program Coordinators/Executive Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Arrange guest speaking opportunities to provide information about corporate security career paths.	Connect with M. Allen to arrange classroom visits. .	In process	Program Coordinators/ External members
	Provide further updates regarding relevant and available microcredentials at the fall meeting.	Including the Municipal Employment Readiness microcredential and others that students, graduates and individuals in the industry may be interested in.	In process	Associate Dean
Victimology (VICT)	Create additional opportunities for students to connect and discuss outside of class time.	Create additional student networking and connection opportunities within the program design.	Ongoing	Program team
	Provide external members information about new microcredentials	Microcredentials currently in development that will be of interest to the committee members.	In process	Program Coordinator/Associate Dean
Youth Justice & Intervention (YJI)	Provide external members information about new microcredentials	Microcredentials currently in development that will be of interest to the committee members.	In process	Program Coordinator and Associate Dean
	Investigate the potential of a community tour day so students can see local organizations and supports.	Connect with external organizations to see if a tour would be possible.	Delayed due to COVID - Ongoing	Program Coordinator

School of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[6]
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	May 13, 2021	8 External 8 College Representatives	Green
Animation – Digital Production/Game Art	May 27, 2021	10 External 6 College Representatives	Green
Broadcasting for Radio & Contemporary Media	March 30, 2021	9 External 7 College Representatives	Green
Contemporary Web Design/Interactive Media Design and Media Fundamentals	March 25, 2021	10 External 7 College Representatives	Green
Fine Arts – Advanced and Foundations in Art & Design	April 7, 2021	9 External 7 College Representatives	Blue
Graphic Design	May 20, 2021	9 External 7 College Representatives	Green
Journalism – Mass Media	April 28, 2021	8 External 7 College Representatives	Blue
Music Business Management/Music Business Administration	May 3, 2021	8 External 7 College Representatives	Blue
Photography, Video Production	April 22, 2021	10 External 7 College Representatives	Green
Public Relations	May 11, 2021	9 External 4 College Representatives	Green

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

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Recommend more social marketing is provided within the curriculum in the second and third semester of the program (have theory and application practiced in single course and not separate courses).	Implementation is underway in Fall and Winter 2021-22. This initiative will be completed by Spring 2022.	On-going	Faculty
	Discuss the importance of timely and actionable feedback with the program faculty as students have said there is inconsistency in this area.	This is an active discussion among all members of the program team.	On-going	Faculty
	Recommend leading industry software applications (from account, media, and creative perspectives) are applied or highlighted in the program.	This is an ongoing initiative as new software emerges almost every year.	On-going	Faculty
	Recommend equality, diversity, and inclusivity, both internally and externally, are explored within the program.	This is an active discussion among all members of the program team.	On-going	Faculty
Animation – Digital Production/Game Art	Recommend that the first year of the programs are taught in-person and the second and third year could be remote or a mix of in-person and remote.	This has been achieved by delivering most courses (in all years) as Remote but allowing students to participate in the studios.	Completed.	Program Coordinators and Executive Dean
	Recommend that Game-Art students complete a finished small game instead of a reel to showcase to potential employers.	This initiative requires further development and will continue in Spring 2022.	On-going	Faculty

	Recommend that Blender is introduced to the Game-Art student's through a series of workshops, and look into it for Animation students.	This software is currently being introduced and the curriculum will continue to be developed to incorporate Blender.	On-going	Faculty
Broadcasting for Radio & Contemporary Media	Recommend that more advanced interview skills are introduced in the first year of the program.	This initiative will be rolled out in Fall 2021.	On-going	Faculty
	Recommend that a regularly scheduled, remote show with KX 96 is organized at Durham College.	Program Coordinator will coordinate logistics with KX96 Assistant Program Director,	In process	PAC member, Jerry Archer and Program Coordinator
	Recommend that students get experience working on a morning show by sitting in and watching a morning show live in the studios.	Faculty Team will work with local radio stations to organize visits	In process	Faculty
Contemporary Web Design/Interactive Media Design and Media Fundamentals	Recommend that the coding course in year one is explored for more advanced techniques.	This initiative will be rolled out in Fall 2021.	In process	Faculty
	Explore software for augmented reality (AR) that can support digital learning.	This will be incorporated through Fall 2021 and Winter 2022	In process	Faculty
	Recommend that the importance of technical communication is incorporated into the curriculum.	This initiative will be rolled out in Fall 2021.	In process	Faculty
	Recommend finding alternatives to WordPress ecommerce (like Amazon and Shopify.	This will be incorporated through Fall 2021 and Winter 2022	In process	Faculty
	Recommend that first-year students attend a second-year	This initiative will be rolled out in Winter 2022	In process	Faculty

	portfolio presentation session to help guide them.			
Fine Arts – Advanced and Foundations in Art & Design	Recommend that offering web development to the first year students is explored.	This initiative will be developed in Spring 2022.	In process	Faculty
	Recommend that two new members are recruited for the advisory to replace members whose term has ended.	New PAC members will be invited to Fall 2021 PAC meeting.	In process	Program Coordinator and Executive Dean
Graphic Design	Recommend that students are given guidance on how to speak professionally to clients while presenting.	This initiative will be rolled out in Fall 2021.	In process.	Faculty
	Recommend that the new media courses split the content between coding and the digital platforms (with an emphasis on digital platforms i.e. Shopify, Square E-Commerce and other e-commerce data-base driven platforms.	This initiative will be rolled out in Fall 2021.	In process	Faculty
	Recommend that students use a Square Space or a Shopify skin to modify (customize) using code that the students research.	This initiative will be rolled out in Fall 2021.	In process	Faculty
	Recommend that students are introduced to Adobe After Effects, more motion graphics.	This initiative is in development and will be piloted through this academic year.	In process	Faculty
	Recommend that students are introduced to Adobe XD which is	This initiative will be rolled out in semesters 3 and 4 of	In process	Faculty

	the user experience design tool for web apps and mobile apps. Recommend that a pre-populated template is used for student editorial projects to experience real copy design.	the Web stream after MTCU approves the name change.		
	Recommend that equity, diversity and inclusion are introduced into the curriculum through a variety of content and projects.	This is an active discussion among all members of the program team.	On-going	Faculty
	Recommend that the projects involving mounting boards are narrowed down to two.	This initiative has been incorporated into the curriculum.	Completed	Faculty
	Recommend that the lectures are recorded and available for on-demand (VOD).	This has been achieved in most courses.	In process	Faculty
Journalism – Mass Media	Recommend that soft skills are stressed as important for the students within the curriculum	This is an active discussion among all members of the program team and will be rolled out through Fall and Winter semesters.	On-going	Faculty
Music Business Management/Music Business Administration	Recommend that an introductory letter is written for recruiting new members. This letter should explain what the committee is looking for.	This will be developed during the academic year for use in early Spring.	In process	Program Coordinator and Executive Dean
	Recommend that the course curriculum is shared for the Tour Management course and the	This has been achieved.	Completed.	Faculty

	Venue Management and Concert Promotion with Adrian Walker and Derek Andrews.			
	Recommend that the data analytics are explored within the curriculum.	This will be incorporated through Fall 2021 and Winter 2022	In process	Faculty
	Recommend that a portion of a course is dedicated to content creation and then digitally market the content	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
Photography, Video Production	Mirrorless camera equipment should be explored for the fall semester for both programs.	Mirrorless cameras are now listed as the preferred option for student purchase in PHGR and VIPR	Completed	Program Coordinators and Executive Dean
	Photography and Video Production programs should offer their students an overview of career possibilities and make clear the pathway to the careers offered in industry and the current trends.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
	Students should be made aware of career opportunities as technical support personnel at online events, seminars and conferences.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
	Both disciplines/programs should cover all areas of both, so that students are aware of what they need to know and what career opportunities are available.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty

	Students should be assigned unconventional technologies and processes to shoot a variety of projects.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
	Students should be required to present some of their work on camera in every course.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
	Skills and strategies should be shared among faculty to help shift engagement from in-person to virtual, and to help engage students in discussions.	This is an active discussion among all members of the program team and will be rolled out through Fall and Winter semesters.	On-going	Faculty
Public Relations	Recommend that the program look at media outreach i.e. pitching to the media and how to strengthen messaging.	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty
	Recommend that the copywriting course is reviewed to include Equity, Inclusion and Diversity language for the students. This can be achieved by bringing in a guest speaker to speak about the importance of this in the industry	This will be incorporated through Fall 2021 and Winter 2022	On-going	Faculty and PAC members

Centre for Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[7]
Mental Health & Addictions PAC	April 7, 2021	8 External 2 College Representatives	Blue

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  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).	Invited members to share industry insights as part of the Comprehensive Program Review process.	PAC members provided feedback to the Children's Mental Health Comprehensive Program Review (completed).	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).	Submitted proposal to eCampus Ontario Virtual Learning Strategy (VLS) to build courses/micro-credential focused on managing responsive behaviours.	Proposal was successful. Development of Managing Responsive Behaviours micro-credential is in progress.	Program Manager/Dean, Professional and Part-time Learning
		Submitted proposal to Ontario Micro-credentials Challenge Fund for Mental Health training for paramedics.	Awaiting outcome of funding selection process.	Program Manager/Dean, Professional and Part-time Learning
		Continue to investigate the potential to offer professional development in any of the other areas identified.	Ongoing	
	Offer training related to the complexities of work within corrections (e.g. for mental health nurses).	Offered new courses in Winter and Spring 2021 which focus on topics raised through the PAC, including an *Introduction to Trauma-Informed Practice* and *Contemporary*	Ongoing - will continue to monitor (and offer) Ontario Learn offerings with this focus.	Program Manager, Professional and Part-time Learning

	Recruit one new external PAC member (one member has resigned).	*Correctional Theory and Practice.* Unfortunately, the latter has been cancelled both terms (the host college in OntarioLearn is reassessing their course offerings in the area of corrections). Reach out to current PAC members for recommendations.	In progress	Program Manager, Professional and Part-time Learning

School of Science & Engineering Technology

PAC - Program / Program Cluster	Last meeting date	Membership	Status[8]
Architectural Technology	March 4, 2021	7 External 4 College Representatives	Green
Biomedical Engineering Technology	April 8, 2021	7 External 4 College Representatives	Green
Biotechnology	March 10, 2021	5 External 5 College Representatives	Blue
Chemical Engineering Technology	April 7, 2021	10 External 4 College Representatives	Green
Chemical Laboratory Technician	March 31, 2021	7 External 4 College Representatives	Green
Civil Engineering Technician/Technology	March 25, 2021	10 External 4 College Representatives	Green
Electronics Technician/Technology	October 20, 2020/spring mtg cancelled	5 External 4 College Representatives	Red
Electromechanical Engineering Technology	March 23, 2021	9 External 3 College Representatives	Green
Environmental Technology	March 9, 2021	10 External 4 College Representatives	Green
Health Care Technology Management	March 24, 2021	7 External 4 College Representatives	Green
Mechanical Engineering Technician/Technology	March 30, 2021	9 External 3 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	April 15, 2021	6 External 4 College Representatives	Blue
Pharmaceutical and Food Science Technology	March 23, 2021	9 External 5 College Representatives	Blue
Water Quality Technician	March 3, 2021	7 External 4 College Representatives	Green

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Key recommendations   Winter 2021 Meetings

Program area	Recommendation	Action Plan	Status	Responsibility
Architecture Technology	Look at splitting 3-hour online lecture blocks into 2 deliveries or posting a video, asynchronous, for the lecture following a synchronous time for students to ask questions and interact.	Students find it difficult to follow through a three-hour online lecture. Program Teams will discuss options with Management for scheduling the following term.	In-process	Program Team and Program Coordinator
Biomedical Engineering Technology	Research Coordinator to provide update via minutes/new invite for next meeting.	Administrative Assistant to attach Power Point presentation to minutes.	Complete	Research Coordinator/Admin Assistant
	Request feedback from industry regarding pandemic and understanding how it has changed the long-term nature of operations.	Administrative Assistant to send out survey via email to industry members.	Complete	Administrative Assistant
	Membership receive information about the 2020/2021 Comprehensive Program Review (CPR). Requesting feedback from faculty, students and industry	Program Coordinator will distribute survey to solicit feedback in support of the CPR. Survey will be sent to student and industry stakeholders electronically.	In-process	Associate Dean
Biotechnology Advanced	Micro-credential interest by industry members and their organizations.	D. Gould will discuss with personnel at Merieux NutriScience interest in participating in an instrumentation micro-credential and will connect with the Program Coordinator, C. Hand.	Ongoing	D. Gould and C. Hand

	Co-operative Education and Work-Integrated Learning (CEWIL) model and government funding.	Industry members who have CEWIL grant collaboration ideas are asked to connect with J. Cortez-Cordova, Research Coordinator.	Complete	Industry members and Research Coordinator
	Professional development seminars and training.	External members are asked to share names of associations faculty can join to establish networking opportunities and join professional development seminars.	Ongoing	External membership
	New applications found in the industry (i.e. cultured meat).	Third-year student finds it would be beneficial to see new applications which are found in the industry (i.e. cultured meat). The Program Team will present in the fall after the spring comprehensive program review with a better understanding of what will be incorporated.	In-process	Program Team and Program Coordinator
	Placement position for sample loading at York Durham Environmental Lab	R. Massimi from York Durham Environmental Lab will connect SET Research Coordinator with organization's placement lead for sample loading position.	In-process	R. Massimi and J. Cortez-Cordova
Chemical Engineering Technology	Comprehensive Program Review (CPR) and industry feedback.	The Program is currently undergoing CPR. The Program Team requests feedback if: - there are areas of the program where the Program Team could have an extensive look into, and/or - there are certifications that the Team could examine for the possibility of embedding into the Program.	In-process	External Members, Program Team and Program Coordinator
	Program gap survey	Members who have not but would like to contribute feedback to the programming gap survey are asked to contact L. Benninger or D. Duncan.	Complete	External Members
	Research projects	K. Kryst is interested in the research projects presented by the Research Coordinator, J. Cortez-Cordova, and will connect offline to discuss further the opportunities.	Complete	K. Kryst and J. Cortez-Cordova, Research Coordinator

