



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

**Date:** Wednesday, October 12, 2022, 5:30 p.m.  
**Location:** Oshawa Campus, Gordon Willey Building, DC Boardroom, A144

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

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	Pages
<b>1. CALL TO ORDER &amp; ANNOUNCEMENTS</b>	
<b>2. CONFLICT OF INTEREST DECLARATIONS</b>	
<b>3. PRESENTATIONS</b>	
3.1. Governor Cowie to Provide a Governance Refresher	
3.2. Linda Flynn, AVP, Office of Development & Alumni Affairs & Tom Worden, Chair to Provide an Overview of the Durham College Foundation	
3.3. Elaine Popp, Executive Vice-President, Academic to Introduce the 2022 Faculty Shout-Out Video	
<b>4. CONSENT AGENDA</b>	
<u>Recommendation</u> That all items listed under the heading of consent agenda be adopted as recommended.	
4.1. Approval of Board Meeting Agenda	
<u>Recommendation</u> That the public agenda for the October 12, 2022, Board of Governors meeting be approved as presented.	
4.2. Public Minutes of the June 8, 2022, Board of Governors Meeting	4 - 10
<u>Recommendation</u> That the public minutes of the Board of Governors meeting of June 8, 2022, be approved as presented.	
4.3. Report of the Governance Review Committee - September 7, 2022	11 - 13

Recommendation

That the report of the Governance Review Committee meeting of September 7, 2022, be received for information and the following recommendations be approved:

1. That the renewal schedule for the Board's by-laws and policies be approved as presented.

**5. CHAIR'S REPORT**

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

**7. DECISION ITEMS**

- 7.1. Post-Election Report: Support Staff Election - D. Lovisa 14 - 16

Recommendation

It is recommended to the Durham College Board of Governors:

That based on BOG-2022-73, the Board of Governors ratify the results of the support staff governor election, and Melissa Bosomworth be confirmed as the support staff effective immediately, with a term to end on August 31, 2025.

**8. DISCUSSION ITEMS**

- 8.1. First Business Plan Update for 2022-2023 - P. Garrett 17 - 75

Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2022-70, providing the first update on the 2022-2023 Business Plan, be received for information.

- 8.2. 2022-2023 Domestic and International Enrolment Update - E. Popp & D. Johnston 76 - 79

Recommendation

It is recommended to the Durham College Board of Governors:

That the Report BOG-2022-71, providing an enrolment update for Fall 2022 at day 10 of classes, be received for information.

- 8.3. Durham College's Plan for 3-Year Degrees - E. Popp 80 - 89

Recommendation

That the Board of Governors receives this report for information.

**9. INFORMATION ITEMS**

- 9.1. President's Report - June to October 2022 90 - 104

- 9.2. Report of the Chief Administrative Officer - June to October 2022 105 - 123

9.3.	Government Relations Update	124 - 127
9.4.	Program Advisory Committee Semi-Annual Report	128 - 175
9.5.	Update on the College's Scholarship of Teaching and Learning (SOTL) Project	176 - 176
9.6.	Innovation & Disruption Catalyst Group Annual Report for 2021-2022	177 - 189

- *Attachments are not included due to volume*

**10. UPCOMING EVENTS**

- Fall Convocation - October 27, 2022 - Tribute Communities Centre
- Learn More Series (The Importance of Land Acknowledgements) - November 7, 2022 at 6:00 p.m., MS Teams
- Higher Education Summit - November 26 to 28, 2022 - Sheraton Centre Hotel, Toronto

**11. MOVE TO IN-CAMERA SESSION**

**12. ADJOURNMENT**



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

Date: Wednesday, June 8, 2022

Location: Oshawa Campus, Gordon Willey Building, DC Boardroom, A144

Members Present: Kristi Honey, Chair of the Board  
Lisa Allen  
Ian Ball  
Suzanne Beale  
Elizabeth Cowie  
Kelly Doyle  
Gail Johnson Morris  
Don Lovisa, President  
Kenneth Michalko  
Ian Murray  
Jerry Ouellette  
Jennifer Powell  
Gary Rose, Vice-Chair of the Board  
Nathan Wilson

Members Absent: Kunal Nagpal  
Dwight Townsend

Staff Present: Peter Garrett, Mgr., Strategic Reporting & Government Relations  
Tara Koski, Dean, Student  
Barbara MacCheyne, Chief Financial Officer/VP, Administration  
Melissa Pringle, Corporate and Board Secretary

**1. CALL TO ORDER**

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

## **2. INTRODUCTION OF GUESTS**

The Chief Financial Officer/VP, Administration introduced the following guests:

- Victoria Prince, Borden Ladner Gervais (BLG)
- Alexey Belozorovich, Borden Ladner Gervais (BLG)

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

The Chair advised that the agenda would be reordered to bring forward Decision Item 9.1 immediately following the presentation by Victoria Prince and Alexey Belozorovich.

## **4. CONFLICT OF INTEREST DECLARATIONS**

None.

## **5. PRESENTATIONS**

### **5.1 Recognition of Skills Canada National Competition & Ontario Skills Competition Winners**

The Board recognized the following students and faculty mentors for placing at the Skills Canada National Competition/Ontario Skills Competition:

- Holly White, silver medal, aesthetics (faculty mentor: Marisa Hannan)
- Abigayle Hamilton and Emma Pace, silver medal, landscape gardening (faculty mentor: Shane Jones)
- Jared Toomey, silver medal, IT Networking (faculty mentor: Nazneen Kanga)
- Christopher Santoli, bronze medal, photography (faculty mentor: Tim McGhie)
- Daniel Hinbest, gold medal at the Ontario Skills Competition, coding (faculty mentor: Mohammad Shamas)

### **5.2 Governance Review Project**

Victoria Prince and Alexey Belozorovich presented an overview of the process undertaken to review and refresh the Board's by-laws and policies.

Further, Governor Honey, Governor Rose, and President Lovisa spoke about the extensive effort of the Executive Committee to review and discuss the documents.

## 9. DECISION ITEMS

### 9.1 Governance Review Project: Board By-laws & Policies for Approval

The Board questioned Victoria Prince and Alexey Belozorvich concerning what benchmarks they used for determining governance best practices, what Board functions cannot be delegated to a Committee, the management of Governor performance, and if they made any recommendations that were not adopted.

Additionally, the Board identified a few minor formatting issues and asked about the renewal schedule. In response to questions, the Board Secretary advised that a by-law and policy review schedule will be drafted for review by the Governance Review Committee.

Moved By Governor Cowie

Seconded By Governor Johnson Morris

Be it resolved as a special resolution that:

(a) the following by-laws and policies in the form circulated to the Board are hereby approved and adopted as by-laws and policies of the College:

1. By-law No. 1
  - 1a. Definitions Schedule
2. By-law No. 2 – Program Advisory Committees
3. By-law No. 3 – Advisory College Council
4. By-law No. 4 – Internal Governor Elections
5. Committee Terms of Reference Policy
6. Board-President Relations Policy
7. Assessing the President's Performance Policy
8. Roles and Duties of Officers Policy
9. Whistleblowing Policy
10. Consent Agenda Policy
11. Governors' Duties and Responsibilities Policy
12. Board Members Code of Conduct Policy
13. Mission Vision Values and Strategic Goals Policy
14. Recruitment and Reappointment of External Governors Policy

15. President Emeritus Policy
16. Student, Employee, Client, Visitor Treatment Policy
17. Financial Matters Policy
18. Integrated Risk Management Framework Policy

(b) the following policies are hereby repealed and of no further force or effect:

1. Programs of Instruction Policy
2. Entrepreneurial Activities and Subsidiaries Policy
3. Program Advisory Committees Policy
4. Roles of Chair and Vice-Chair of the Board Policy
5. Election of Chair and Vice-Chair of the Board Policy
6. Strategic Goals Policy
7. Board Job Description Policy
8. Principles of Governance Policy
9. Recruitment of External Governors Policy
10. Reappointment of External Governors Policy
11. Committee Principles Policy
12. Communication and Counsel to the Board Policy
13. Delegation to the President Policy
14. Emergency Executive Succession Policy
15. General Executive Constraint Policy
16. Presidents Job Description Policy." CARRIED

## **6. CHAIR'S REPORT**

As part of the Chair's report:

- The Board recognized Governor Doyle for receiving her advanced good governance certificate from the College Centre of Board Excellence
- The Chair reflected on the past year's successes and thanked Governors for their mentorship. Further, the Board recognized the Chair for her leadership during the 2021-2022 Board year.