	The program is exploring offering micro-credentials: a short-term course offered at the college level providing participants delivery in an accelerated fashion.	Program Coordinator encourages external members to connect with the Program Team on any training they would like to see offered.	Ongoing	External Members
	Student exposure to engineering drawings and helping students understand what they are looking at.	Program Team will inquire with the mechanical engineering program team in order to obtain drawings in-house.	In-process	Program Team
	Professional development seminars for program faculty.	External members are encouraged to share names of associations faculty can join to establish networking opportunities and join professional development seminars.	Ongoing	External Members
Chemical Laboratory Technician	The program is exploring offering micro-credentials: a short-term course offered at the college level providing participants delivery in an accelerated fashion.	Program Coordinator encourages external members to connect with the Program Team on any training they would like to see offered.	Ongoing	External Members
	Professional development seminars for program faculty.	External members are encouraged to share names of associations faculty can join to establish networking opportunities and join professional development seminars.	Ongoing	External Members
Civil Engineering Technician/Technology	Introduction of new faculty to B. McWade, Regional Municipality of Durham.	M. Minelli will introduce to B. McWade new civil engineering faculty regarding connecting students with traffic operations at the Regional Municipality of Durham to attend the traffic control centre in the future.	In-process	M. Minelli
				M. Minelli and K. Reid

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	Indigenous conversations.	Program Coordinator and K. Reid from County of Peterborough, Engineering & Design, to connect and discuss how the county is handling indigenous conversations.	In-process	
	Virtual student placements.	Program Coordinator is inviting industry members to collaborate and review the potential of virtual student placement opportunities with least disruption to the organization's day-to-day activities (i.e. reviewing plans).	Ongoing	M. Minelli and External Members
	Civil engineering job of program's graduates.	Highlight what jobs the civil engineering graduates have post education.	In-process	M. Minelli and Associate Dean
Electronics Engineering Technician /Technology	Explore opportunities to grow and diversify PAC Membership.	Program Coordinator and Associate Dean will invite new employer and industry partners to learn more about programs and consider PAC roles.	New	Program Coordinator/Associate Dean
	Membership provided a career development and employment update for students.	Program Coordinator and Program Team will discuss opportunities for students to interact with Membership and industry partners virtually.	New	Program Coordinator
	Membership receive a presentation about the domestic and global pathway/articulation agreements available to students in the two- and three-year programs.	Program Coordinator will find alternative ways to make information available to applicants and students to support transfer interest. Program Coordinator will invite guest from Limerick Institute of Technology as a guest speaker during an upcoming PAC meeting.	In-process	Program Coordinator/CAFÉ
	Membership receive information about the 2020/2021 Comprehensive Program Review (CPR). Requesting feedback from faculty, students and industry.	Program Coordinator will distribute survey to solicit feedback in support of the CPR. Survey will be sent to student and industry stakeholders electronically.	In-process	Associate Dean

Associate Dean/CAFE |

	New program concept – IoT and Security receives notional endorsement by ELTC/ELTY PAC.	Associate Dean will invite interested Members to participate in the Ad-HOC PAC for new program.	Complete	
Electromechanical Engineering Technology	Currently in phase one looking at an engineering pathway from electromechanical, electronics and mechanical engineering technology with ON Tech U (University of Ontario Institute of Technology). Program's first co-op term in the Fall 2021	Committee formed between ON Tech/DC looking at course outcome/topic mapping. Co-op Education Coordinator to forward information on co-op terms to industry members	In-process Complete	Program Team Co-op Education Coordinator/Administrative Assistant
Environmental Technology	External Membership PAC Manual PAC video from the President's and Vice President's Office Work environment videos to help with recruitment. Virtual networking event industry with students. Soil regulations and collaboration with the Civil Engineering	Redistribute the PAC manual to external industry members for review. Redistribute the PAC video from the President's and Vice-President's Office for review. To help with recruitment, if any industry members have or are willing to record videos of their work environment / field, they are asked to communicate with Dimitri. A program specific networking event would be very beneficial in which industry members can meet with students in a virtual platform. External members interested in participating are asked to connect with D. Stathopoulos. In collaboration with the Civil Engineering Technician/Technology programs, ENVT faculty will also	Complete Complete Ongoing In-process In-process	Administrative Assistant Administrative Assistant External Members External Members Program Coordinator

	Technician/Technology programs and industry members.	collaborate with industry partners to understand the changing soil handling regulations.		
	Faculty Professional Development (PD) opportunities	Industry members are encouraged to continue sharing PD opportunities with the School's faculty.	Ongoing	External Members
Honours Bachelor of Health Care Technology Management	Research Coordinator to provide update via minutes/new invite for next meeting.	Administrative Assistant to attach Power Point presentation to minutes.	Complete	Research Coordinator/Admin Assistant
	Increase awareness of program through articles and blog highlights.	Globe and Mail article: https://www.theglobeandmail.com/business/adv/article-supporting-the-health-care-system-for-recovery/ and The Centre for Academic & Faculty Enrichment (CAFÉ) spotlight: https://durhamcollege.ca/cafe/blog/durham-college-a-pioneer-and-leader-in-health-care-technology-management-hctm/.	Complete	Program Coordinator
	Install a dedicated new project room for HCTM and BMTY.	Provide pictures of new project room along with minutes to industry members.	Complete	Program Coordinator/Administrative Assistant
Mechanical Engineering Technician and Technology	Review student skills and plan co-op terms.	Solicit industry members to support initial co-op positions for summer 2022 and to review co-op terms and student skills required at the fall PAC meeting.	In-process	Program Coordinator
	Currently in phase one looking at an engineering pathway from electromechanical, electronics and mechanical engineering technology with ON Tech U (University of Ontario Institute of Technology).	Committee formed between ON Tech/DC looking at course outcome/topic mapping.	In-process	Program Team

Mechanical Engineering Technician – Non Destructive Evaluation	Research possible micro-credential opportunities with industry members.	Discuss specific opportunities with industry members and complete necessary documentation.	Complete	Program Coordinator; Executive Dean; Industry members
	Completing final stages of x-ray lab installation with a digital system.	Share video of new x-ray lab with PAC members. https://www.youtube.com/watch?v=vtNP8xME2hc	Complete	Program Coordinator
	Initiate opportunities for students/graduates to participate in local chapter of Young Pipeliners Association of Canada.	Program team to provide information to co-chair of Durham chapter to present on the importance of visual inspections on pipelines.	In-process	Program Team; Student PAC member/co-chair Durham chapter
	Industry to provide materials for faculty to use in class with students.	Industry members to provide NDE reports/inspection examples/scope of work plans to use in class with students.	In-process	Program Coordinator; Program Team; PAC industry members
	Industry members note the importance and lack of soft skills in students/graduates.	Program Coordinator to meet with industry member to discuss guest speaking to class Jan 2022 re: soft skills in industry.	In-process	Program Coordinator; PAC industry member
Pharmaceutical and Food Science Technology	Professional development (PD) information sharing	K. Poblocka to forward professional development information to Administrative Assistant for sharing with membership.	Complete	K. Poblocka and Administrative Assistant
	New contact information for EMC – external member retiring	Bren to share contact at EMC who may be able to take her spot on the PAC. Information will be forwarded to Program Coordinators.	Complete	B. de Leeuw and Administrative Assistant

	Program Cards for two new SET programs launching in Fall 2021	Program Coordinators will share with industry members Program Cards for two new programs launching in Fall 2021. Members would like to share specifics with their own industry colleagues.	Complete	C. Hand, J. Myers and Administrative Assistant
Water Quality Technician	Industry guest speakers	SET is welcoming participation from industry members in collaborating with the School and becoming a guest speaker/industry voice in the Program. Ideas may be sent directly to Corrie or Dimitri.	In-process	External Members
	Research Coordinator encourages industry members participation in the Co-operative Education and Work-Integrated Learning (CEWIL) model	Organizations willing to collaborate with School of SET on CEWIL and develop projects/research for student(s) are asked to contact J. Cortez-Cordova, SET Research Coordinator, before the submission deadline of March 31st.	Complete	External Members
	Durham College and opportunities to support training within industry	Executive Dean will meet with I. Chin, City of Toronto, and DC's Part-time Professional Learning to explore opportunities to support training.	Ongoing	Executive Dean/Associate Dean and I. Chin
	Exploring opportunities to assist industry build their own eLearning capacity in-house.	Explore short-term courses and opportunities to assist industry build their eLearning capacity in-house. Membership will consult within own organization and send feedback back to M. Hutt.	In-process	External Members

School of Skilled Trades, Apprenticeship & Renewable Technology

PAC - Program / Program Cluster	Last Meeting Date	Membership	Status[9]
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	February 24, 2021	8 External 7 College Representatives	Green
Crane Operation, Rigging & Construction Techniques (CORC)	Cancelled due to lack of quorum.	Under review.	Red
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	April 21, 2021	8 External 5 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	March 24, 2021	7 External 3 College Representatives	Green
Mechanical Technician – Millwright (MTMW)	May 26, 2021	9 External 5 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	March 31, 2021	9 External 5 College Representatives	Green
Motive Power Technician (MPTN)	June 9, 2021	6 External 5 College Representatives	Yellow
Power Engineering Technician (PETN)	April 6, 2021	7 External 5 College Representatives	Green
Welding Techniques (WETN)	March 10, 2021	5 External 4 College Representatives	Blue

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  Red: PAC that requires attention and review of membership.

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) & Carpentry and Renovation Technician (RENO)	Bring in representative from Schuler for training session for students. Bring photos of renovations in homes on campus for feedback.	Schedule training session Share photos with committee	In process In process	M. Henderson M. Henderson
Crane Operation, Rigging & Constructions Techniques (CORC)	No recommended actions. Meeting cancelled due to lack of quorum.	N/A	N/A	N/A
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Discuss attestations at PAC at meetings. Reach out to A. Mittelstaedt and R. Mitchell to set up a meeting with G. Gray, R. Kidd, and R. Milburn to discuss how they can partner and what they can contribute to the electrical programs. All committee members to be on the look-out for additional external participants to add to our team in order to increase numbers and broaden representation.	Add to PAC agenda. Schedule meeting Members to suggest and refer new external members	Ongoing Complete Ongoing	All members / M. Jones / R. Kidd / G. Gray S. Reid All members

Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Find out if Durham College will offer a Residential Refrigeration Mechanics License program (313D) and if it's a seat issue or not. UPDATE: M. Jones contacted the Ministry of Labour and there is only a short waitlist.	M. Jones to re-investigate this TDA after COVID and when the new building is open.	In process	M. Jones
	Update on Adding a propane component to the Curriculum (D. Watkins) - Unfortunately due to COVID we were not able to do too much work in the shops. The propane component is still something we want to add, but we need to get things back to normal before we can proceed.	D. Sauve to connect with Shaun to bring tanks into curriculum.	In process	D. Sauve
Mechanical Technician – Millwright (MTMW)	Discuss and implement guest speakers for winter semester courses.	Contact industry to find out when guest speakers are needed and follow up at spring meeting.	In process	C. Cornish / G. Noordstra
	Oil Analysis quotes to be completed by the October meeting.	Oil analysis products need to be completed. Once quotes are completed we can add to our capital / AEF wish list. Follow up with program team in May 2021.	Complete	C. Cornish
	Lead discussion with program team around group work, rubrics and messaging to the students in regards to the importance of verifying individual performance.	Reached out to program team to discuss.	Complete	C. Cornish
	Report to committee on status of any IMM433A curriculum updates and review sign-off books.	Report to committee by fall 2021 PAC meeting.	In process	C. Cornish

Mechanical Technician – Elevating Devices (MTED)	Procedures for getting grads into Block 3.	G. Noordstra to reach out to R. Milburn	In process	G. Noordstra
	Bring up concerns about OTIS elevators in new building concern from external member P. Staite.	M. Jones to reach out to R. Milburn	Complete	M. Jones
	Determine Centre for Professional and Part-Time Learning opportunities.	C. Hall to reach out to T. O'Reilly	Complete	C. Hall / T. O'Reilly
	Faculty to reach out to industry for equipment needs.	Faculty to reach out as needed	Ongoing	P. State / B. Rus
	Investigate Holding CECA Online Meet and Greet.	G. Noordstra to organize Meet and Greet	Ongoing	G. Noordstra
Motive Power Technician (MPTN)	Committee to select new Chair.	Vote at next PAC meeting	In process	All members
	Prepare a brief paragraph for committee members to send to their employers.	Prepare paragraph	In Process	R. Ruffo
	Investigate changing passing grade from 50% to 70%. UPDATE: We were note able to move to 70% but were able to change the post-secondary to 60% accumulative and 70% to apprenticeship.	Investigate	Complete	M. Jones
	Investigate co-op option.	Investigate	Complete	M. Jones
Power Engineering Technician 4th Class (PETN)	Project updates for next meeting: Simulator Software.	Rebecca Milburn to prepare project updates at spring 2020 meeting.	Complete	R. Milburn
	Elect New Chair for PETN PAC.	PAC Members to vote in fall 2021 meeting	In process	All members

Welding Engineering Technician (WETN)	Share information with committee re: what type of skills they need in a welding graduate at OPG.	Share information with committee	In process	A. Sadek
	Recruit New PAC Members for Welding Program.	Recruit new members	Ongoing	G. Peel / J. Cacioppo

Report Number: BOG-2021-63

To: Board of Governors

From: Michelle Hutt, Associate Vice-President, Academic (Enrolment and International Education

Date of Report: October 5, 2021

Date of Meeting: October 13, 2021

Subject: Domestic and International Enrolment Update – Fall 2021- Day 10 of Classes

1. Purpose

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

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-63 providing an enrolment update for fall 2021 at day 10 of classes be received for information.