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

None.

**8. CONSENT AGENDA**

Moved By Governor Wilson

Seconded By Governor Powell

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

**8.1 Approval of Public Minutes from the May 11, 2022, Board Meeting**

That the public minutes of the Board of Governors meeting of May 11, 2022, be approved as presented.

**8.2 President's Report - May to June 2, 2022**

That Report BOG-2022-54, outlining the President's activities from May to June 2022, be received for information.

**8.3 Report of the Governance Review Committee - May 31, 2022**

That the report of the Governance Review Committee meeting of May 31, 2022, be received for information.

**9. DECISION ITEMS (continued)**

**9.2 2021-2022 Durham College Annual Report**

The Manager, Strategic Reporting and Government Relations presented the 2021-2022 annual report for approval, highlighting that the report was written to include stories from all areas of the College, including alumni.

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

Moved By Governor Ball

Seconded By Governor Ouellette

"That based on Report BOG-2022-61, the 2021-2022 Durham College annual report be approved." CARRIED



## **10. DISCUSSION ITEMS**

### **10.1 Quality Assurance and Comprehensive Program Review Summary**

The Dean, Teaching, Learning and Program Quality explained the College's quality assurance processes, including comprehensive program reviews that are completed every five to seven years to monitor the quality of each program. Further, the Dean, Teaching, Learning and Program Quality highlighted that during the comprehensive review process there are opportunities to share best practices amongst the academic team.

The Board questioned the Dean, Teaching, Learning and Program Quality about programs that may require more frequent review due to factors such as changing technology. In response to questions, the Dean, Teaching, Learning and Program Quality advised that in addition to the comprehensive review process all programs complete an annual review to identify emerging trends and needs.

### **10.2 2022-2027 New Program Development Plan**

The Dean, Teaching, Learning and Program Quality spoke about the College's five year program development plan and how ideas for a program flow through a structured review and approval process.

The Board questioned the Dean, Teaching, Learning and Program Quality about the anticipated number of degree programs, competition with programming at Ontario Tech University, and the differences between the various credential types.

## **11. UPCOMING EVENTS**

The Chair highlighted the following upcoming events:

- Convocation - Tribute Communities Centre - June 13 to 17, 2022

## **12. MOVE TO IN-CAMERA SESSION**

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

Moved By Governor Murray

Seconded By Governor Michalko

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

The Board recessed at 7:06 p.m. and reconvened in-camera at 7:19 p.m.

The Board rose from the in-camera session at 8:02 p.m.

During the in-camera portion of the meeting the Board discussed recommendations from its Standing Committee, succession planning, and evaluated the performance of each Standing Committee for the 2021-2022 Board year.

**13. ADJOURNMENT**

With no further business, the meeting ended at 8:02 p.m.



**PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE  
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT  
ITS PUBLIC MEETING HELD ON OCTOBER 12, 2022**

**BACKGROUND**

The Governance Review Committee met by videoconference on September 7, 2022.

**SUMMARY**

**1. Review of Committee Terms of Reference**

As it was the first meeting of the year, the Committee reviewed its terms of reference.

Additionally, the Committee discussed the recent governance review and revision of all by-laws and policies to comply with the *Ontario Not for Profit Corporations Act*. Further, the Committee discussed the possibility of the Governance Review Committee reviewing how the new terms of reference worked for each Committee mid-year or conducting a semi-annual review of the Board's effectiveness.

**2. Minutes of the September 14, 2021, Governance Review Committee Meeting**

The Committee reviewed and approved its minutes from September 14, 2021.

**3. Minutes of the May 31, 2022, Governance Review Committee Meeting**

The Committee reviewed and approved its minutes from May 31, 2022.

**4. Proposed Renewal Schedule for Board By-laws and Policies**

The Committee discussed a proposed renewal schedule that considers the comprehensiveness of the recent governance review yet ensures that all by-laws and policies are reviewed by the Board again by 2028. Following the initial renewal date, each by-law and policy will be reviewed every three years unless a requirement that would trigger an earlier review comes to light.

Further, the Committee questioned if its activities around stakeholder engagement should be codified or if it was an activity linked to the strategic planning cycle. Following the discussion, the Committee agreed that stakeholder

engagement was an activity that did not require a written policy and would be done ad hoc.

It is recommended that the following resolution be passed.

**RESOLVED:**

**That the renewal schedule for the Board's by-laws and policies be approved as presented.**

**5. Future Role of the Governance Review Committee**

The Committee discussed how it could add value to the Board, the college, and the community, given the recent governance review that resulted in the approval of a robust set of by-laws and policies.

The Committee questioned the Board Secretary about the current process for reviewing feedback from the Board Evaluation survey. The Corporate and Board Secretary advised that historically the Board had not strategically actioned the feedback and that it was coming forward to the next Executive Committee for discussion.

Committee members discussed the following ideas for enhancing the role of the Governance Review Committee:

- Reviewing the results of the Board effectiveness survey with the lens of determining what could be actioned;
- Developing a set of guidelines or observational tools to assess the Board's effectiveness and governance framework;
- Reviewing and offering feedback on the implementation of the Board's new governance model;
- Providing ongoing governance training to the Board;
- Monitoring board development by tracking professional development activities; and,
- Developing a more robust self-evaluation tool to help governors see where they could add value.

The Executive Committee will be discussing the role of the Governance Review Committee at its meeting on September 19, 2022. The Governance Review Committee will also review the Board's self-assessment tool at its next meeting.

**6. Review of the Board's Meeting Assessment Process**

The Committee Chair provided the historical context of this agenda item, noting the question had been raised a couple of years ago as to whether or not there was a better mechanism to solicit constructive criticism to improve board performance.

The Committee discussed the current assessment process and ways to create a safe and trusting space whereby Governors feel comfortable sharing constructive criticism. Following the discussion, the Committee agreed that the best approach would be to review the questions asked for the meeting assessment to determine if there was an opportunity to add a question or reframe the current language.

The Committee will review the questions in the current assessment tool at its next meeting.

**7. Board Retreat Planning (March 11 & 12, 2023)**

The Committee discussed the upcoming Board retreat and its new role in planning the retreat agenda. Further, the Committee discussed the merits of an on-site or off-site retreat and decided that an off-site location was preferred.

The Board Secretary will source options for an off-site retreat and schedule another Governance Review Committee meeting for members to share their ideas for agenda topics and social activities.

**8. Governance Presentation at the October 12, 2022, Board of Governors Meeting**

The Committee discussed the contents of the governance presentation for the October 12, 2022, Board meeting and agreed the presentation should cover the key points related to a Governor's fiduciary duties, the role of the Board, how the consent agenda works, the Board's governance model, and changes in the *Ontario Not for Profit Corporations Act*.

**Respectfully submitted,  
Elizabeth Cowie, Chair, Governance Review Committee**

**View all agenda material from this meeting by clicking [here](#).**

**Report Number: BOG-2022-73**

**To: Board of Governors**

**From: Melissa Pringle, Corporate and Board Secretary**

**Date of Report: April 4, 2022**

**Date of Meeting: April 13, 2022**

**Subject: Post-Election Report: Support Staff Election**

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## 1. Purpose

The purpose of this report is to comply with By-law No. 4 (s. 16), which requires the Chief Returning Officer to provide a post-election report identifying all candidates, the total number of votes received for each Candidate, the number of invalid votes, and the total number of votes to a public meeting of the Board of Governors.

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on BOG-2022-73, the Board of Governors ratify the results of the support staff governor election, and Melissa Bosomworth be confirmed as the support staff effective immediately, with a term to end on August 31, 2025.

## 3. Background

By-law No. 4 regulates the election of internal governors according to Regulation 34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*.