3. Background

Enrolment targets establish the foundation for college budgets and strategic planning. Durham College 2021-2022 enrolment targets were established in October 2020 and consider enrolment trends, institutional capacity, and the changing pandemic climate.

4. Discussion/Options

Durham College total fall 2021 enrolment at day 10 is 10,632 and is comprised of 8627 domestic and 1996 international students. Total student enrolment is 99% of budget at day 10 of the semester.

Table 1

TOTAL ENROLMENT	BUDGET FALL 2021	DAY 10 FALL 2021	PERCENT OF BUDGET
NEW STUDENTS	6396	5975	93%
RETURNING STUDENTS	4391	4648	111%
TOTAL	10760	10623*	99%

*Durham College day 10 total enrolment reflects full-time post-secondary registrations and does not include students in Apprenticeship or Collaborative Nursing (BScN) programs.

Enrolment management remains increasingly complex amidst the shifting circumstances and effects of the COVID-19 pandemic. Table 2 illustrates a three-year intake snapshot.   This overall pattern reflects an approximate 1% change in total enrolment between fall 2020 and fall 2021 at day 10 of the semester.

Table 2

TOTAL ENROLMENT	DAY 10 2019	DAY 10 2020	DAY 10 2021	CHANGE OVER FALL 2020
TOTAL	11821	10719	10623	-0.9%

4.1.1 Domestic Enrolment

Durham College total domestic student enrolment reached 96% of the budget target at day 10 of the fall 2021 semester. As described in Table 3, new student enrolment achieved 91% of budget while returning student enrolment was 102%.

The shortfall in new domestic student enrolment can be partially attributed to a change in applicant behaviour. As such, there was an increase of applicants for closed and waitlisted programs, and a concurrent decline in applications for programs with available seats. Furthermore, many of the high-demand programs rely on specialized learning facilities with finite capacities, thereby eliminating the ability to increase enrolment for these programs.

In collaboration with the Schools and Communications and Marketing, the Office of the Registrar has developed an immediate and longer-term admissions strategy to address the changing needs of the applicant and regenerate program-level applications during the next applicant cycle.

Table 3

BUDGET: DOMESTIC	BUDGET FALL 2021	DAY 10 FALL 2021	PERCENT OF BUDGET
NEW STUDENTS	5305	4834	91%
RETURNING STUDENTS	3701	3793	102%
TOTAL	**9006**	**8627**	**96%**

As shown in Table 4, fall 2021 total day 10 domestic student counts are 7% lower when compared to Fall 2020 enrolment. The change in enrolment illustrates the trickle-down effect of shifting enrolment management during the early onset of the COVID-19 pandemic. Specifically, the response to the post-secondary guidelines set by the Government of Ontario causing an interruption to in-person programming in spring 2020. As a result of this interruption, the May 2020 intake for high-demand programs was deferred to fall 2020, causing a decrease in flow through enrolment and a temporary and atypical seat increase for high-demand programs at this time. Despite the seat increase for high-demand programs, persistent pandemic-related capacity limits resulted in adjusted budget targets, decreasing new seats for other non-health-related programs.   Therefore, fall 2020 total domestic enrolment remained lower than fall 2019.

Program delivery in May 2021 was uninterrupted, allowing for a continuance of student activity in the fall 2021 semester. The decrease in year-over-year returning enrolment is an expected result of lower targets during earlier semester intakes. This combined with fewer available seats for new students in the high-demand programs than the year prior, and a decrease in new student enrolment contributes to lower overall enrolment when compared year-over-year.

Table 4

YEAR-OVER-YEAR: DOMESTIC	DAY 10 FALL 2019	DAY 10 FALL 2020	DAY 10 FALL 2021	CHANGE OVER FALL 2020
NEW STUDENTS	5553	5183	4834	-7%
RETURNING STUDENTS	4270	4053	3793	-6%
TOTAL	**9823**	**9236**	**8627**	**-7%**

4.1.2 International Enrolment

Durham College day 10 total international enrolment is 1996 and includes students from 72 countries. Day 10 total international enrolment is 114% of budget. Despite persistent global pandemic constraints, innovations in academic delivery combined with temporary immigration policy changes allowed for both continuity and increased enrolment. Table 5 describes the breakdown of new and returning international student enrolment at day 10.

Table 5

BUDGET: INTERNATIONAL	BUDGET FALL 2021	DAY 10 FALL 2021	PERCENT OF BUDGET
NEW STUDENTS	1064	1141	107%
RETURNING STUDENTS	690	855	124%
TOTAL	1754	1996	114%

As shown in Table 6, when considering total international student enrolment between fall 2020 and fall 2021, there is an overall increase of 35% at day 10.

New international student enrolment is trending closely to the pre-pandemic student counts in fall 2019. Returning international enrolment is 9% lower when compared year-over-year. This variance is expected and can be attributed to lower enrolment targets in prior intake semesters resulting in fewer returning students.

Despite the overall change since fall 2020, the returning international student day 10 count exceeds the budget target.

Table 6

YEAR-OVER-YEAR: INTERNATIONAL	DAY 10 2019	DAY 10 2020	DAY 10 2021	CHANGE OVER FALL 2020
NEW STUDENTS	973	546	1141	109%
RETURNING STUDENTS	1025	937	855	-9%
TOTAL	1998	1483	1996	35%

4.1.3 Summary

In summary, Durham College's total fall 2021 enrolment was 10,623, and 99% of the budget target at day 10 of the semester. This represents less than 1% change when compared with fall 2020 at day 10.

Total domestic enrolment remains 4% lower than the budget target at day 10, and returning student enrolment target was achieved. International new and returning student enrolment surpassed targets and was 14% above total budget at day 10.

Durham College enrolment behaviour at day 10 of fall 2021 remains consistent, and as expected when compared year-over-year. The enrolment pattern suggests stability at the beginning of a long-term strategy for pandemic recovery.

5. Financial/Human Resource Implications

Durham College Fall 2021 day 10 total domestic enrolment achieved 96% of the budget target. It is estimated that the shortfall in domestic enrolment will specifically decrease post-secondary tuition revenue by approximately $482,610 for the fall 2021 semester. Forecasts suggest that overall 2021-2022 enrolment will remain within the corridor threshold despite the 4% budget variance. As such, there is no anticipated impact to institutional grant revenue.

Additionally, day 10 total international enrolment exceeded the budget target by 14%. Based on day 10 enrolment counts, it can be approximated that the gains in international tuition revenue of approximately $1,536,607 will offset the impact on domestic tuition revenues, with a favourable gain of approximately $1,080,997.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

Our work: Our ability to maintain high-quality programs and services is directly tied to enrolment and strategically investing in the future.

Public Report

Report Number: BOG-2021-56

To: Board of Governors

From: Dr. Elaine Popp, Executive Vice President, Academic

Date of Report: September 24, 2021

Date of Meeting: October 13, 2021

Subject: Approval for Permanent Program Suspension: Healthcare Administration

1.   Purpose

To obtain approval from the Board of Governors to permanently suspend a program offered by the Centre for Professional and Part-time Learning, effective September 2021.

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2021-56 the following program be permanently suspended effective fall 2021:

Centre for Professional and Part-time Learning (PPL)
- Health Care Administration (HCAD), Ontario College Graduate Certificate, (APS 04003).

3.   Background

As stated in the Minister's Binding Policy Directives Operating Procedure for Program Suspension and Cancellation, a suspended program is one where 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.

The HCAD Graduate Certificate was approved in March 2016 by the Credentials Validation Service (CVS) and first opened for applications for fall 2016 term.

4. Discussion/Options

4.1 Program HCAD, Centre for Professional and Part-time Learning

The HCAD Graduate Certificate experienced low enrolment since its launch in fall 2016 and did not achieve projected registration levels.

The host college in OntarioLearn (St. Lawrence College) for the large majority of courses in the program of study (nine of the 12 in the program), dropped the claims for the courses. Durham College hosted only two courses in the program – Financial Practices for Healthcare Organizations, and Statistics for Healthcare Professionals. Given low registration numbers across the OntarioLearn system, the course claims were not financially viable for Durham College to take over from St. Lawrence to host and maintain.

The program was advertised as part of PPL's marketing plans; however, even with this the program did not draw strong enrolment levels.

Academic Term	Total Durham College Course Registrations
Fall 2016	1
Winter 2017	0
Spring 2017	3
Fall 2017	3
Winter 2018	2
Spring 2018	3
Fall 2018	10
Winter 2019	4
Spring 2019	8
Fall 2019	8
Winter 2020	7
Total:	49 individual course registrations (across 11 terms). Only 3 Durham College students actually graduated from the program.

The last intake for the program was fall 2018 with the final courses in the program running in winter 2020.

One course (Leadership in Healthcare Administration) from the program is still hosted by Lambton College in OntarioLearn. It continues to be offered as a standalone course through the Centre for Professional and Part-time Learning for professional development purposes.

5. Financial/Human Resource Implications

There were minimal human resource implications with the decision to permanently suspend the above noted program, as there were no full-time faculty dedicated to the program. For the two courses hosted by PPL, contract facilitators were used and, as such, their contracts were not renewed upon suspension of the courses.

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 permanently suspend this program supports the Strategic Plan to only deliver high-quality programs that reflect labour markets and are responsive to emerging economies. Consistently low enrolment levels indicate there is not a strong demand in the labour market. In addition, low enrolment levels mean that it is not financially viable to do the extensive course development (and later, maintenance) work that would be needed to ensure the exceptional quality of programming required in the Strategic Plan's first goal.

Public Report

Report Number: BOG-2021-59

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 5, 2021

Date of Meeting: October 13, 2021

Subject: Government Relations Update – Fall 2021

1.   Purpose

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

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-59 providing an update on government relations activities for fall 2021, be received for information.

3.   Background

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

4.   Discussion/Options

4.1   Federal Election

As of September 21, 2021, the federal election results have been confirmed. Prime Minister Trudeau's government remains a minority, with MP, Hon. Erin O'Toole and the conservatives as the opposition. All MP's in the Region of Durham were re-elected. Once Prime Minister Trudeau announces the updated cabinet, Durham College will resume federal advocacy for infrastructure support at the Whitby campus. Materials were shared with the Ministry of Employment, Workforce Development and Disability Inclusion, and the Ministry of Innovation, Science and Industry.

Depending on the renewed cabinet, focus may include the Ministry of Infrastructure and Communities. DC had previously met with Employment, Workforce Development and Disability Inclusion Minister Carla Qualtrough in February of 2020. The meeting was facilitated by MP Turnbull (recently re-elected in Whitby), and DC's proposal was received positively. Unfortunately, the COVID-19 pandemic shifted priorities and the conversation was put on hold. Now, we have an opportunity to re-visit this discussion, once the federal cabinet is settled.

4.2 Government Relations Strategy

Attached to this report is the updated Government Relations Strategy and plan for 2021-2022. Unlike the previous strategy, this one focuses on a single fiscal year. This is because the plan started during the Federal election which has just ended and will run through until the provincial election begins.

While the federal election did not result in a significant change, it does reaffirm current federal advocacy commitments. Where there is potential for more change and further impact to the college is in the provincial election taking place in June 2022. Given that Durham College reports to the Ministry of Colleges and Universities, the outcome of the provincial election may have a significant effect on college operations. With this updated strategy, the College can focus on driving current federal advocacy while remaining flexible to address any impacts the provincial election may have.

The strategy is broken down into three parts. The first section provides an overview of the municipal, provincial and federal landscape along with recommendations for advocating to each level of government. The second section is a table showing more of an operational plan of the strategy broken down by month. This table will be updated as needed throughout the year. Finally, the last table of the document provides a succinct overview of the stakeholders involved in the College's government relations, and the priorities associated with each set of stakeholders.

4.3 Provincial Throne Speech

On October 4, Lt.-Gov. Elizabeth Dowdeswell delivered Premier Doug Ford's throne speech, marking the start of a new legislative session and the opportunity for the provincial government to present a renewed agenda 8 months ahead of the next provincial election.

The speech focused heavily on the government's actions throughout the pandemic and acknowledged the work of frontline heroes such as nurses and PSW's.

The speech did not reveal any hints at upcoming planning, however, it did acknowledge that the government has had to spend more than originally planned to provide supports during the pandemic and that the government is still committed to providing services in a fiscally sustainable way.

CBC reports that further insights into the province's upcoming budget may be gleaned in the upcoming Fall Economic Statement, being released on November 15.

The speech ended by reiterating:

Strength. Determination. Compassion. Generosity. Grit.

These are the qualities that have propelled Ontario's progress throughout the COVID-19 pandemic. This is the Ontario spirit that will drive us as we work together to build a brighter, more prosperous future.

5. Financial/Human Resource Implications

There are no financial or human resource implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University at this time.

8. Relationship to the Strategic Plan/Business Plan

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

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

2. **Our People** – To invest in our employees and empower them to be entrepreneurial, innovative and strategic.

3. **Our Work** - To be a leader in teaching and learning while responsibly

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

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

![Durham College - Success Matters]

Public Report

Report Number: BOG-2021-69

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 5, 2020

Date of Meeting: October 13, 2020

Subject: First Business Plan Update for 2021-2022

1.   Purpose

The purpose of this report is to provide the first update on the 2021-2022 Business Plan.

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2021-69, providing the first update on the 2021-2022 Business Plan, be received for information.

3.   Background

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

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

The Durham College Board of Governors approved the 2021-2022 Business Plan at its meeting of May 12, 2021 (Report BOG-2021-35). 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 2021-2022 Business Plan was developed during the COVID-19 Pandemic and as such, the plan may change as the college develops and 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 within a post-pandemic environment.

The following describes the progress made to date across the four goals set out in the 2021-2022 Business Plan, involving employees from academic schools and departments of every area of Durham College operations.

The school year began with a few more students on campus this time around, as slowly but surely life returns to normal. This plan was developed to not only address the COVID-19 pandemic, it also looks ahead to what the campus will be like and need in the future.

The accompanying 2021-2022 Business Plan Scorecard describes in detail the progress made on each objective; the majority of activities for the 123 actions are tracking well for completion with twenty (20) items completed to date. There are about nine (9) items marked as On Hold and four (4) Delayed. The items marked as On Hold or Delayed are the result of the lingering effects of COVID-19, as it continues to put pressure on key initiatives and of course, many in-person events or programming.

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.
    - Six new programs launched successfully in Fall 2020:
    - Behavioural Science Technician diploma (Enrolment: 27 students)
    - Pharmaceutical Science graduate certificate (Enrolment: 70 students)
    - Honours Bachelor of Artificial Intelligence degree (Enrolment: 16 students)

- Provide exceptional learning experiences in and out of the classroom.

  o Launched co-op option for Mechanical Engineering Technology advanced diploma.

- Be a champion of experiential learning, global engagement and applied research opportunities.
  o Three Co-operative Education and Work-Integrated Learning Canada (CEWIL) iHub funded projects successfully completed.
  o Introductory email sent to over 750 first-semester BITM students promoting co-op and explaining application timelines for Winter 2021.

- Develop and create opportunities to build student resilience, competence, personal capacity and life enhancing skills.
  o Launched an enhanced PREP 1000 in August 2021 which now incorporates information pertaining to mental health and wellness, as well as information about campus and community resources. PREP 1000 was modeled around the Indigenous Medicine Wheel, categorizing content into the four parts (physical, mental, emotional and spiritual).
  o Second year students added to revised orientation and transition programming, as it is their first time arriving on campus in person.
  o Developed a career-focused Diversity, Equity and Inclusion resource page for BIPOC, single parents, Indigenous, International, Persons with Disabilities, 2SLGBTQ+ and financially marginalized individuals via the Hired Portal.

4.2   Our People

- Attract and retain highly qualified, creative and collaborative employees:

  o Developed six new PD workshops around: DC Connect, Using our Advanced Interactive Elements, How to use Zoom, Digital Storytelling through Sway, Interactive Teaching with Kahoot and Interactive Teaching with Miro.

- o 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:

    - o Social justice week has been scheduled and training sessions are being prepared to offer.

    - o On-going consultations within the Black Student Success Network to support the Black North Initiative and institutional priorities in addressing anti-Black racism.

- Empower and support employees to be entrepreneurial, innovative and strategic:

    - o Access and Support Centre is using TeamViewer for virtual installations and training software.

    - o Career Development implemented the use of Slido and Articulate into resource tools and webinars.

    - o Developed new COVID-19 screening process at CES offices to ensure a safe work environment.

    - o Moved to fully Live Chat to provide students with daily access to Financial Aid experts.

4.3 Our Work

- Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work:

    - o Hosted a virtual conference in June 2021 on the future of technology for post-secondary. About 770 guests attended.

- Maximize resources and processes in all aspects of our business:

    - o Seven additional programs in BITM and JES have launched courses in the Hired Portal for field placement management for a total of nine programs to date. Additional programs are scheduled to be added in the Winter semester.

- Support effective college governance:

    - o An in-person Board orientation was held on September 9, 2021.
    - o A Board Learn More series on governance and governance models was held on September 23, 2021.

4.4 Our Community

- Establish and strengthen sustainable partnerships locally and internationally with industry, government, community and alumni:
    - Launched the Kenyan Education for Employment Project (KEFEP) 01 Documentary. Pursuing additional short films, in more languages including Swahili, French and English.
    - 767 members on DC Coffee Conversations platform, exploring additional mentoring program shell for use in multiple departments.
    - Barrett Centre of Innovation in Sustainable Urban Agriculture officially announced and launched. There are active discussions with municipalities for additional spaces and supports for this program.
- Leverage and grow our positive impact on the communities we serve:
    - Young Women in Science, Technology and Trades will be held virtually this year for October 26.
- Strengthen our relationships with Indigenous communities:
    - On September 30th, DC participated in the first annual Truth and Reconciliation day, hosting numerous on campus events and a ceremony.
    - First Peoples Indigenous Centre (FPIC) is now working with DDSB and DCDSB, providing support as needed for indigenous students in grade-school across the Region of Durham.

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 2021-2022 Business Plan supports the 2020-2023 Strategic Plan including the Mission, Vision and Values outlined in the Strategic Plan. Further, this Business plan supports the four pillars of the strategic plan, specifically:

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

2. **Our People** - To invest in our employees and empower them to be entrepreneurial, innovative and strategic.

3. **Our Work** - To be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.

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

2021-2022 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

NOTE:

The 2021 – 2022 business plan was developed during the pandemic. Details 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 also be altered or eliminated based on what actions are required to return to normal operations in the post-pandemic environment.

OUR STUDENTS

<u>**Goal:**</u> 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.	**Launch new programs:** • Behavioural Science Technician diploma • Pharmaceutical Science graduate certificate • Honours Bachelor of Artificial Intelligence degree • Honours Bachelor of Construction Management degree • Tower Crane Operator (339B) apprenticeship • Steamfitter (307A) apprenticeship • Industrial electrician apprenticeship (442A) **Launch new micro-credentials:** • Retail and Commercial Meat cutting (HHS & PPL)	• Successfully launch programs.	• Executive vice president, Academic	Six new programs successfully launched in Fall 2021: • Behavioural Science Technician diploma (Enrolment: 27 students) • Pharmaceutical Science graduate certificate (Enrolment: 70 students) • Honours Bachelor of Artificial Intelligence degree (Enrolment: 16 students) • Honours Bachelor of Construction Management degree delayed to launch September 2022 due to delay in receiving approval from the MCU resulting in low enrolment for fall 2021. One program will launch in October 2021: • Steamfitter (307A) apprenticeship One program will launch in January 2022: • Industrial electrician apprenticeship (442A)	<mark>On Track</mark>

1

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Construction Fundamentals (START/PPL) • Construction Jobsite Safety (START/PPL) • Using Construction Tools (START/PPL) • Interior Residential Construction Techniques (START/PPL)			The following has been delayed pending CLOCA approval. • Tower Crane Operator (339B) apprenticeship **Micro-credentials:** • Retail and Commercial Meat cutting (HHS & PPL) development pending MC challenge The following micro-credentials are scheduled to launch throughout the fall and early winter semesters. • Construction Jobsite Safety (START/PPL) • Using Construction Tools (START/PPL) • Interior Residential Construction Techniques (START/PPL) • Note: the original two construction-related micro-credentials have been reorganized into three micro-credentials.	
	• Complete the development of six new micro-credentials by the end of the fiscal year, created in partnership with other colleges under the eCampus Ontario Virtual Learning Strategy opportunity.	• By March 31, 2022, the development of six new programs will have been completed.	• Executive vice president, Academic	• Development is well underway and work is on track to be completed by the end of the fiscal year.	<mark>On Track</mark>

2

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Launch at least two new safety or technical certifications/recertification courses that anticipate and meet the emerging needs of industry.	• A minimum of two new courses published and open to enrolments on Corporate Training Services website.	• Executive vice president, Academic	• Two new technical programs launched: Scissor Lift and Aerial Lift.	<mark>Completed</mark>

	• Develop a program video strategy that includes updating creative content and the theme of Durham College's (DC) program videos and producing new videos focusing on the college's signature and priority programs.
	• Support the delivery of high-quality programs by increasing awareness and reputation through strategic marketing of signature, priority and degree programs, and the development of a comprehensive recruitment, content marketing and trade media strategies for implementation.
		• Completion and approval of the video strategy by June 2021.
		• Endorsement of the new video concept/theme by June 2021.
		• Completion of 10-12 program videos by March 2022.
		• Videos promoted on program pages, through open houses and other digital advertising platforms, ongoing.
		Degree marketing
		• Generate 80,000 visits to the four-degree program web pages.
		  o Bachelor of Artificial Intelligence (HBAI): 20,000.
		  o Bachelor of Behavioural Science (HBBS): 20,000.
		  o Bachelor of Construction Management (HBCM): 20,000.
		  o Bachelor of Healthcare Technology Management (HCTM): 20,000.
		Recruitment strategy
			• Chief administrative officer	**Degree marketing**
				• Q1 generated a total of 36,245 web page visits for each of the four degree programs. The following is a breakdown of web visits by degree:
				• HBAI – 10,413
				• HBBS – 5,804
				• HBCM – 10,680
				• HCTM – 9,348
				Recruitment strategy
				• The 2021-2022 recruitment strategy is in final stages of development. The plan considers current and evolving affects of the pandemic on our activities.
				• Successfully implemented virtual and in-person recruitment activities accessible to stakeholders. Participation for all activities totalled 13,000 prospects/influencers.
				• Q1 2021 participation for all in-person and virtual activities
					<mark>On Track</mark>

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• Implement a strategic and comprehensive plan that is adaptable to both in-person and virtual tactics by October 2021. • Increase attendance at all recruitment initiatives including open houses, secondary school presentations, virtual webinars, student appointments and tours by seven per cent over the previous year. This may include both virtual and in-person activities from April 1, 2021 to March 31, 2022. **Content marketing**: • Generate 7,500 impressions on average per blog/content piece • Generate 300 webpage views on average per blog/content piece. • Generate 275 engagements on average per blog/content piece.		totaled 8,484 versus 5,590 in Q1 2020. An increase of 66 per cent over the same period in 2020. **Content marketing**: 10 blog posts have been created with the following results: • Generated an average of 5,747 impressions per blog • Generated an average of 200-page views per blog • Generated an average of 264 engagements per blog.	

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
2. Provide exceptional learning experiences in and out of the classroom.	• Launch co-op opportunity in the Mechanical Engineering Technology advanced diploma program.	• Successfully launch co-op.	• Executive vice president, Academic	• Mechanical Engineering Technology has launched for co-op for 2021-2	**Completed**
	• Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create Work Integrated Learning (WIL) opportunities for DC students. • Support efforts to extend TeachingCity partnership. • Collaborate with CityStudio partners to improve project processes and support project opportunities with 'new' lower-tier municipalities.	• 1. Target: six City Idea Lab courses by March 2022. • 2. Target: ten CityStudio projects, including one with a new municipal partner by March 2022.	• Executive vice president, Academic	• Teaching City partnership has been officially renewed and extended. • Three City Idea Lab courses scheduled for Fall semester. Winter semester courses are being explored. • Two CityStudio projects were completed in Spring/Summer, including one with Ajax. Four additional projects are underway or scheduled to start during the Fall semester, and several others are being explored.	**On Track**
	• Further develop Faculty Led Classroom Abroad (FLCA) initiatives.	• Develop a plan for two new virtual FLCA's by March 2022. • Diversify faculty participation in FLCAs. • If travel opens up, develop one new FLCA by March 2022.	• Executive vice president, Academic	• FLCA away pending revision to Canadian travel advisory. Three proposals are pending consideration, but are on-hold for January.	**On Track**

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Redesign the current student portal, MyCampus, based on internal stakeholder feedback to improve effectiveness for students.	• Successfully migrate the student portal to a Communications and Marketing managed platform. • Communicate internally to key stakeholders in advance of the MyCampus launch by June 2021. • Communicate the launch of the new MyCampus to students and employees, August 2021. • Launch the new MyCampus portal by August 2021.	• Chief administrative officer	• Project was put on hold to align with student cycle and Ontario Tech's portal development. • To date, stakeholder consultation is complete with all service areas and over 400 student surveys submitted. • Wireframe/prototype sitemap complete. • Mycampus navigation and page content components have been designed for mobile and desktop. • Migration and evaluation of Mycampus content to new platform ongoing. • Development is underway with a deadline of mid-October.	On Track
3. Be a champion of experiential learning, global engagement and applied research opportunities.	• Incorporate authentic assessments within new Professional and Part-time Learning (PPL) courses to ensure that students have opportunities to apply their skills to real-world situations.	• A minimum of 50 per cent of new PPL courses will incorporate authentic assessments.	• Executive vice president, Academic	• Authentic assessments are being incorporated into all micro-credentials, and this work is on track.	On Track

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Support more than 200 students in securing and completing co-operative education and work term opportunities.	• Students appropriately supported by the completion of their co-op/work terms by September 2021.	• Executive vice president, Academic	• Eighty-nine students completed co-op/work terms during the Spring/Summer semester. • To date 37 students have successfully secured co-op/work term opportunities for the Fall semester.	On Track
	• Complete three Co-operative Education and Work-Integrated Learning Canada (CEWIL) iHub-funded projects.	• Final reporting submitted by April 2021.	• Executive vice president, Academic	• Three CEWIL iHub-funded projects were successfully completed. Final reporting was submitted on time in May 2021.	Completed
	• Develop a rubric for eLearning tools evaluation to support faculty in selecting and implementing technology tools.	• Rubric is developed for eLearning Tools Evaluation.	• Executive vice president, Academic	• Draft rubric created. Review rubric with ALT and IT Services and collaborate to ensure usability and consistency with Durham College policies, practices, and procedures.	On Track
	• Explore, develop, and submit one or more CEWIL iHub proposals to support new WIL initiatives in Round 2 or 3.	• A minimum of one proposal submitted by August 2021.	• Executive vice president, Academic	• In Rounds 2 and 3, ORSIE worked with project leads in Health and Community Sciences (HCS), Media, Art and Design (MAD), and Science, Engineering and Technology (SET) to submit a total of five proposals, four of which were awarded. Of these, three awards were accepted. One project is complete and two	Completed