## 4. Discussion/Options

### 4.1 Election Timeline

The election timeline was as follows:

- Friday, July 29 – notice of election was issued
- Monday, August 22 at 8:30 a.m. – nominations opened
- Friday, August 26 at 4:30 p.m. – nominations closed

- Wednesday, August 31 at 8:30 a.m. – campaign period began
- Friday, September 9 at 4:30 p.m. – campaign period closed
- Monday, September 12 at 8:30 a.m. – voting opened
- Friday, September 16 at 4:30 p.m. – voting closed

## 4.2 Confirmed Candidates

The Chief Returning Officer accepted two (2) Nomination Forms and confirmed the following Candidates for the election:

1. Melissa Bosomworth
2. Chetan Date

## 4.3 Total votes received

A total of 145 votes were cast, with the breakdown of votes as follows:

### Election Results

#### Durham College Board of Governors, Support Staff Governor Election

Position: Support Staff Governor, Durham College Board of Governors			
Total Votes: 145			
Name	Votes	%	Total Votes
BOSOMWORTH, MELISSA	91	62.759	145
DATE, CHETAN	54	37.241	145
abstain / did not mark ballot	0	0	145

Total Ballots: 145

With 359 eligible voters, Melissa Bosomworth was the successful Candidate garnering 62% of the vote.

## 4.4 Election results

- The Chief Returning Office notified:
  - Candidates of the election results on Monday, September 19, 2022
  - The Nominating Committee of the election results on Monday, September 19, 2022
  - The College community of the election results on Tuesday, September 20, 2022

## **4.5 Voting irregularity**

There were no voting irregularities to report.

## **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 Work” pillar of the strategic plan and the goal to be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.



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**Report Number: BOG-2022-70**

**To: Board of Governors**

**From: Don Lovisa, President**

**Date of Report: October 3, 2022**

**Date of Meeting: October 12, 2022**

**Subject: First Update on the 2022-2023 Business Plan**

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## **1. Purpose**

The purpose of this report is to provide the first update on the 2022-2023 Business Plan.

## **2. Recommendation**

It is recommended to the Durham College Board of Governors:

That Report BOG-2022-70, providing the first update on the 2022-2023 Business Plan, be received for information.

## **3. Background**

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

The Business Plan allows Durham College to plan its operations for the fiscal year (April 1<sup>st</sup> – March 31<sup>th</sup>) 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.

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The Durham College Board of Governors approved the 2022-2023 Business Plan at its meeting of May 11, 2022 (Report BOG-2022-79). The plan was developed with input, direction, review and guidance representing all departments, schools and areas of operation on the campus, led by the Durham College Leadership Team (DCLT).

#### **4. Discussion/Options**

The following describes the progress made to date within the pillar of our Students. For the 2022/2023 reporting season, the board has requested each update focus on one pillar, with the intent of elaborating on key initiatives in this report to provide the board with more detail on these actions. The first update will look at Our Students, the second update will look at Our People, and the final update will look at Our Work as well as Our Community.

The accompanying 2022-2023 Business Plan Scorecard describes in detail the progress made on each objective; the majority of activities for the 144 actions are tracking well for completion with sixteen (16) items completed to date. There are three (3) items marked as On Hold, and four (4) Delayed and one (1). The items marked as On Hold or Delayed are the result of internal turnover which have led to delays in some actions until the new staff are onboarded.

As requested by the board of governors, this year's business plan update reports will focus on specific pillar activities. For the first update, highlights from Our Students pillar have been pulled to reflect the amazing work being done to educate and inspire students to realize their success.

This year the Durham College community successfully welcomed staff and students back on campus in-person. Numerous events took place during orientation week which saw hundreds of students engaged in activities ranging from axe throwing to bock parties and movie nights. This year, the Campus Cup tournament also took place again between the DC Lords and the OTU Ridgebacks – a demonstration of the spirit of sport and comradery between our two campuses. This year also saw an important in-person Truth and Reconciliation event for September 30 (Orange-shirt day), in which the entire campus community was welcome to take a moment and reflect on our role in reconciliation.

## Orientation, September 5-9



## Orientation continued



## Campus Cup, September 6



## Truth & Reconciliation Day, September 30



Key highlights from the scorecard on Our Students include:

### 4.1 International Wellness Checks (IWC)

- The International Wellness Check (IWC) initiative is a service offered at the Campus Health and Wellness Centre (CHWC), covered by student insurance, available to all international students to improve health access. This service includes a focused physical examination, medical history and immunization status review, health screening, medication management, culturally appropriate health education and much more.
- This service has allowed CHWC physicians to diagnose and treat various forms of mental health issues, vitamin/mineral deficiencies, identify immunities and administer any missing vaccinations. Over 95% of students felt either satisfied or very satisfied and 100% would recommend IWC to their peers.
- The CHWC is proud to announce that the Ontario College of Family Physicians (OCFP) named our distinguished colleagues, Dr. Khan and Dr. Sivapalan, the 2022 recipients of the College of Family Physicians of Canada (CFPC) Award of Excellence for their work in this initiative.

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- The CHWC continues to provide this invaluable service to all international students (DC & OTU) with strong uptake.

## 4.2 New co-op/work-term options

- This year, four new work-integrated learning options in:
  - Cybersecurity (CYSC) – new work term option
  - Automotive Technician – Service and Management (Motive Power Technician) – new co-op option
  - Supply Chain Management – Global – new work term option
  - Computer Programming and Analysis – new 16-month internship option (in addition to the existing 4-month co-op option)
- All of these options have launched and are being promoted to students through a number of activities including program orientation, program online webpages, upcoming co-op information nights and more.
- A student put together the following video to promote co-op to new students this fall: <https://www.youtube.com/watch?v=xujTHMO03Uk>.
- First round of co-op admissions for these programs open this fall.

## 4.3 New programs launched – to be launched

- Three new programs have been successfully launched this semester:
  - Honours Bachelor of Construction Management degree (13 students)
  - Global Supply Chain Management graduate certificate (57 students)
  - Interactive Media Design Web Development diploma (62 students)
- Bachelor of Paralegal is currently with Postsecondary Education Quality Assessment Board for approval.
- Seven three-year degrees have been added to the five-year new program development process:
  - Bachelor of Cybersecurity
  - Bachelor of Crime & Intelligence Analysis
  - Bachelor of Construction Management
  - Bachelor of Human Resources

- Bachelor of Business Administration
- Bachelor of Biotechnology
- Bachelor of Technology: Engineering

## 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 2022-2023 Business Plan supports the 2020-2025 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.



## 2022-2023 Business Plan Scorecard

**NOTE:**

The 2022-2023 business plan acknowledges Durham College’s commitment to social responsibility and justice. This commitment is extended through our Indigenous Education Protocol, the Black North Initiative, the United Nations’ Sustainable Development goals and more. This document takes these commitments to heart, and embeds specific actions that will help the college meet these goals and support our students, staff and community.

**OUR STUDENTS**

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

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
<p><b>1. Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.</b></p>	<p>Launch new programs:</p> <ul style="list-style-type: none"> <li>• Honours Bachelor of Construction Management degree</li> <li>• Global Supply Chain Management graduate certificate</li> <li>• Interactive Media Design – Web Development</li> </ul> <ul style="list-style-type: none"> <li>• Identify and map out a development plan for 3-year degree opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully launch new programs.</li> <li>• Addition of 3-year degrees to the New Program Development 5 Year Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive vice president, Academic</li> </ul>	<p>Three new programs successfully launched in fall 2022 (enrolment counts are preliminary day ten numbers):</p> <ul style="list-style-type: none"> <li>• Honours Bachelor of Construction Management degree (Enrolment: 13 students)</li> <li>• Global Supply Chain Management graduate certificate (Enrolment: 57 students)</li> <li>• Interactive Media Design Web Development diploma - (Enrolment: 62 students)</li> <li>• Bachelor of Paralegal is currently with Postsecondary Education Quality Assessment Board for approval.</li> <li>• Seven three-year degrees have been added to the five-year new program development planning process.                             <ul style="list-style-type: none"> <li>• Bachelor of Cybersecurity</li> </ul> </li> </ul>	<p style="background-color: #90EE90; padding: 2px;"><b>On Track</b></p>



## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> <li>• Bachelor of Crime &amp; Intelligence Analysis</li> <li>• Bachelor of Construction Management</li> <li>• Bachelor of Human Resources</li> <li>• Bachelor of Business Administration</li> <li>• Bachelor of Biotechnology</li> <li>• Bachelor of Technology: Engineering</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile, develop and complete DC's Ontario College Quality Assurance Service (CQAAP) submission.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop CQAAP self-study and compile supporting evidence by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>• Self-study draft and evidence collection in process.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>• Strengthen quality assurance measures by implementing new digital processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop digital processes for program change requests and rolling action items by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>• The full launch of the Annual Program Review App is on track for spring 2022.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Develop and execute a comprehensive marketing, recruitment and digital strategy that supports the college in reaching its enrolment targets.</li> </ul>	<p><b>Digital:</b></p> <ul style="list-style-type: none"> <li>Create 12 new program videos to strengthen Durham College's (DC) program reputation and encourage applicants, by March 31, 2023.</li> <li>Update DC Virtual Tour to enhance opportunities for prospective students and guests to visit DC virtually, showcasing DC's feature facilities, shops and labs at the Whitby and Oshawa campus. Specifically, complete 76 tour scenes by adding 12 new Oshawa scenes, eight new Whitby scenes, and upgrading out-dated existing scenes, by November 30, 2022.</li> </ul> <p><b>Degree marketing:</b>            Generate 100,000 visits to the four existing degree program web pages:</p> <ul style="list-style-type: none"> <li>Bachelor of Artificial Intelligence: 25,000.</li> <li>Bachelor of Behavioural Science: 25,000.</li> <li>Bachelor of Construction Management: 25,000.</li> <li>Bachelor of Health Care Technology Management: 25,000.</li> </ul> <p>Two new degree programs are pending approval. Once approved, goals will be updated.</p>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Communications + Marketing</li> </ul>	<p><b>Digital:</b></p> <ul style="list-style-type: none"> <li>Consultation with EVPA office has begun. The 12 new program videos will align with the program specific marketing initiatives. The program video selection process will be finalized October 1, and video capturing/editing will commence October 2022 to March 2023.</li> <li>In August 2022, 60 new virtual tour 360-scenes were capture at the Oshawa (27) and Whitby (33) campuses. The scenes are currently being compiled, edited, and on track for a November 2022 launch.</li> </ul> <p><b>Degree marketing:</b></p> <ul style="list-style-type: none"> <li>Successfully implemented an ongoing marketing campaign that includes social and digital media, transit, billboard and newspaper advertising.</li> <li>Thus far, we have generated a total of 35,725 unique visits to our four-degree program web pages. The following is a breakdown of web page visits by program:               <ul style="list-style-type: none"> <li>HBAI 11,409</li> <li>HBBS 11,635</li> <li>HBCM 11,094</li> <li>BHCTM 1,587 *suspended</li> </ul>               With BHCTM suspended, the goal changes to 75,000 visits for 3-degree pages.             </li> </ul>	<p><b>On Track</b></p>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p><b>Signature and Priority programs:</b> Continue the Signature and Priority Program digital advertising/marketing campaign.</p> <ul style="list-style-type: none"> <li>• 200,000 total visits to identified program web pages.</li> <li>• Generate 11,100 first-choice applications for 2022-2023. An increase of 531 over the 2021-2022 first-choice applications of 10,569.</li> </ul> <p><b>Recruitment:</b> Enhance lead generation strategies to increase leads by 20 per cent over last year, for a total 9,000 in the recruitment database.</p> <ul style="list-style-type: none"> <li>• Implement recruitment strategies to generate 30,000 applications to hit DC's stretch enrolment goals for 2022-2023. An increase of 810 over the 2021-2022 applications of 29,191.</li> </ul>		<p><b>Signature and Priority programs:</b></p> <ul style="list-style-type: none"> <li>• Successfully implemented a comprehensive spring and summer 2022 campaign to drive prospective students to selected program web pages.</li> <li>• Results of this campaign will be available in late September.</li> <li>• Through an extensive program-focused campaign, we continue to increase awareness and build on DC's reputation. Thus far, we have generated 6,684 First Choice applications.</li> <li>• A detailed leads strategy has been implemented allowing us to build on the database in Salesforce. The team continues to integrate this into their in-person recruitment plan to capture the connections they make with prospective students. One of the main strategies is to encourage attendance at our events to be entered to win a \$5,000 tuition credit.</li> <li>• Thus far, we have generated 780 leads. Q1 total applications = 19,571 We continue to grow the virtual and in-person marketing and recruitment strategies. As we resume more in-person activities, the team has</li> </ul>	

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				substantially increased the number of prospective student interactions. <ul style="list-style-type: none"> <li>Q1 2022, we saw 6,500 prospective students, versus in Q1 2021, we saw 1,900</li> <li>An increase of 240 percent</li> </ul>	
<b>2. Provide exceptional learning experiences in and out of the classroom.</b>	<ul style="list-style-type: none"> <li>Increase the number of micro-credentials available to Durham College (DC) students by picking up appropriate new offerings from other colleges through OntarioLearn as they are offered throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>Each term, pick up all new micro-credentials offered via OntarioLearn that are appropriate for Centre for Professional and Part-time Learning (PPL) students with a goal of increasing the number of micro-credentials offered by PPL via OntarioLearn by 10 per cent.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>The team at PPL continues to review OntarioLearn offerings for micro-credentials that can be added. Work in this area is ongoing and on track.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Increase opportunities for faculty members to expand their experience and leadership skills through supporting and sharing best practices with other faculty as part of Centre for Teaching and Learning (CTL).</li> </ul>	<ul style="list-style-type: none"> <li>Offer two partial secondments for development and delivery of EDUC 1104 and EDUC 1105 in the CTL. Offer a partial secondment to support creation of resources aligned to the Student Feedback Questionnaire (SFQ).</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Five partial secondments posted and filled for F2022: one for EDUC1103; one for SFQ resources; one for flexible delivery resources; two for EDI in program quality.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>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.</li> <li>Collaborate with CityStudio partners to improve project processes and support project opportunities with Durham Region and lower-tier municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Renew DC participation in TeachingCity Oshawa partnership for additional 5-year term.</li> <li>Targets:               <ul style="list-style-type: none"> <li>Six City Idea Lab courses by March 2023.</li> <li>Seven CityStudio projects by March 2023.</li> </ul> </li> <li>Explore mechanisms for DC participation in CityStudio summer innovation fellowship in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>TeachingCity Oshawa partnership extended for five years. Two full-year City Idea Lab courses have started; three additional courses developed for winter 2023.</li> <li>Five projects developed (four starting fall 2022). Call for interest in winter 2023 projects scheduled for October.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Implement two Mitacs-funded projects with the City of Oshawa and Durham Region.</li> </ul>	<ul style="list-style-type: none"> <li>Two Mitacs projects implemented in the year.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Microhomes project in collaboration with Durham Region and Ontario Tech is ongoing; DC internship portion concluded in August.</li> <li>Firefighter training VR simulation project with City of Oshawa and Oshawa Fire Services is ongoing, and an additional \$13,334 was awarded to the project.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Establish co-op ambassador/peer mentorship program at DC, which will include international students.</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinate class visits and/or panel session of returning students to promote awareness and value of co-op/work term options to first year students.</li> <li>Develop and pilot co-op peer mentorship opportunities between new and returning co-op students.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Co-op ambassador communications developed. Formal call for ambassadors has been issued in September 2022. Ambassadors will schedule class visits by program, promoting value of co-op. Planning underway for ambassador participation in two Co-op Info Nights</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> <li>Explore peer networking opportunities for co-op internship students.</li> <li>Identify one or more international student co-op peer mentors and develop international co-op student networking events.</li> </ul>		<p>(Wed Nov 2 in Whitby, Thurs Nov 3 in Oshawa).</p> <ul style="list-style-type: none"> <li>Additional networking and peer mentorship activities in development for Winter 2023.</li> </ul>	
	<ul style="list-style-type: none"> <li>First Peoples Indigenous Centre (FPIC) to provide students and employees with the opportunity to expand their knowledge of Indigenous land acknowledgments through the development of workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Successful facilitation of five workshops by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>3 workshops have been completed with more than 20 participants taking part, and 3 more planned this year.</li> </ul>	On Track
<b>3. Be a champion of experiential learning, global engagement and applied research opportunities.</b>	<ul style="list-style-type: none"> <li>Develop high-quality work-integrated learning (WIL) options that strengthen connections to industry.</li> </ul>	<ul style="list-style-type: none"> <li>Support faculties in planning and developing new co-op and work term options for launch in 2024-2025 or later (i.e. Electrical Engineering Technician) with proposals to Program Proposal Review Committee (PPRC).</li> <li>Support teams in exploring and, where feasible, developing 16-month internship options that respond to changing needs of industry (i.e. Electromechanical Engineering Technology).</li> <li>Update Co-op Implementation Plan to include emerging WIL</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Co-op Implementation Plan will be presented to Academic Leadership Team in November to identify emerging WIL options; updates will be approved in December. Currently, Electrical Engineering Technician has been proposed for consideration of new co-op option in 2024-25, and a new Cloud Computing work term is approved.</li> </ul>	On Track

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		options.			
	<ul style="list-style-type: none"> <li>Launch three new co-op/work term options and one 16-month co-op internship option.</li> </ul>	<ul style="list-style-type: none"> <li>Four WIL options launched.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>All four new WIL options have launched.</li> <li>Three new WIL programs have student intakes for fall 2022. New 16-month internship is being promoted concurrently with co-op to CPGA students.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Support more than 200 students in securing and completing co-operative education and work term opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>At least 200 students appropriately supported by the completion of their co-op/work terms.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>120 students supported in securing and completing 2022 work terms.</li> <li>89 students admitted to date for Spring/Summer 2023; fall admissions will close in December.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Celebrate student leadership and excellence in WIL by nominating students for Co-op or WIL Student of the Year Awards.</li> </ul>	<ul style="list-style-type: none"> <li>Issue call for nominations for Experiential &amp; Work-Integrated Learning Ontario (EWO) and Co-operative Education and Work-Integrated Learning (CEWIL) Co-op/WIL Student of the Year Award. Collaborating with faculties, student nominee, and</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Call for nominations will be issued in early October 2022.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		WIL partner, develop and submit nomination package within award timelines.			
	<ul style="list-style-type: none"> <li>Implement international WIL opportunity for DC students, and formalize iWIL process and tracking.</li> </ul>	<ul style="list-style-type: none"> <li>Establish risk assessment frameworks for opportunities abroad.</li> <li>Connect students with global partners through remote project-based WIL opportunities; target five projects.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Initial meeting to explore requirements has taken place.</li> <li>Four courses published to date on DC Project Marketplace and project matching is underway.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Expand Collaboragency to include three additional programs beyond the Advertising and Promotion program.</li> </ul>	<ul style="list-style-type: none"> <li>Explore both curricular and extra-curricular involvement from Graphic Design, Photography, Video Production and Interactive Media Design programs.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>This objective has been realized, albeit with different programs. Journalism (JOMM &amp; JCW); PR &amp; Strategic Communications (PUBL) and Interactive Design Web Development (IMWD) will be working with the Collaboragency (in both curricular and extra-curricular capacities) beginning in winter 2023.</li> </ul>	<b>On Track</b>