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				are ongoing.	
	• Connect students with global partners through project-based WIL opportunities using Riipen. • Explore opportunities to promote these remote international WIL opportunities to students.	• Target: one project with an international partner by March 2022.	• Executive vice president, Academic	• To date 10 courses have been published in Riipen for the 2021-2022 year and matching with partners is underway.	**On Track**
	• Re-launch the International Opportunities Development Fund (IODF) in collaboration with the International Education Office to create opportunities focused on applied research, experiential learning, and entrepreneurship.	• IODF launched and proposals approved and supported.	• Executive vice president, Academic	• Forms updated. Launched on ICE. Intake is ongoing while funding is available.	**On Track**

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Collaborate with Ontario Tech University to study the short and long-term effects of early medical intervention with international students by intentionally engaging new students with International Wellness Checks.	• Use data collected for program planning and to address the needs of the international student population.	• Chief administrative officer • Dean, students	• During the COVID-19 pandemic the Research Ethics Board has asked the CHWC to pause actively recruiting students, but to include them if they initiate an appointment with a specific concern. We anticipate this direction to be rescinded soon.	On Track
4. Develop and create opportunities to build student resilience, competence, personal capacity and life enhancing skills.	• Expand International Education Week (IEW) activities (face-to-face if possible or virtual).	• Increase number of schools/faculty engaging in IEW. • Increase number of students engaging in IEW.	• Executive vice president, Academic	• With current resources, IEW postponed to Winter 2022.	On Hold
	• Launch the global competency framework to ensure that every DC student has the opportunity to obtain a global competency badge.	• Launch a pilot of the global competency framework in spring 2021. • Assess the pilot and launch an expanded pilot in September 2021.	• Executive vice president, Academic	• Proposal for federal Global Skills Opportunity funding led to some delays; on track for pilot in Fall 2021. Select group of students will be participating in the pilot this fall, completing Indigenous Histories.	On Track
	• Review content for PREP 1000 to support student transitions and resiliency and increase student completion rates.	• Update Prep 1000 to include a module on mental health awareness and supports.	• Chief administrative officer • Dean, students	• Launched an enhanced PREP 1000 in August 2021 which now incorporates information pertaining to mental health and wellness, as well as information about campus and community resources.	Completed

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• PREP 1000 was modeled around the Indigenous Medicine Wheel, categorizing content into the four parts (physical, mental, emotional and spiritual).	
	• Revise orientation and transition programming to include second year students arriving on campus to learn in-person for the first time due to the pandemic.	• Develop online/virtual orientation events to support all students with their transition to campus.	• Chief administrative officer • Dean, students	• 41 virtual orientation sessions were offered throughout August and September 2021. • 28/41 sessions were facilitated by the Student Development office. • Recordings of each session were uploaded to PREP 1000 for asynchronous viewing. • Campus tours provided by Student Development included both first- and second-year students. • Campus Kits were provided to both first- and second-year students who had not already received one.	Completed
	• Provide student leadership-development sessions and volunteer opportunities to build personal capacity and life skills.	• Increase student involvement with the Institute of Student Leadership to enhance their personal development. • In addition to the current sessions, provide five new relevant sessions/opportunities to continue to engage students • Engage DC expertise to provide new topics	• Chief administrative officer • Dean, students	• The ISL program expanded to include a 5th theme – Mental Health and Wellbeing. This theme will introduce a variety of new sessions pertaining to wellness and resiliency and will utilize facilitators from the CHWC. • New sessions being offered include: Defining Leadership, Problem Solving Culturally, ABC's of EDI.	On Track

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Enhance programming focused on supporting students in equity seeking populations enhancing their career resiliency needed for today's labour market.	• Increase online and social media resources for students, alumni and faculty use. • Secure funding to increase support for underserved student populations. • Conduct targeted social media campaign to engage underserved student populations.	• Chief administrative officer • Dean, students	• Developed a career-focused Diversity, Equity and Inclusion resource page for BIPOC, single parents, Indigenous, International, Persons with Disabilities, 2SLGBTQ+ and financially marginalized individuals via Hired portal • Created a Career Resilience Webinar • Collaborated with OPG to support the hiring of people with disabilities and the BIPOC community. • Collaborated with EDI to offer an Instagram Live session regarding Diversity in the Workplace and the appropriate use of pronouns.	Completed
	• Engage students and alumni in career-oriented events to expand their industry connections and networking skills.	• Deliver 10,000 Coffees program online mentoring program sponsored by RBC in collaboration with Alumni Office. • Facilitate virtual employer sessions for students/alumni.	• Associate vice-president, Development and Alumni Affairs • Chief administrative officer • Dean, Students	• Career Development webinars are advertised on the DC Coffee Conversations platform, exploring mentoring program shell for use in other departments. Currently 767 members on the platform. • Nine individual virtual employer information sessions are scheduled for Fall 2021.	On Track

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• Creation of a Fall 2021 "Healthcare Recruitment page" for the high recruitment needs due to COVID-19.	
	• Launch the Better Together series: Fostering social connectedness and mitigating grief caused by COVID-19 in collaboration with Ontario Shores and Ontario Tech University.	• Measure outcome ratings with students after participating in workshops, education sessions or activity-based group work. • Measure pre and post-qualitative data regarding level of perceived connectedness by students.	• Chief administrative officer • Dean, students	• The Better Together Series is continuing with virtual workshops, education sessions and activity-based group work.	<mark>On Track</mark>
	• Develop a student mental health framework.	• Through the participation of the College Wellness Committee, (CWC), the Campus Wellness and Health Centre will use College Student Alliance standards to conduct a gap analysis of services and supports available to students.	• Chief administrative officer • Dean, students	• CWC analyzing current supports and potential synergies. • Committee meets next in October 2021.	<mark>On Track</mark>
	• Participate in the Canadian Campus Well-being Survey.	• Launch survey in September 2021. • Use results to inform mental health and wellness service delivery.	• Chief administrative officer • Dean, students	• New target of Winter 2022 launch of survey.	<mark>On Hold</mark>

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Conduct a fundamental review and update of orientation program and deliver an enhanced Varsity 101 Orientation for all DC student athletes.	• Focus orientation program on current mandated requirements both provincially and nationally, as well as incorporating a new approach to education on all Equity, Diversity and Inclusion topics. • Measurables will focus on student athletes' academic success and overall education of core orientation topics.	• Chief administrative officer • Dean, students	• A revised Varsity 101 took place this fall. • Separate PD sessions are being arranged to educate athletes and coaches on Sexual Violence/Harassment and EDI this fall via Zoom. • Student-athletes are required by OCAA and CCAA to complete on-line training modules for Sexual Violence, CCES Anti-Doping, Sport Canada Drug Education program, Rowan's Law Concussion Protocols, and CAT education.	On Track
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.	• Introduce a new FastStart workshop series with a focus on Intellectual Property Literacy, with the support of Intellectual Property (IP) expert.	• Host one to two IP literacy sessions between October 2021 – March 2022.	• Executive vice president, Academic	• Planning for this series is on hold while faculty Collective Agreement bargaining continues.	On Hold
	• Provide the opportunities for students across the college to enhance their creativity skills by embedding related content into curriculum and offering creativity-focused General Education (GNED) courses.	• Schedule two offerings of the GNED creativity courses.	• Executive vice president, Academic	• GNED creativity courses scheduled for both academic semesters.	Completed

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Expand Riipen use by promoting DC Project Marketplace to local employers/organizations.	• Host a workshop for community partners by April 2021.	• Executive vice president, Academic	• Hosted workshop for community partners in April 2021. Presented DC Project Marketplace and other EL opportunities for business through Whitby Economic Development YouTube channel. Promotion to individual organizations is ongoing.	Completed
	• Offer four student-centric events: AI-boot camps/workshops, workshops for other technical skills, event based on community challenge, and an event to raise awareness of research opportunities.	• Offer four events (one in social innovation) in the academic year.	• Executive vice president, Academic	• Social Impact Hub student focused session planned for fall 2021; In discussion with TeachingCity and Region for Connected and Autonomous Vehicles challenge; Centre for Craft Brewing Innovation is discussion with Mill Street Brewing Co.	On Track
6. Cultivate relationships with students that extend beyond graduation.	• Develop strategies to track and further engage international alumni, who can become important brand ambassadors.	• A pilot event is planned for April 2021. Plan developed by September 2021 for launch in spring 2022.	• Executive vice president, Academic	• Successful alumni engagement event held in April 2021, featuring two Durham College international student alumni; framework in place so that the event can be repeated in spring 2022.	On Track
	• Increase purposeful career conversations and engagement with current students and alumni.	• Deliver/provide meaningful online resources and tools to students and alumni. • Increase student engagement with social media accounts to maintain relationships beyond graduation.	• Chief administrative officer • Dean, students	• Career Development - Implemented the use of Slido and Articulate into resource tools and webinars. • Created an Articulate Guide for self-guided Career Resources such as resume and cover letter development, LinkedIn, job search.	On Track

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Knowledge checks are included in each guide. • Creation of Career Development webinars delivered synchronously in class and outside of class time via MS Teams/Zoom or asynchronously via Instagram.	
	• Increase alumni engagement.	• Work with Durham College Alumni Association to develop strategic vision and plan to ensure continued relevance for students and alumni. • Evaluate return on investment for traditional events and develop strategic engagement opportunities. • Realign priorities based on evaluation and new reality. • Continue and build upon virtual opportunities. • Develop strategy to engage alumni who are also DC employees. • Implement measurable metric for alumni engagement for the purpose of benchmarking and report. • Work with International Office to conduct at least one event with international alumni.	• Associate vice-president Development and Alumni Affairs	• Committee has been formed. • Surveys conducted with DC Leadership and Alumni. • New strategic plan for DCAA complete. • Determined little ROI for traditional events – mostly attended by staff. Pivoting to more strategic events – both virtual and in-person. • Realigned team to better capitalize on strengths and new priorities like virtual; social media and inability to participate in community events. • Planning engaging virtual events for the first term including online AGM-Run the World and virtual DCAA Hail and Farewell. • Increasing social media engagements including Alumni features, contests and app discount suppliers. • Research ongoing. Meeting with other colleges and gathering data. • Developed codes for various types of	<mark>On Track</mark>

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				engagement – developing of "scoring"mechanism underway.	
7. Champion the necessity and value of life-long learning.	• Continue to capitalize on successful experiences, realized as a result of COVID-19, through the development of alternate delivery opportunities for students, including hyflex options.	• Plan for hy-flex delivery in some courses of two program. Planning to be completed March 2022, for program delivery fall 2022.	• Executive vice president, Academic	• The Advertising and Marketing Communications diploma and Advertising - Digital Media Management graduate certificate programs are delivered using a flexible delivery format. Over the past year, faculty have continued to refine and improve their approaches enabling students to develop portfolios and reels equal or better than those achieved with conventional program delivery. Adding asynchronous learning to make some courses hy-flex is the next evolution in these programs.	<mark>On Track</mark>

2021-2022 Business Plan Scorecard

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.	• Achieve Top GTA Employer and Greenest Employer designations.	• Strategically identify Durham College (DC) initiatives and milestones for inclusion in award applications. • Select employee testimonial representatives. • Promote application to all DC employees through electronic view book.	• Chief administrative officer	• 2022 Canada's Top Employer application submitted with subcategory consideration for Canada's Best Diversity Employers, Canada's Greenest Employer, and Top Employers for Young People.	On Track
	• Develop tiered professional development (PD) session and launch a minimum of four new educational technology-focused PD sessions to support and advance exemplary teaching across a faculty's career.	• Tiered PD sessions which cater to faculty's experience and expertise of EdTech Tools and DC Connect Tools, promoting professional development across their careers. • Four new educational technology focused PD sessions.	• Executive vice president, Academic	• Developed and delivered levelled series 100 - 300 to denote introductory, intermediate, and advanced topics for all PD Workshops. Six new PD Workshops: Tool Synergies: DC Connect (300), Using our Advanced Interactive Elements (300), How to use Zoom: Basics (100), Zoom Level-Up Q&A (300), Digital Storytelling through Sway (200), Interactive Teaching with Kahoot (200), and Interactive Teaching with Miro (200).	Completed

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Build targeted recruitment campaigns for high growth program areas of the college.	• Work with Academic leadership to identify areas for expected growth. • Develop a promotional campaign for work at the college. • Track conversion of application hires.	• Chief administrative officer • AVP, Communications & Marketing	• Targeted recruitment campaigns have been launched for contract faculty positions through the DC social media channels, supporting fall FT academic hiring. • Research and planning for job fairs to take place in winter, to expand part- time applicant pool, has begun.	On Track
2. Develop teams whose work exemplifies our mission, vision and values.	• Revitalize employee PD sessions.	• Implement new employee online training platform (Brightspace). • Redevelop mandatory training and ensure employees complete it. • Deliver a variety of professional development and wellness webinars for all employee groups.	• Chief administrative officer • AVP, Human Resources	• The new employee development platform is being launched this fall. • All legislated training modules have been updated or redeveloped to align with current legislation. • Several professional development and wellness webinars have been delivered virtually to support staff and administrators. Online asynchronous professional development and wellness modules have also been developed and will be launched with the new Employee Development platform.	On Track
	• Respond to employee engagement survey results.	• Develop and launch a pulse survey that will be delivered to employees three times per year to track engagement and identify areas for improvement.	• Chief administrative officer	• The pulse survey project has been put on hold due to COVID-19.	On Hold