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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Create media content that promotes WIL/co-op opportunities and how they contribute to student success and employer outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Issue call for experiential learning success stories to faculty/staff.</li> <li>Establish process for gathering testimonials from WIL students and employer partners.</li> <li>Create stories, photos, and videos that can be used in different formats (i.e. website, social media, newsletters, etc.).</li> <li>To be completed by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Call issued in May 2022, and online form created to capture submissions.</li> <li>Outreach to WIL students and employers completed following Spring/Summer mid- and final work term feedback reports. Outreach will continue in future work terms.</li> <li>Numerous interviews filmed and photos captured during Spring semester. Video editing underway. Social media content posted.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Implement an automated lead generation campaign by integrating Salesforce with LiveChat by December 31, 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the integration of Salesforce with LiveChat by October 31, 2022.</li> <li>Implement an automated lead generation campaign by December 31, 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Work on the integration of LiveChat with Salesforce has been completed. Work on the automated lead generation campaign will resume when the new Manager joins PPL in mid-September.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Campus Health and Wellness Centre (CHWC) studying the short and long-term effects of early intervention with International Wellness Checks (IWC) initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Analyze data collected from the research phase of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>More than 95% of students felt either satisfied or very satisfied and 100% would recommend IWC to their peers.</li> <li>Post-Intervention students were 2.5 times more likely to report increased ability to find and access school resources.</li> </ul>	<b>Completed</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>CHWC to analyze data collected post-launch of Canadian Campus Well-Being Survey (CCWS).</li> </ul>	<ul style="list-style-type: none"> <li>Develop an action plan based on data analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Data received and analyzed.</li> <li>Following themes recommended for further review: Mental Health, Food Security and Substance Use Education.</li> <li>Action plan expected by March, 2023.</li> </ul>	<b>On Track</b>
<b>4. Develop and create opportunities to build student resilience, competence, personal capacity and life-enhancing skills.</b>	<ul style="list-style-type: none"> <li>Offer four student-centric events on topics such as artificial intelligence, cybersecurity, Social Impact Hub, and Mixed Reality Capture Studio or other technical skills; an event based on a community challenge; and an in-person recruitment event for research opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Offered four events during the academic year.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Completed two sessions on AI and data annotation and the role of AI in business management consulting with Deloitte. Two additional sessions are being planned both in AI and cybersecurity including a capture the flag competition. MRC Studio has conducted two student-centric remote workshops and are planning in-person events for fall semester.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Student Development to provide students enrolled in the Institute of Student Leadership (ISL) with new experiential learning opportunities through the development of the ISL Agents of Change Initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Program launch (September)</li> <li>Program proposals (November)</li> <li>Project implementation (November to March 2022)</li> <li>ISL Summit (March)</li> <li>Project reflections (April)</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Agents of Change framework is built into the ISL program for current and prospective ISL students, currently in the process of recruiting this year's student participants.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Student Development to design upper-year experience modules to inform students of the processes and services essential in their final year(s) at DC and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultation and content development for modules.</li> <li>Determine pilot rollout schedule.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Connecting with campus partners for content development.</li> <li>Framework for modules is built; now moved into the storyboarding phase to design specific content for each.</li> </ul>	<b>On Track</b>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				module (interactive activities, multimedia, etc.).	
	<ul style="list-style-type: none"> <li>Career Development to deliver relevant webinars, podcasts and Instagram live sessions to educate and support career resiliency.</li> </ul>	<ul style="list-style-type: none"> <li>Develop content for updated programming to be delivered bi-weekly.</li> <li>Track views/attendees.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>New Success on the Job workshop created.</li> <li>IG Live sessions continue. Collaborated with the International Office to discuss How to Find a PT job in Canada (1314 views to date).</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Campus Health and Wellness Centre (CHWC) to launch the second phase of Better Together Series.</li> </ul>	<ul style="list-style-type: none"> <li>Integration of activity-based programming into regular health promotion schedule – weekly events during fall/winter semesters and monthly events in summer.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Formal workshops scheduled bimonthly. Integrated into regular programming.</li> <li>Running one workshop in September, December, January, May, June, July and August; two workshops Oct, Nov, Feb, March, April. Promoted through social media, website and comms platforms (digital screens). September 27th is “Build your wellness plan” workshop; smoothie workshop, medicine walk.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>CHWC and Access and Support Centre (ASC) will enhance support and services for students seeking diagnoses and/or diagnosed with Attention Deficit Hyperactivity Disorder (ADHD).</li> </ul>	<ul style="list-style-type: none"> <li>Assess the current status of services and identify gaps/duplications and build programming to support student success.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Process well developed and running effectively between departments</li> <li>ASC has designated ADHD coaching.</li> <li>Reviewed and revised current ADHD processes to better streamline care.</li> <li>New Psychiatrist starting in October to provide consultations.</li> </ul>	<b>Completed</b>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>College Wellness Committee (CWC) will identify priorities from the gap analysis of the Mental Health and Well-being Framework.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an action plan for stakeholders from strategic priorities informed by gap analysis data.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>DC Wellness Directory micro-site is in development and expected to launch in time for winter semester start.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Athletics and Recreation to support the goals of the Indigenous Education Protocol by having varsity team captains complete Indigenous Education Modules.</li> </ul>	<ul style="list-style-type: none"> <li>Completion rates (January 2023).</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>DC Varsity captains to begin modules this academic year.</li> </ul>	<b>On Track</b>
<b>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.</b>	<ul style="list-style-type: none"> <li>Provide applied research learning through work-study opportunities in the AI Hub, Centre for Cyber, MRC Studio, Centre for Craft Brewing Innovation and Social Impact Hub.</li> </ul>	<ul style="list-style-type: none"> <li>Offer at least 10 positions each term.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Ten workstudy students have been hired for fall semester.</li> <li>Centre for Craft Brewing Innovation and Ontario Vehicle Innovation Network are offering one social media intern position each for the fall and winter.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Increase the awareness of student research assistant job opportunities across the college.</li> </ul>	<ul style="list-style-type: none"> <li>Procedure to share job postings to be implemented by June 2022 and gaps to be identified and addressed by November 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Job posting sharing process has been developed and implemented. We are currently monitoring the process to improve it further. Job postings are being shared with various diverse student groups as well.</li> <li>In-class visits are planned to promote job opportunities in applied research.</li> </ul>	<b>On Track</b>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Re-introduce the Kit Car project.</li> </ul>	<ul style="list-style-type: none"> <li>Hire Kit Car team lead and develop a schedule for student involvement for fall and winter semesters.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Faculty support in place. Kit car work will continue throughout the academic year.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Embed resiliency training/competencies into several identified programs.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully embed resiliency training/competencies into Police Foundations, Protection, Security and Investigation, 911 Emergency and Call Centre Communications and Firefighter - Pre-Service and Education and Training by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Resiliency training has been embedded into Police Foundations, Protection, Security and Investigation, 911 Emergency and Call Centre Communications and Firefighter - Pre-Service and Education and Training. The training has also been extended to Law Clerk Advanced, Paralegal, Paralegal (graduate certificate) and Court Support Services. This represents 40 per cent of the programs in the Faculty of Social &amp; Community Services.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Create Toastmasters opportunity for students.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a student-focused Toastmasters club by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Investigation into student membership details and pricing is underway.</li> </ul>	<b>On Track</b>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>First Peoples Indigenous Centre (FPIC) and FastStartDC to provide Indigenous students with opportunities to foster their entrepreneurial interests through session collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>Session scheduled to take place in late September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Rescheduled, new date: October 19, 2022.</li> </ul>	<b>Delayed</b>
<b>6. Cultivate relationships with students that extend beyond graduation.</b>	<ul style="list-style-type: none"> <li>In collaboration with the Office of Development and Alumni Affairs, formalize a community-based framework to increase opportunities to integrate international students into the community earlier in their program.</li> </ul>	<ul style="list-style-type: none"> <li>Through Internationalization and Global Engagement committee (I&amp;GE), create an inventory of existing school-based community relations by Spring/Summer 2022.</li> <li>Increase International Education specific community partnerships by at least two in the fall and winter semester.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities in the community were limited as potential partners were dealing with the aftermath of the pandemic and staffing; however, work is now getting underway.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Execute recently developed Durham College Alumni Association (DCAA) strategic plan. This plan supports the development of meaningful partnerships with college, industry, government and community.</li> <li>Promote 100,000<sup>th</sup> alumni milestone.</li> </ul>	<ul style="list-style-type: none"> <li>Develop baseline and criteria to measure alumni engagement by Q4.</li> <li>Host at least two in-person alumni events while continuing successful virtual DCTalks.</li> <li>Increase alumni app memberships by 10 percent from 5,200 to 5,700.</li> <li>Develop a fulsome communications plan that celebrates 100,000 DC Alumni and includes the development of profiles for at least one alumnus from each decade.</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>A consultant has been hired to facilitate alumni engagement research and measurement tools.</li> <li>Summer Social complete, Oshawa Generals Game scheduled for November.</li> <li>App memberships are currently at 5,748.</li> <li>Social media campaign was developed and executed during the lead up to Convocation week.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>First Peoples Indigenous Centre (FPIC) to develop an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a quarterly IAN newsletter.</li> <li>Host the 1<sup>st</sup> annual IAN meet-up.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Connected with Alumni services to gauge need.</li> <li>Developed a newsletter template to be used.</li> <li>Connecting all current students to opt in to further communications to build IAN.</li> <li>Senior Alumni Development Officer is working with FPIC to develop the IAN. The first milestone to recruit Indigenous representation to the Durham College Alumni Association is complete.</li> </ul>	<b>Delayed</b>
	<ul style="list-style-type: none"> <li>Athletics and Recreation will organize a varsity alumni event for the official grand opening of the new Campus Softball facility.</li> </ul>	<ul style="list-style-type: none"> <li>To be held fall of 2022 at the Lords Women's Softball home opener.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Successful event took place on Friday September 9, 2022.</li> <li>Over 30 Alumni softball players attended along with former coach and staff.</li> </ul>	<b>Completed</b>
<b>7. Champion the necessity and value of life-long learning.</b>	<ul style="list-style-type: none"> <li>Increase offerings in Academic Upgrading to provide opportunities for students to earn credits for Academic and Career Entrance (ACE) Certificate.</li> </ul>	<ul style="list-style-type: none"> <li>Offering a minimum of one course in each during the 2022-2023 academic year.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>We introduced ACE Core Math, Apprenticeship Math, Communications, and Self-Management Sept. 2022. Computer Foundations is scheduled for the winter semester.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Support industry partners in the development of micro-credentials for their employees.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and launch at least one micro-credential in partnership with an industry partner by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Worked with OPG to develop a "Curriculum Development Micro Credential and Custom Badge" program from Jan- April 2022. The course was piloted with OPG learners in April 2022 and launched later that month.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Increase open enrolment course options for adult learners.</li> </ul>	<ul style="list-style-type: none"> <li>Launch at least two new open enrolment courses on CTS's website by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Created a new open enrolment course for adult learners at General Motors of Canada, called "Cadillac Academy." Launched Sept 5, 2022.</li> <li>Introduced additional testing capabilities, available for open enrolment from July 2022 to June 2023, for adult learners in British Columbia on insurance requirements.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Develop and launch at least two micro-learning courses on Skills for Success topics using the Chalenj platform (or a similar alternative), and at least two standalone Skills for Success assessments using the VALID-8 platform to begin evaluating the market receptivity towards each approach.</li> </ul>	<ul style="list-style-type: none"> <li>At least two micro-learning courses will be ready to launch by March 31, 2023.</li> <li>At least two competency assessments will be launched using VALID-8 by March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Chalenj - Courses have been selected and development is on track. Work is being done in collaboration with SCWI.</li> <li>VALID-8 - Exploring whether VALID-8 could be utilized in collaboration with SCWI.</li> </ul>	<b>On Track</b>