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.	• Prepare reports for multiple stakeholders for 2020-2021 Equity, Diversity and Inclusion (EDI) student and employee surveys. • Create and Implement action plan based on Self-Identification (self-ID) Survey.	• EDI reports developed and provided to EDI Director in spring 2021. • Obtain, analyze and communicate survey results. • Develop action plans that align with commitments under the Black North Initiative, and include educational components for both staff and students. • Create and implement an EDI policy, inclusive of feedback from the self-ID surveys.	• Executive vice president, Academic • Chief administrative officer	• Self-ID results were presented to Director and analysis is currently underway. • Survey results have been reviewed. • Discussion on communication plan, in partnership with C+M, underway. • Based on the survey results, a workplan has been developed which includes new PD sessions, campus-wide programming, continued relationship building with BSSN, and prioritizing Black specific outreach under RISE program. • Consultation meeting with EDI working group to take place in October.	On Track
	• Continue to support and promote participation in the seven Indigenous modules, offered through the Centre for Teaching and Learning.	• More than 50 faculty have completed at least one module by March 2022.	• Executive vice president, Academic • Dean, Students	• 207 new registrants between Apr. 1-Sept. 14, 2021, totalling 106 completing at least one module and 181 completing all modules.	On Track
	• Develop Indigenous Histories and Reconciliation course for faculty and staff.	• New Indigenous Histories and Reconciliation course is posted to public domain.	• Executive vice president, Academic • Dean, Students	• In development as an eCampusOntario VLS project with expected completion date of March 2022.	On Track

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Provide learning experiences that embrace the Indigenous ways of knowing and acknowledge the history of Indigenous Peoples in Canada.	• Increase employee engagement in workshops and training on the Truth and Reconciliation Commission of Canada: Calls to Action.	• Chief administrative officer • Dean, students	• First Peoples Indigenous Centre (FPIC) is supporting CTL with updating and developing Indigenous learning modules for eCampus project. • Employees have been invited to participate in the Durham Indigenous Voices – a five-part series which addressed reconciliation, resistance, resilience, resurgence, and relationship building. • Participated in an employee dialogue session facilitated by the Social Justice Committee on Anti-Indigenous and Anti-Muslim racism • Participated in a ceremony honouring the children who did not make it home from Indian Residential, Day and Industrial Schools in Canada. • DC employees have been invited to participate in bi-weekly Indigenous Learning Circles which are offered year-round.	On Track

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Promote the Intercultural Awareness Modules to faculty and staff.	• Goal is 50 percent faculty/staff participation in Module 1 by March 30, 2022. • Launch Module 2 in virtual format in May 2022.	• Executive vice president, Academic • Dean, Students	• Successfully launched virtual module one of Intercultural Awareness Modules.	**On Track**
	• Support the Black North Initiative.	• Provide organizational leadership for the Black North Initiative. • Continue to support faculty involvement in: Black Student Success Network (BSSN) and Social Justice Week. Implement a minimum of three additional initiatives: (i) offer two unconscious bias training sessions for faculty; (ii) pilot two unconscious bias training sessions for students; (iii) support faculty professional development activities which address diversity, equity and inclusion.	• President's Office	• Faculty SWF'd for participation in BSSN. • Social Justice Week is scheduled; training sessions being sourced for offering. • On-going consultation provided to BSSN to support BNI and institutional priorities in addressing anti-Black racism. • Initial meetings with BSSN is complete, including recommendations on strategies for upcoming years' activities and new training sessions for all employee groups on the duty to accommodate religious observances, as well as preventing harassment and discrimination in the workplace.	**On Track**

2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Continue to build community connections in support of EDI. resources for employees and students.	• Identify academic programs to partner with for RISE students. • Identify community organizations that align with supporting employee and student resource groups.	• Chief administrative officer • AVP, Human Resources	• Pilot mentorship project with community partners Delta Sigma Theta Inc. (Black sorority, Howard University) will work to provide external resources to BIPOC students. • Outreach to community agencies in Durham Region and GTA to provide additional supports to community members. On track to create a resource list and website updates to by end of 2022 academic year.	<mark>On Track</mark>
4. Empower and support employees to be entrepreneurial, innovative and strategic.	• Initiate an applied research mentoring program for faculty.	• Initiate mentoring program for faculty for launch in winter 2022.	• Executive vice president, Academic	• Working group held its first planning meeting on September 15. ALT-approved manual and draft mentor/mentee application surveys shared with working group. Next meeting will take place September 29.	<mark>On Track</mark>
	• Create a series of seven research modules aimed at faculty to provide an overview of the research process.	• To be delivered in at least one semester in 2021-2022. Targeting a minimum participation of eight faculty per semester.	• Executive vice president, Academic	• Course structure, content, learning outcomes confirmed through collaborative meetings with RCs. Following an exceptional demand by faculty, sixteen participants were selected to participate in the Fall 2021 session. Research Coordinators and a manager have completed most content development; content to be uploaded to DC Connect; first session will be conducted on Sept 22, and sessions will be delivered bi-weekly	<mark>On Track</mark>

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				until the final session on Dec 15.	
	• Develop and maintain a repository of key messages, facts and figures that can be leveraged by employees across the organization.	• Develop a centralized set of key messages will ensure a consistent approach to the language and examples used to demonstrate the college's successes and achievements, as well as clearly articulate our positioning, goals and objectives by September 2021. • Communicate new information repository to all staff for use by October 2021.	• Chief administrative officer	• Progress on this deliverable has been delayed due to increased demands related to COVID communication needs. • Outreach and discussions with key contributors have commenced to identify possible data sources. • Development of an approach will commence following outreach and discussions with stakeholders.	Delayed
	• Encourage Student Affairs employees to develop innovative ways to support students by supporting new ideas.	• Review service delivery models to utilize technology and other creative ways to serve students during the pandemic.	• Chief administrative officer • Dean, students	• Access and Support Centre (ASC) is using Teamviewer for virtual installations and training software • Career Development – Implemented the use of slido and Articulate into resource tools and webinars. • Developed new COVID-19 screening process at CES offices to ensure a safe work environment. e.g. QR code created and linked to the DC COVID-19 screening tool. • Created Career webinars delivered	Completed

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				synchronously in class and outside of class time via MS Teams/Zoom or asynchronously via Instagram. • Moved fully to Live Chat to provide students with daily access to Financial Aid experts. • Moved to "paperless" office by encouraging uploading of all OSAP related supporting documentation. • Implemented Electronic BSWD application adjudication and approval.	
5. Strengthen our organizational culture to prioritize the health and wellness of our employees.	• Develop an integrated college mental health wellness framework for employees.	• Through the participation of the college wellness committee, Human Resources will work with the Campus Health and Wellness Centre using the Psychological Health and Safety in the Workplace National Standard of Canada to conduct a gap analysis and develop goals to begin implementation of the new framework for employees.	• Chief administrative officer • Dean, students	• A new framework/strategy is currently in development and will be released this academic year. The committee has reviewed the framework and assisted in conducting a gap analysis to look at future mental health and wellness goals.	**On Track**
	• Fully implement a Remote Work Policy	• Finalize the policy and develop a guide for supervisors and employees on remote work arrangements. • Hold information sessions with staff to review the policy and guide. • Review feedback and adjust as needed.	• Chief administrative officer • AVP, Human Resources	• Remote Work Policy has been updated and posted in June. • Discussion and feedback session is scheduled for the administrative group in November.	**On Track**

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2021-2022 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Promote the provision of massage therapy treatments for employees by students enrolled in the college's Massage Therapy program to enable students to achieve the hands-on requirements for their programs, as public health requirements allow.	• Promote the massage therapy services across the campus community. • Deliver five treatment hours per week to employees in the fall 2021 and winter 2022 semesters.	• Executive vice president, Academic	• Implementation delayed due to pandemic restrictions on access. Now on track for implementation in Fall 2021.	On Track

2021-2022 Business Plan Scorecard

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.	• Share and celebrate employee accomplishments across the institution as we highlight innovative approaches to, and excellence in, teaching for individuals and teaching teams and program teams that includes all staff and departments.	• Development of a video presentation to be shared on the Centre for Teaching and Learning (CTL) website. •	• President's Office • Executive vice president, Academic • Associate vice-president, Development and Alumni Affairs	• We will be featuring faculty in spotlights for each month beginning in October.	<mark>On Track</mark>
	• The international recruitment team will continue to develop a virtual recruitment strategy for international students. The strategy will determine how virtual recruitment will play a part of our recruitment moving forward.	• The plan will be finalized by June 30, 2021. • A secondary plan will also be developed by June 30, 2021 in case return to in person activities can resume by the fall intake.	• Executive vice president, Academic	• Two plans are in place for the 2022/2023 recruitment cycle. • The in-person recruitment strategy is on hold due to persistent global travel restrictions.	<mark>On Hold</mark>
	• Fully integrate virtual appointments for counselling, accessibility coaching, assistive technology, and peer coaching to decrease	• Monitor no-show appointments for virtual appointments to compare to in-person no-show rates. • Gather feedback from students regarding the new practices and	• Chief administrative officer • Dean, students	• Virtual appointments are fully integrated into all areas of ASC. • Survey has been developed and distributed to students to gather feedback. • Monitoring 'no show' rates	<mark>On Track</mark>

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	barriers for students to ensure increased access.	impact of support services.		compared to when appointments offered only face-to-face.	
	• Host a conference focusing on the future and technology for the information technology organizations of the Ontario postsecondary sector.	• Select a platform for a virtual conference. • Identify and contract keynote speakers. • Work with colleges to get college presentations. • Work with vendors to get vendor presentations. • Host virtual conferences in June 2021.	• Chief administrative officer	• The conference was hosted successfully in June 2021. Approximately 770 people attended the conference.	Completed
	• Promote internal and external awards for exemplary employees, programs and services.	• Nominate faculty for the college's annual Employee Excellence Awards. • Nominate faculty and/or programs for external awards including CICan Awards of Excellence, Chair Academy Awards and World Federation of Colleges and Polytechnics Awards of Excellence.	• Chief administrative officer • Executive vice president, Academic	• Five faculty members were nominated for the college's Employee Award of Excellence and one was announced as the winner. At least one faculty member will be put forward for the CiCan Award of Excellence.	On Track
	• Make seed funds available to faculty to support up to four small projects ($2,000 or less each) to develop faculty applied research skills and plan for future grant applications in winter	• Seed funding offered by March 2022, and granted to up to four projects.	• Executive vice president, Academic	• To be determined if external funds will be available	On Track

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2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	2022 (dependent on availability of funds).				
2. Lead in the development of transformational programs, services and systems that enhance the student experience.	• Promote options for flexible remote testing to support access plans for faculty and academic departments.	• Increased proportion of remote testing, from pre-pandemic (2019-2020) levels.	Executive vice president, Academic	• Test Centre website has been updated to advertise both in-person and remote testing services at both campuses; registration portal amended to allow students and faculty to indicate their preferred testing mode. Hiring underway for new contract invigilators with ability to invigilate in both modes.	<mark>On Track</mark>
	• Refresh the new full-time faculty orientation program to support onboarding, including preparation for the first weeks of teaching and overviews of available supports and professional development opportunities.	• Deliver new full-time faculty orientation program prior to fall 2021 semester.	• Executive vice president, Academic	• Delayed due to FT faculty hiring freeze in the fall semester. Planning a new FT faculty orientation in preparation for the winter semester.	**Delayed**
	• Develop strategies to create a sense of community among international students through creative use of on-campus spaces and encouraging new ways for students to share their	• Host a number of cultural-sharing activities.	• Executive vice president, Academic	• Successfully co-hosted two virtual meet and greet events with DCSA in Fall of 2021. • Held initial planning meeting with EDI to collaborate and deliver an outdoor international café in October 2021. • Additional events will be explored for delivery later in Fall 2021 and Winter	<mark>On Track</mark>

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	culture.			2022.	
	• Campus Food Services.	• Revitalize our campus food service portfolio utilizing our new relationship with Chartwells. • Oshawa Marketplace, South Wing Starbucks, South Village Dining Hall, Whitby Café and Subway installations scheduled in 2021. • To promote and educate students, faculty and staff on healthy food choices and options.	• Chief administrative officer	• Oshawa Marketplace branding/franchise makeover completed and opened for start of Fall semester. • South Village makeover is completed and operational for start of semester. • South Wing Starbucks is in the design stage and on track. • Whitby Subway (Part of Phase IV CSTT) is under construction. Marginally delayed and forecasting a late fall opening.	On Track
	• Implement new call centre technology.	• Determine requirements for new system. • Procure new system. • Implement new system and train users. • Go live with call centre's telephony system by March 31, 2022.	• Chief administrative officer	• Requirements have been determined and the system was procured. • Currently focused on implementation.	On Track

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Enhance cyber security by implementing a domain name system firewall.	• Design solution. • Finalize agreement with Canadian Internet Registration Authority. • Implement solution by March 31, 2022.	• Chief administrative officer • AVP, IT Services	• The solution was designed for the college network and implemented August 2021.	Completed
	• Redesign program webpages to highlight key selling features and program uniqueness based on user-testing and industry best practices.	• Program page redesign completed by December 2021. • Increase the average time on all program pages by 25 per cent, which would equal visitors spending an additional 20 seconds on program pages per visit.	• Chief administrative officer	• Due to a resignation, this project is on hold until the new manager responsible for this portfolio is in place. • Consultation and audit of program pages with Search Engine People complete. • Next steps will be determined in late Fall.	On Hold
	• Expand the reach of the Indigenous Student Success Network in collaboration with Ontario Tech University, Fleming College and Trent University.	• Connect students with Indigenous learning opportunities, access to wider variety of Elders and Traditional Knowledge Keeps, networking and social programming.	• Chief administrative officer • Dean, students	• Monthly ISSN social programming will commence in September 2021. • Programming will be student-led, and will provide opportunities for students to connect with community Elders and Traditional Knowledge Keepers.	On Track
	• Provide effective, targeted financial aid programming to increase access and retention.	• Deliver financial aid programs that provide enhanced food security • Deliver financial aid program to support student participating in frontline Work Integrated Learning.	• Chief administrative officer • Dean, students	• Implemented food bursaries to provide short term financial support via EFT to students experiencing food insecurity. • Partnered with EDI and HCS to secure financial support for Frontline Practical Nursing students participating in	On Track

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		• Deliver government financial aid program to support students access and participation in micro-credential programs • Partner with community agencies to promote and support access to post-secondary education for underrepresented populations.		placements during fall 2021 semester. • Provide access and financial support to students taking four Ministry approved Micro Credential programs. • Provide monthly outreach to OW staff and clients providing information and access to post-secondary funding.	
	• To support the strategic discussion of the Board of Governors, and capitalize on the co-location, the leadership teams of Durham College and Ontario Tech University will explore opportunities to collaborate.	• Provide a status update on the areas of collaboration with Ontario Tech to the Board by March 2022.	• President's Office	• The President's Office has begun compiling data for this report and plans to table it to the Board in December 2021.	On Track
	• Deliver state of the art fitness and sport facilities on campus.	• Open new Fitness Centre at the Whitby campus. • Open new softball facility Oshawa campus.	• Chief administrative officer • Dean, students	• New Fitness Centre at Whitby Campus is expected to be open to students and staff early in October. • New softball facility phase one is completed and has been open to community user groups this summer as well as for our student programming and varsity team use. • Phase two which includes the bleachers for 400, press box and storage shed are awaiting permits	On Track

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				from the City of Oshawa.	
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	• Update the Faculty Competency Matrix to embrace and reflect knowledge and skills required to be a responsive and flexible educator for the contemporary student.	• Revised and update Faculty Competency Matrix by February 2022.	• Executive vice president, Academic	• Review in process; revision planned to begin by mid- October 2021.	<mark>On Track</mark>
	• Implement phase 1 of the Scholarship of Teaching and Learning (SoTL) framework (call for proposals, project development, research, project completion, dissemination of learning).	• Launch SoTL call for proposals. Provide guidance in project development and preparation, and initial phases of research.	• Executive vice president, Academic	• SoTL launch and call for proposals completed. 6 projects, spanning 5 academic schools selected. Kickoff and project planning set to begin mid-September. Webpage launched: https://durhamcollege.ca/ctl/sotl/sotl-at-dc/	<mark>On Track</mark>
	• Develop a faculty toolkit aligning educational technology, pedagogical reasoning and active learning.	• Development of a minimum of five infographic cards connecting specific teaching and learning strategies with matching eLearning tools, aligned with the pedagogical reasoning/explanation.	• Executive vice president, Academic	• Re-scoped based on faculty need. Faculty toolkit for Flexible Delivery developed on DC Connect focusing on eLearning tools and pedagogical approaches to support flexible delivery.	<mark>On Hold</mark>

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Launch DC's fifth research centre, with a focus on Social Innovation.	• Research centre launched in spring 2021 and event hosted in fall 2021, ideally with Tri-Agency funding to support the event.	• Executive vice president, Academic	• Centre launched June 2021. Social Sciences and Humanities Research Council Connection Grant received to support an event to be held in 2022.	**On Track**
	• Successfully complete year four of Natural Science and Engineering Research Council (NSERC) Innovation Enhancement (IE) Grant in Artificial Intelligence by initiating eight projects, training 24 students, and developing three new partnerships.	• Complete eight projects, train 24 students, develop three partnerships by February 2022.	• Executive vice president, Academic	• 5 projects completed. • 18 students trained. • 13 partnerships initiated.	**On Track**
	• Initiate the NSERC IE Grant in Cybersecurity, with four projects, training ten students, and developing three new partnerships.	• Initiate three projects, train 10 students, develop three new partnerships by February 2022.	• Executive vice president, Academic	• 3 projects initiated. • 2 projects completed. • 6 students trained. • 3 new partnerships initiated.	**On Track**
	• Commission the Cybersecurity Research Lab using Canada Foundation for Innovation	• Lab commissioned and operational by March 2022.	• Executive vice president, Academic	• J Block building finalized location. • Architectural firm engaged in redesign of building space.	**On Track**

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	/Ontario Research Fund grants.				
	• Successfully complete year two for the three College and Community Social Innovation Fund (CCSIF) grants, which involve supporting external collaborations; successfully complete the Applied Research Rapid Response to COVID funded project.	• Year two of the CCSIF projects completed by March 2022, and Applied Research Rapid Response COVID project fully completed by September 2021.	• Executive vice president, Academic	• Applied Research Rapid Response to COVID-19 Fund project with Big Brother Big Sisters to be completed by October 2021. Year 2 of CCSIF projects is on target.	On Track
	• Successfully initiate and complete the Ontario Council on Articulation and Transfer funded project entitled Understanding Transfer Experience in the Skilled Trades.	• Research study initiated and reporting requirements met.	• Executive vice president, Academic	• Research funding awarded, PI hired and project in progress.	On Track
	• Develop space plan options and implement requirements for Durham Region Police Service leased space in the Gordon Willey building.	• Determine requirements for optimum space utilization. • Develop engineered designs as appropriate defined by existing space.	• Chief administrative officer • Chief financial officer	• Space plan developed for upper level of the area – new home of BITM. Architectural design is under development. • Partial design for lower level of the area. Final design pending determination of use.	On Track
	• Develop space plan options and implement requirements for facilities in J Block Building. • Establish an innovation	• Determine requirements for optimum space utilization. • Facilitate space on a least cost basis for 2021-2022, with longer term plan for full	• Chief administrative officer • Chief financial officer • Executive vice-president, Academic	• Architectural design is in development. Construction package ready for tender by October. Entire building to be focused on innovation and applied research (Cyber security,	On Track

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	and applied research hub within J Block.	renovation/repurposing. Implementation plan as funding is identified.		AI Hub, ORSIE offices).	
	• Establish an innovation, disruptor committee to explore transformative program and service ideas.	• Committee is formed and an annual report produced. • Develop task force mandate. • Develop strategic planning document. • Develop differentiation strategy and resource plan. • Develop organizational engagement plan.	• President's Office	• The Innovation & Disruption Catalyst Group (IDCG) has been established and terms of reference, including a mandate, has been approved. • The IDCG will be launching a Hofstede cultural measurement which will inform the future work of the group (measurement to be open October 12 to 22). • The IDCG has met to discuss various ways to start the conversation about innovation at DC.	On Track
	• Complete development of Whitby Stellar Drive entrance, parking lot and yard landscaping along with site storm water management plan.	• Manage implementation of plan as approved through the Site Plan Agreement with the Town of Whitby. • Landscape work to complement the new north side entrance involving student programs.	• Chief administrative officer • Chief financial officer	• Stellar Drive entrance is opened along with majority of redesigned and resurfaced asphalt parking surfaces. Stormwater management system integrated as part of construction. • Full Site Plan Agreement pending with Town subject to CLOCA sign-off.	On Track

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2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
4. Maximize resources and processes in all aspects of our business.	• Expand utility of Hired Portal/Orbis Outcome platform for management of work-integrated learning at DC by adding new functionality and scaling use.	• Develop and launch new co-operative education module on the platform. • Develop new workflows to scale use of Experiential/Field Placement Module in schools of Business, IT & Management and Justice & Emergency Services from two programs to 11 total. • Enhance functionality of Orbis Outcome portal through addition of new global features, where feasible. Expanded Banner integration and addition of agreement tracking will be explored. • Review and update common landing pages on the Hired portal to reflect the addition of experiential learning modules. • Create user resources to support experiential-learning use of the platform.	• Executive vice president, Academic • Chief administrative officer • Dean, students	• A draft of the Co-op module configuration is complete. Implementation and launch schedule are being reviewed. • Seven additional programs in BITM and JES have launched courses in the Hired Portal for field placement management for a total of nine programs to date. Additional programs are scheduled to launch in the Winter semester. • Created DC ORBIS User Working Group to orchestrate the use of ORBIS across the College (in collaboration with ORSIE). • Experiential/Field Placement module manual has been drafted.	<mark>Completed</mark>
	• Develop a School of Professional and Part-time Learning (PPL) dashboard in Tableau to enhance registration and activity reporting and provide improved access to decision-making data.	• By March 31, 2022, implement a PPL dashboard in Tableau to improve reporting practices.	• Executive vice president, Academic	• Training on Tableau is underway. The first part of the dashboard to be developed has been defined, and work is underway to identify any required new Cognos reports that may be required as source data.	<mark>On Track</mark>

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop DC Open Data Visualization to provide DC website visitors with information as approved by Student Data Governance Committee.	• Dashboard prepared and posted on DC website by March 2022.	• Executive vice president, Academic	• Proposed data elements are being identified and reviewed with data owners. • Draft dashboard to be developed late fall.	On Track
	• Rebuild international enrolment, reaching 2019-2020 targets in 2022-2023. • Focus on country diversification and market development.	• Enrolment targets: o Spring 962 o Fall 1, 881 o Winter 2,152 • Recruitment countries: 90	• Executive vice president, Academic	• Enrolment meetings scheduled for fall 2021 to influence 2022/2023 targets. • Country diversification pending pandemic travel constraints.	On Track
	• Rebuild domestic enrolment, reaching 2019-2020 targets in 2022-2023.	• Enrolment targets: o Spring 2,086 o Fall 9,016 o Winter 8, 874	• Executive vice president, Academic	• Enrolment meetings scheduled for Fall 2021 • EMP with progressive targets, pending publication • In collaboration with C&M, launched 2022/2023 prospect working group to target key areas and support an increase in applications and conversions	On Track

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Collaborate with Information Technology Services and Registrar's Office to develop, implement and test Phase 2 co-operative education workflow system for co-op application and transfer process. Evaluate Phase 1 implementation and update, where needed.	• Develop and implement Phase 2 approval and transfer work flows, where resources permit, by March 31, 2021.	• Executive vice president, Academic • Chief administrative officer	• Phase 1 – A self-service application form accessed by applicants via MyCampus and a Banner admin interface to review applications was built and already in use. • Phase 1 – An end-to-end application processing module will be developed in this phase. Detailed requirements have been documented for Phase 2. The build of module components is ongoing.	On Track
	• Deliver a 2021-2022 budget that optimizes resources and reduces expenses.	• Achieve a reduction in expenses or increase in revenues compared to the approved budget.	• Chief administrative officer • Chief financial officer	• Preliminary data indicates that the financial results for fiscal 2021-22 will be better than the approved deficit budget. September enrolment numbers appear to be close to the budget and additional revenues for parking and residence is expected.	On Track
	• Review student wellbeing procedure and conduct focus group with teams that have used current format to support students experiencing extreme mental health challenges.	• Decrease duplication of services utilized for mental health supports on campus by enhancing communication and supports between The Access and Support Centre and the Campus Health Centre and academic schools and community agencies. • Create one point of contact to assist with case management.	• Chief administrative officer • Dean, students	• Reviewed current policies and procedures and new policy draft is close to completion.	On Track

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Support improved processes through the college-wide launch of a comprehensive event strategy that considers all DC events to create a cohesive information sharing process that ensures event activity at DC is well coordinated and communicated.	• Hold two-to-three consultation meetings with key stakeholders to review the strategy and collect feedback. Completed by June 2021. • Develop the event resources tool-kit to accompany the launch of the strategy. Completed by June 2021. • Launch the strategy campus-wide by September 2021.	• Chief administrative officer	• A final consultation with key stakeholders is scheduled for this month. • The event resources tool-kit is complete and includes: event planning checklist, evite guidelines, branded templates, event materials request form, promotional items request form. The event resources tool-kit will be available when the strategy launches. • The event strategy will be shared will the admin group via email (with a note to share with their teams) by the end of September 2021.	On Track
	• Develop and promote conservation demand management (CDM) programs in support of DC's sustainability goals.	• Implement Battery Storage Program for Oshawa campus. • Development of Combined Heat and Power Plan for micro-gridding the Whitby campus.	• Chief administrative officer	• The CDM program remains in place and the Battery Energy Storage System (BESS) project has received proposals from a number of vendors that we are currently assessing with the University. The Combined Heat and Power (CHP) project for Whitby is slightly delayed as our proponent, OPUC, has backed away from their initial proposal after further investigation and the changing regulatory environment. We remain committed to finding a solution for the Whitby campus and will pursue alternate avenues for opportunities with a CHP.	On Track

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Successfully complete Building For Skills campaign to support Centre for Skilled Trades and Technology.	• Qualify at least 100 additional major gift prospects. • Initiate or continue cultivation of at least 100 new major gift prospects. • Conduct a minimum of 50 major gift solicitations. • Launch family campaign – Whitby Campus. • Close two additional transformational gifts. • Refocus DC Foundation Board to include fundraising as part of their mandate.	• Associate vice-president, Development and Alumni Affairs.	• 280 major gift prospects qualified. • 54 major gift prospects in active cultivation. • 48 major gifts made or in progress: 30 confirmed, 3 declined, 15 pending • Family campaign to begin in September. • One transformational gift closed – DCSI (now DCSA – Durham College Student Association) and one underway with OPG. • DC Foundation Board restructure is ongoing. New Chair has revised agenda to include strategic focus discussions. September meeting will be a Fundraising 101 conversation.	**On Track**
	• Increase alumni annual giving	• Develop a pipeline of 60-100 new alumni prospects (targeted to donate less than $500). • Develop process to identify prospective alumni who can participate in the Alumni Leader Program (able to give over $500) • Launch Coffee Chats with alumni prospects • Cultivate alumni relationships with major gift prospects ($10,000 plus) ensuring three major gift prospects are in cultivation or solicitation stages. • Develop tailored recognition	• Associate vice-president, Development and Alumni Affairs	• Focus for September as part of "close the gap" campaign. • Coffee chats have been delayed due to Covid – hope to reactivate in Fall/Winter of this FY. • 12 alumni prospects currently in some form of cultivation • Planning event for alumni leaders in September.	**On Track**

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		program for alumni donors.			
	• Introduce new innovative donor stewardship practices to expand communication initiatives.	• Increase strategic donor communications ensuring five-to-six touchpoints per year. • Create individualized stewardship initiatives for transformative donors. • Award honorary credential. • Complete Whitby campus Donor Wall and donor naming's. • Implement Memorial Tree Planting Program if campus activities return to normal.	• Associate vice-president, Development and Alumni Affairs	• Ongoing – introduced quarterly newsletter. • Significant activity with transformational donors. • Honorary credential on hold until in-person convocation can be held. Have identified several prospective recipients. • Whitby campus on track for January opening. • Memorial tree program to be addressed in Fall/Winter for implementation next year. Consider after campaign completion.	<mark>On Track</mark>
5. Support Effective College Governance	• Provide data and validate metrics for Strategic Mandate Agreement 3 2021-2022 Year Two Evaluation Report.	• Report evaluated and feedback provided by fall 2021.	• Executive vice president, Academic	• Process not yet initiated by Ministry of Colleges and Universities.	<mark>On Track</mark>

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Enhance and clarify the academic integrity procedures that align with DC's policy and procedure.	• Development of academic integrity process flowchart and related resources for each: faculty and students.	• Executive vice president, Academic	• Website, flowchart, templates, and referral information launched in ICE for faculty. Infographic and 3 videos near completion for students.	On Track
	• Support the DC Board of Governors by onboarding six new incoming governors and assist with the transition of a new chair and vice-chair.	• An orientation session for incoming governors is held in the fall of 2021, either in-person or in a virtual format. • A minimum of two professional development opportunities are offered to the Board by March 2022.	• President's Office	• An in-person Board orientation was held on September 9, 2021. • A Board Learn More series on governance and governance models was held on September 23, 2021. • A Board Learn More series on risk management was held on October 4, 2021.	On Track
	• Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives.	• A professional development session on an equity, diversity, and inclusion topic (e.g., unconscious bias) is offered to the Board by March 2022. • A professional development session about the First Peoples Indigenous Centre is offered to the Board by March 2022. • The Board's recruitment and onboarding process is reviewed to identify potential enhancements to support diversity, equity and inclusion. • A presentation is made to the	• President's Office • Chief administrative officer	• A Board Learn More series on the results of the College's Diversity Self-Identification survey and the Black North Initiative is scheduled for November 4, 2021. • A Board Learn More series on the First Peoples Indigenous Centre and Indigenous Education Protocol is scheduled for December 1, 2021. • The Board's Nominating Committee has committed to considering issues of EDI its upcoming recruitment process to launch in Winter 2022. • The Board will hear about the work of the Black Student Success	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		Board about the College's equity, diversity, and inclusion self-identification survey results by March 2022.		Network at the October 13, 2021, Board meeting.	
	• Support a review of the Board's governance model.	• A generative discussion about the Board's philosophy of governance is held by March 2022. • If enhancements or improvements to the Board's governance model are identified, a plan of action is developed by March 2022.	• President's Office	• A Board Learn More series on governance and governance models was held on September 23, 2021. • The President's Office has begun research on what is involved with conducting a formal governance review.	**On Track**
	• Support the continued implementation of the 2020-2023 Strategic Plan.	• A plan of action to start the renewal of the strategic plan is presented to the Board by February 2022.	• President's Office	• Board to be updated on the 2023-2026 strategic plan process in December 2021. • Current strategic plan to be reviewed, with stakeholder consultation to begin in 2022.	**On Track**

2021-2022 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

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.**	• Widen the EnactusDC competition scope to include international student challenges and continue to build FastStart SHIFT's international partner network to help advance social entrepreneurship.	• Participate in two-to-three international competitions or challenges in 2021-2022 (e.g., Digital Inclusion Challenge of 2020). Develop one new strategic international partner to support the FastStart SHIFT program (i.e. faculty participation as an End Poverty Innovation Challenge board member).	• Executive vice president, Academic	• The EnactusDC team plans to participate in competitions and challenges as they arise as well as the Regionals and National competitions in Spring 2022. rCycle is a new international partner that EnactusDC has built a project around. Faculty continue to participate as an EPIC (End Poverty Innovation Challenge) board member.	<mark>On Track</mark>
	• Successfully complete and launch Kenyan Education for Employment Project (KEFEP) 01 Documentary, funded by Government of Canada, in collaboration with key stakeholders including Colleges and Institutes Canada (admin agency, three Kenyan Ministry of Education authorities, and 12 National Polytechnics.	• Complete and launch documentary by August 2021. • Increase media promotion of DC as lead for KEFEP 01 Documentary.	• Executive vice president, Academic	• Completed, leading to development of one long documentary and six short documentaries in three languages (Swahili, French, and English). Completed in partnership with six DC students and one DC faculty. • Completed, for initial media promotion of DC role in documentary and in progress for additional media promotion in Fall 2021.	<mark>Completed</mark>

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Successfully complete phase one of the Young Africa Works - 06 project including the launch of the new Electrical Level 3 curriculum.	• Completion of project milestones	• Executive vice president, Academic	• New program curriculum is complete (Electrical Level 3), set to launch in Sept at Kitale, official "opening" of new CBET centre.	On Track
	• Successfully complete the next phase of the Pacific Alliance Project including the completion of five inter-ministerial workshops and multiple coaching sessions to develop a marketing campaign.	• Completion of project milestones	• Executive vice president, Academic	• In collaboration with partner institutions, marketing networks are now established in each country. • 3/5 inter-ministerial regional workshops will be complete as of October, 2021.	On Track
	• Implement two Mitacs-funded projects with Reachout Inc. and the City of Oshawa.	• Two Mitacs projects implemented in the year.	• Executive vice president, Academic	• The Mitacs-funded project with the City of Oshawa is underway and on track, marking Durham College's first-ever postdoctoral fellowship. • The first phase of the project with Reachout Inc. was completed, and the second phase will resume in 2022.	On Track
	• Work with existing and new employers to create new job opportunities for community clients and meet labour market demands. • Strengthen connections with community partners	• 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	• Chief administrative officer • Dean, students	• Developed eight new employer relationships to create opportunities for client placements and support their personal success while strengthening industry connections. • Current labour market has been challenging to navigate as more	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	to provide holistic approach to clients facing barriers to employment.	community. • Maintain strong relationships with funders.		employees are hiring and client/job seeker numbers are low. • Close contact with community partners continues as accessing most services has changed as a result of COVID-19. • Career and Employment Services (CES) Director meeting monthly with other ES Service Providers in Durham Region. • Ongoing relationship development with both MLTSD and Fleming (the Service System Manager for Muskoka, Kawartha and Northumberland regions).	
	• Support employers with recruitment needs by providing connections with student talent.	• Host virtual recruitment services for employers looking to hire students and alumni. • Engage employers with our online student-mentoring platform – 10,000 Coffees. • Connect employers with co-op and field placement programs to develop meaningful connections with programs.	• Chief administrative officer • Dean, students	• 767 members on DC Coffee Conversations platform, CD webinars advertised on platform, exploring mentoring program shell for use in other departments. • Nine individual virtual employer information sessions scheduled for Fall 2021. • Creation of a Fall 2021 "Healthcare Recruitment" page due to high recruitment needs as a result of COVID-19.	On Track

2021-2022 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Create a new government relations strategy that identifies federal and provincial opportunities to support college initiatives. • Pursue Whitby campus expansion advocacy with new materials to reflect updated federal priorities.	• New government relations strategy is presented to DC leadership by fall 2021. • Meetings are held with key leaders municipally, provincially and federally by January 2022.	• President's Office	• New government relations strategy prepared, to be presented to the BOG and DCLT in October. • Following the federal election results, conversations with federal MP's will resume after cabinet is updated. Advocacy materials will build off of existing federal discussions.	On Track
	• Establish the Barrett Centre of Innovation in Sustainable Urban Agriculture.	• Identify appropriate site for developing new farm in the community. • Finalize partnership agreement to see development of new farm site. • Work with partner to determine production systems to be included in new community farm site. • Addition of new production systems to existing DC farm.	• Executive vice president, Academic • Associate vice-president, Development and Alumni Affairs	• Project launched. • First staff members hired. • Multiple meetings have taken place with community partners. • Town of Whitby confirmed commitment to providing site for new farm. • New items purchased for existing Durham College farm. • Successful public launch event.	On Track
2. Expand opportunities for employees and students to volunteer in our community.	• Encourage community participation for employees and students. • Pending the ability to hold in-person activities, host an opportunity for international students to connect with community.	• Diversify DC representation at community events. • Increased community involvement for international students (target 50)	• Associate vice-president, Development and Alumni Affairs	• Community activity still on hold.	On Hold

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2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Provide student leadership development sessions and community volunteer opportunities to build personal capacity and life skills.	• Increase student involvement with the Institute of Student Leadership to enhance their personal development.	• Chief administrative officer • Dean, students	• 14 new ISL recruits between May and September, 2021. • Career Development volunteering resources now include on-campus, local and Canadian resources.	On Track
3. **Leverage and grow our positive impact on the communities we serve.**	• Host initiatives that support women in skilled trades and STEM.	• Host events on and off campus, and virtually – such as Skills Ontario, and Young Women in Science and Trades Events.	• Executive vice president, Academic	• YWSTT conference is being held virtually this year, scheduled for October 26. Planning is well underway.	On Track
	• Deliver new Employment Ontario (EO) programs specifically geared at the needs of the labour market through Community Employment Services (CES). • CES to deliver EO programs highlighting the impact DC has on the communities it services.	• Successfully continue the delivery of the new EO program in Port Hope under Service System Manager (SSM)Prototype. • Promote EO programs through social media to engage employers and job seekers with funded programs. • Anticipate the launch of the new EO programs within the remainder of the province. • Explore interest in the SSM role.	• Chief administrative officer • Dean, students	• Successfully delivering the new EO SSM model in Port Hope (within the Muskoka, Kawartha and Northumberland region). • Working with new model of delivery, common assessment tool, new Magnet portal, adapted database, etc. • Increasing social media presence with new staff and work study student hires. • Successfully selected from an RFQ process to submit a proposal for the continued transition of EO to the SSM model (worked in collaboration with Durham Region and Durham Workforce Authority).	On Track

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Find creative ways to support community organizations beyond financial contributions.	• Host two-to-three roundtables to determine how we can help. • Promote work integrated learning and ways that DC can assist community organizations beyond financial support.	• Associate vice-president, Development and Alumni Affairs	• Held event to promote Work Integrated Learning (WIL) and learning opportunity for charities to access student talent.	On Track
4. Guide students in making meaningful connections with their communities.	• Offer the Family Language Program for students and community members to help preserve Indigenous languages in Durham Region.	• Increase participation in the program so that students' Indigenous worldviews are embedded in the languages. Learning the words means learning about Indigenous identity, traditions and beliefs.	• Chief administrative officer • Dean, students	• Family Language program runs year-round with a break between June and September. • 25 families participated in the program from April to June 2021.	On Track
	• Finalize General Agreement of Cooperation with local Boards of Trade/Chambers of Commerce that encourages student membership and engagement.	• Agreement takes effect August 1, 2021.	• Executive vice-president, Academic	• Agreement took effect August 1, 2021. All but two chambers have signed off. • BITM faculty member is coordinating the extra-curricular planning with the Chambers. The planning/steering committee will be in place by the end of September and a schedule of events will be established in late fall.	On Track
	• Explore partnerships and potential to offer cancer patient exercise program or Cardiac recovery exercise program – Fitness Health Promotion (FHP) team.	• Explore community needs and partners that may support referrals to a recovery program for cardiac or cancer patients, discuss potential of a program with risk management and opportunities to embed this in FHP curriculum, launching a	• Executive vice president, Academic	• Postponed, based on uncertainty of Covid and other current projects that are underway, will come back to explore this further in spring of 2022.	Delayed

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		pilot program January 2022.			
5. **Strengthen our relationships with Indigenous communities.**	• First Peoples Indigenous Centre to support student recruitment efforts and presence with local Indigenous communities.	• Incorporate Indigenous language into the outreach initiatives. • Numbers of sessions, presentations in the communities and student applications from these targeted outreach efforts are tracked.	• Chief administrative officer • Dean, students	• DC participated in the first annual Truth and Reconciliation Day on September 30th, hosting on campus ceremonies and events. • Attended a transitions event at Curve Lake First Nations in August. • Met with MNO in May and June 2021 to discuss opportunities for collaboration and available student supports. • FPIC will be participate in a recruitment session at Curve Lake FN in January 2022. • Communicate with DDSB and DCDSB regarding upcoming student recruitment opportunities.	<mark style="background:#00ff00">On Track</mark>
	• Consult and participate in planning with the recruitment team to align efforts to support Indigenous high school students as they transition to college level studies.	• FPIC 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 sessions for incoming post-	• Chief administrative officer • Dean, students	• Met with the Indigenous Leads from DDSB. • Met with the Indigenous Lead from DCDSB in August to determine best practices for student engagement in 2021/2022. • FPIC provides ongoing support to teachers from DDSB and DCDSB via email and LiveChat requests.	<mark style="background:#00ffff">Completed</mark>

2021-2022 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		secondary students.			
	• Deliver Paramedic Diploma Program in accordance with the Seven Generations Education Institute (SGEI) Agreement.	• Finalize agreement with Seven Generations Education Institute. • Ensure curriculum materials are provided to SGEI for teaching and instruction.	• Executive vice-president, Academic	• SGEI implementing the PPC program this fall with 13 students.	On Track

2021-2022 Business Plan Scorecard

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

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