## 2022-2023 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
<b>1. Attract and retain highly qualified, creative and collaborative employees.</b>	<ul style="list-style-type: none"> <li>Develop an Instructional Design (ID) professional development (PD) series with a minimum of three sessions focused on specific ID topics to support and advance exemplary teaching across a faculty member's career.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a minimum of three PD sessions focused on Managing Cognitive Load, Avoiding Death by PowerPoint and Collaborative Learning.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>New Instructional Design Consultant to start October 2022. This role will be taking on this task with completion planned for winter 2023.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Build targeted recruitment campaigns for high-growth program areas of the college.</li> </ul>	<ul style="list-style-type: none"> <li>Work with department leadership to identify areas of expected growth.</li> <li>Develop a promotional campaign for work at the college.</li> <li>Update employer branding for external job postings.</li> <li>Develop recruitment activity metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Employer branding project commenced, in collaboration with Communications &amp; Marketing.</li> <li>Job posting template, DC employment website, social media strategy, and targeted recruitment campaigns will all be reviewed to current best practices.</li> <li>Exit survey + report created and in use.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Achieve Top Employer and Greenest Employer designations.</li> </ul>	<ul style="list-style-type: none"> <li>Strategically identify Durham College (DC) initiatives and milestones for inclusion in award applications.</li> <li>Promote application highlights to all DC employees through ICE.</li> <li>Create a new section on DC website and ICE with employee testimonials on why DC is a top</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Employee testimonial project commenced, in collaboration with Communications &amp; Marketing.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		employer.			
<b>2. Develop teams whose work exemplifies our mission, vision and values.</b>	<ul style="list-style-type: none"> <li>The Innovation &amp; Disruption Catalyst Group (IDCG) continues to amplify conversations about innovation and disruption across the college.</li> </ul>	<ul style="list-style-type: none"> <li>Launch an idea management platform by December 2022.</li> <li>Design and implement an innovation challenge by December 2022.</li> <li>Host two think tank sessions.</li> </ul>	<ul style="list-style-type: none"> <li>President's Office</li> </ul>	<ul style="list-style-type: none"> <li>Report by the IDCG has been completed, and is being presented to DCLT.</li> <li>Think Tank sessions took place in June.</li> <li>Platform expected to launch in October.</li> <li>Administrative planning session, October 4<sup>th</sup>.</li> <li>Selection and training of Innovate@DC platform complete and ready to launch October 17<sup>th</sup>.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Provide professional development (PD) opportunities for all employee groups.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance PD opportunities available through the electronic employee development platform, Brightspace.</li> <li>Integrate training records with HR Banner.</li> <li>Build Brightspace reporting functions for managers.</li> <li>Provide a calendar of PD and wellness opportunities for all employee groups.</li> <li>Implement renewed credential verification and license renewal</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Brightspace training module enhancements in-process.</li> <li>I.T. solutions for Banner integration and manager reporting currently being investigated.</li> <li>PD and Wellness programs scheduled for Fall/Winter semesters.</li> <li>Social media plan to promote offerings.</li> <li>Pilot project with Faculty of STA under investigation.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		processes.			
	<ul style="list-style-type: none"> <li>Promote and recognize Employee Awards of Excellence for those who are 'leading the way' in their area of expertise and facilitate external CiCan award nominations.</li> </ul>	<ul style="list-style-type: none"> <li>Update Employee Awards of Excellence Policy.</li> <li>Promote awards of excellence program.</li> <li>Chair committee review of nominations.</li> <li>Co-ordinate Employee Recognition Event to award winners and acknowledge all nominees.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Policy updated and posted on ICE.</li> <li>2022 winners will be announced in late September, followed by a celebratory lunch at Bistro '67 in October.</li> </ul>	<b>On Track</b>
<b>3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.</b>	<ul style="list-style-type: none"> <li>Finalize the annual/bi-annual faculty survey to identify barriers and needs for engaging in applied research activities and highlight opportunities and supportive services provided by the Office of Research Services, Innovation and Entrepreneurship (ORSIE).</li> </ul>	<ul style="list-style-type: none"> <li>Survey launched in Fall 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Survey has been set up for online administration and is ready for testing; new component added for research data management, applicable to researchers only; EDI questions added. To consider linking the mentorship opportunity to the survey. Incentive plan to be determined for Faculty with best response rate.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Redevelop the Equity, Diversity &amp; Inclusion (EDI) course in the College Teaching Certificate for new faculty with a specific focus on the Indigenous Education Protocol for Colleges and Institutes, the Dimensions: Equity, Diversity and Inclusion Canada charter and the BlackNorth Initiative pledge.</li> </ul>	<ul style="list-style-type: none"> <li>Complete course outline and course content for EDUC 1104 - Equity, Diversity and Inclusion in Teaching and Learning.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>In development. Three new secondments to support development with a focus on anti-black racism, students with exceptionalities, and general EDI. Course outline to be completed by end of winter 2023. Delivery planned for fall 2023.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Introduce programs into Indigenous General Education (GNED) project.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce eight programs in the faculties of Hospitality &amp; Horticultural Science (HHS) and Science, Engineering &amp; Information Technology (SEIT) into the Indigenous GNED project.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>HHS Programs introduced:               <ul style="list-style-type: none"> <li>Horticulture Technician</li> <li>Horticulture – Food and Farming</li> <li>Tourism – Destination Marketing</li> </ul> </li> <li>Program of Study change forms submitted to have Indigenous GNED included in Chemical Laboratory Technician, Biotechnology – Advanced, Environmental Technology and Water Quality Technician.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Host Young Women in Science, Technology and Trades event with the goal of connecting girls with careers in the fields of science, technology and skilled trades.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully host Young Women in Science, Technology and Trades in Fall 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Planning well underway. Sponsors secured, workshops have been identified and logistics planning is on going.</li> <li>Guest speakers Kate Campbell (Whitby) and J. Liu (Oshawa) have been booked.</li> <li>Registration is well underway – 255 Oshawa and 385 Whitby.</li> </ul>	On Track

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Submit an application for funding to deliver Pre-apprentice training to non-traditional populations – Indigenous.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding to deliver the training in summer 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Successfully secured three pre-apprenticeship training programs               <ul style="list-style-type: none"> <li>Welding for Women</li> <li>Electrical for the Indigenous community</li> </ul> </li> <li>Plumbing for New Canadians.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Host Skills Ontario Summer Camp for Girls.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully host Skills Ontario Summer Camp for Girls event in August 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Eighteen girls attended the week-long summer camp in August. Camp focussed on introducing the group to a variety of skilled trades.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Support the Black North Initiative (BNI).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support faculty involvement in Black Student Success Network and Social Justice Week.</li> <li>Support faculty professional development activities that address diversity, equity and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Faculty time has been allocated and financial support have been provided to BSSN and Social Justice Week through the Faculty of Social &amp; Community Services (SCS).</li> <li>EDI is entrenched in all divisional meetings.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Provide college-wide EDI programming for employees and students, on a variety of educational topics as well as recognition events.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and launch the second year of EDI workplan, building on first-year programming.</li> <li>Enhance organization communications on work plan and objectives.</li> <li>Plan an annual calendar of events sponsored by Office of EDI.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of current workplan underway.</li> <li>Calendar of observances complete with programming in development.</li> <li>Promotion of groups and events during 2022-2023 Fall Orientation complete.</li> <li>Work with C+M ongoing to increase awareness of campus wide EDI events.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Administer Durham College's (DC) second self-ID survey to employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>Review survey questionnaire and focus on equity data collection.</li> <li>Promote survey to students and employees.</li> <li>Develop survey results communications plan.</li> <li>Work with senior managers on outcomes for data in their areas.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Review and update of questionnaire for students and employees complete.</li> <li>Plan for survey administration in development with ORSIE.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Continue to build community connections in support of EDI resources for employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and re-engage with academic programs and internal supports to assist Reach, Include, Support and Elevate (RISE) students transitioning to Durham College.</li> <li>Identify and re-engage with community organizations to support the promotion of pathways to post-secondary through the RISE program.</li> <li>Establish a community contact list with current and prospective partners for promotion.</li> <li>Collaborate with Communications + Marketing to develop RISE</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Re-engagement with community organizations has commenced.</li> <li>26 KPRDSB Grade 12 students toured campus in May.</li> <li>60 1-1 student RISE student sessions from July-September.</li> <li>Presentations to Ontario Shores and Focus on Youth were facilitated by EDI Program Admin over the summer months.</li> <li>Meetings with Black graduation coaches have commenced through DDSB.</li> <li>RISE website has been updated to streamline referral process, new promotional materials to be developed</li> </ul>	On Track

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		specific materials and updates to EDI public-facing website.		to increase visibility of program. <ul style="list-style-type: none"> <li>• EDI website updates are in progress.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Provide institutional EDI leadership and support to related activities and groups: Black North Initiative, Black Student Success Network (BSSN), EDI working group, Dimensions Charter.</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize the terms of reference and restructure the format of EDI working group.</li> <li>• Provide ongoing support and consultations on initiatives that address anti-Black racism to BSSN as part of the College's institutional commitment to BNI priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Draft framework for EDI workgroup is complete and will be presented to workgroup for consideration in October.</li> <li>• BSSN meeting scheduled for September.</li> <li>• Discussion items include call for membership, review of TOR and draft workplan that aligns with institutional commitments.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>• Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide regular updates on training and EDI institutional commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Associate vice-president, Human Resources</li> <li>• President's Office</li> </ul>	<ul style="list-style-type: none"> <li>• Board updates on EDI initiatives provided through CAO report, including all EDI training and campus events that are currently underway.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Develop a college-wide plan for acknowledging holidays and special days of observance and flag usage at the Oshawa and Whitby campuses.</li> </ul>	<ul style="list-style-type: none"> <li>Consult with subject matter experts and teams across the college (i.e. EDI, Durham College Leadership Team, Student Life, First Peoples Indigenous Centre, etc.) to ensure an inclusive plan is developed.</li> <li>Finalize plan for review by December 1, 2022.</li> <li>Communicate and launch plan in January, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Communications + Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Project is on hold due to a vacancy in the Director, communications role. New hire is about to begin, and will resume project.</li> </ul>	<b>On Hold</b>
<b>4. Empower and support employees to be entrepreneurial, innovative and strategic.</b>	<ul style="list-style-type: none"> <li>Create and increase access to resources for faculty and staff engaged in work-integrated learning (WIL) initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Develop field placement manual, process maps, and other resources for training/onboarding staff and faculty engaged in placements.</li> <li>Update and increase content available on ICE.</li> <li>To be completed by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>WIL Committee has formed a subcommittee to update and increase content available on ICE. Initial review complete and page layout is planned. Content is being created and updated.</li> <li>Project-based WIL resources are in development and calls for project-based opportunities have been distributed.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Support faculty in investigating teaching and learning challenges and innovations in their classes, and share the outcomes to improve student learning.</li> </ul>	<ul style="list-style-type: none"> <li>Support development, launch and research process for Scholarship of Teaching and Learning (SoTL) projects, and facilitate dissemination of findings through professional development (PD) days, publications and external events, such as meetings and conferences.</li> <li>To be completed by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>One new SoTL project and one extension of 2021/2022 project are on the go for the 2022/2023 academic year; one additional project has been placed on hold. Results from the 2021/2022 SoTL projects will be shared through digital poster presentations during fall 2022 Academic PD Day.</li> </ul>	<b>On Track</b>



## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Design resources to support faculty in transferring face-to-face or Emergency Remote course to quality online courses.</li> </ul>	<ul style="list-style-type: none"> <li>Build four resources that will support faculty in the process of transferring existing courses into online delivery mode.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Development of resources during fall 2022 with launch for winter 2023. eLearning and new Instructional Design Consultant will be collaborating on this task.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Open the mentee and mentor application process for a faculty applied research mentoring program.</li> </ul>	<ul style="list-style-type: none"> <li>Open application process in Fall 2022 with matches. Make SWF commitments by October 31, 2022.</li> <li>Launch mentoring program in Winter 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Forms for mentor and mentee candidates have been drafted; manual approved by ALT; may decide to add EDI questions; timelines to be reviewed along with procedures.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Provide Career Development information sessions to employees to promote services for students to better prepare them for post-graduation success.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver one workshop per semester; record session.</li> <li>Increase referrals of students to Career Development.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Presented Career Development services at Academic Council.</li> <li>Communicating with HR to provide scheduled PD sessions to DC staff.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Develop an institutional tool kit including key messages that convey Durham College's (DC) strategic vision and demonstrate how the college is leading the way. Input will be gathered from the Durham College</li> </ul>	<ul style="list-style-type: none"> <li>Resources will be developed to increase knowledge and awareness among DC's stakeholders (employees, students, prospects, Board members, community partners, funders and donors) and will support community outreach efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Communications + Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Leading the Way video was completed in July 2022, and can be viewed here: <a href="https://www.youtube.com/watch?v=RMdeitPzVSI">https://www.youtube.com/watch?v=RMdeitPzVSI</a></li> <li>Leading the Way video trailer* was completed in July 2022, and can be viewed here: <a href="https://www.youtube.com/watch?v=a">https://www.youtube.com/watch?v=a</a></li> </ul>	On Track

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	Leadership Team, senior leaders and representatives from key areas of the college.	<ul style="list-style-type: none"> <li>To be completed by July 31, 2022.</li> <li><b>Toolkit materials may include:</b> <ul style="list-style-type: none"> <li>Leading the Way video</li> <li>Leading the Way video trailer</li> <li>Presentation materials</li> <li>Key messages</li> <li>Web features (ongoing)</li> </ul> </li> <li>Complete a 'Leading the way' corporate-level promotional video and a 30-second trailer by August 2022.</li> <li>Communications access to the toolkit internally in August 2022.</li> </ul>		cM9g_bK86Y <ul style="list-style-type: none"> <li>*Note: due to messaging required, the video trailer length was increased to 45 seconds.</li> </ul> <b>Web-features:</b> <ul style="list-style-type: none"> <li>Ongoing: more prominent Leading the Way visual references on DC's main website (including sub-sites) and ICE – which includes main sliders, supporting sliders, and headings.</li> <li>Messaging is on hold due to a vacancy in the Director, communications role. Will commence when the vacancy is filled.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop processes to support communication and collaboration that address the industry relations “gap” that currently exists to ensure continuity of industry relations across the college.</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of five demonstrated collaborations between DC departments on industry partner relationship management.</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Research of other college approaches is complete.</li> <li>Two collaborations are underway.</li> <li>Working closely with President's Office to develop opportunities to “workshop” ideas with DCLT and Corporate Council Q3 timeframe.</li> </ul>	<b>On Track</b>
<b>5. Strengthen our organizational culture to prioritize the health and wellness of our employees.</b>	<ul style="list-style-type: none"> <li>Respond to employee engagement survey results.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and launch a pulse survey that will be delivered to employees twice to track engagement and identify areas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Identified software for survey administration.</li> <li>Implementation plan in development.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Expand EDI resources and supports for students and employees.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with college departments to facilitate objectives identified in the Ontario Post-secondary Access and Inclusion Program (OPAIP) funding application.</li> <li>Focus on expanding mental health supports with EDI focus.</li> <li>Collaborate with Campus Health and Wellness Center to pilot and expand mental health supports with an EDI focus to students.</li> <li>Determine opportunities to offer training to mental health counselors on EDI and mental health specific content.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Coordinator position recruitment in final stages.</li> <li>Gaps in service identified within the CHWC pilot programming to be offered.</li> <li>Collaborate with Director CHWC to determine possible topics and opportunities to support staff learning over the academic year.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Conduct employee focus groups on wellness programming and special interest groups.</li> </ul>	<ul style="list-style-type: none"> <li>PD &amp; Wellness Coordinator will host a minimum of two focus groups in Spring 2022 and Winter 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Focus groups scheduled for October and February.</li> <li>Topic for October: Affinity groups.</li> <li>Topic for February: Spring PD Day/Week Event.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Implement programming in support of the mental health and wellness framework for employees.</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of wellness framework gap analysis.</li> <li>Identify programming to address needs.</li> <li>Utilize employee working group to develop and implement wellness initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Wellness Committee is building an online resource page that will serve as a directory for all supports and services available to employees and students.</li> <li>The information to post was identified through the Wellness Framework. Research has been completed on the content to post to the webpage.</li> </ul>	<b>On Track</b>

## 2022-2023 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.	<ul style="list-style-type: none"> <li>Prepare to host Educational Technology Committee (ETC) conference, Advancing Learning, in June 2023 at DC; Advancing Learning fosters an environment where educators from all Ontario colleges share their experiences with their colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>Lead ETC planning committee for Advancing Learning Conference. The event to take place June 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Advancing Learning Conference set for May 10 to 12, 2023. Promotional video completed and website launched (Advancinglearning.ca). The call for proposals open.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>We will share and celebrate faculty accomplishments across the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a video presentation to be shared on the Centre for Teaching and Learning (CTL) website.</li> <li>Highlight Scholarship of Teaching and Learning (SoTL) projects at DC on the CTL website.</li> <li>To be completed by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>SoTL projects will be highlighted at Fall Faculty PD Day with digital poster presentation. A video presentation on faculty accomplishments for production for winter 2023.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Resume traditional in-person Convocation ceremony to celebrate legacy and 2022 graduates.</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute an in-person convocation ceremony in June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>In person convocation ceremonies were held in June 2022 for 2020, 2021 and spring 2022 graduates.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Explore DC Student Experience Survey (i.e., Ontario College Student Experience Survey) reporting tool to support quality assurance efforts (i.e., Comprehensive Program Review) and enhance or develop additional reporting dashboards.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting tool enhanced/developed by August 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Project is on hold pending release of data from OCAS to build reporting/data visualizations.</li> </ul>	<b>On Hold</b>
	<ul style="list-style-type: none"> <li>Review current special projects, social justice commitments and more to develop a strategic initiatives framework that organizes these types of activities in a meaningful way for college leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Form an active working group by Fall 2022.</li> <li>A draft framework is presented to college leadership in Winter 2023.</li> </ul>	<ul style="list-style-type: none"> <li>President's office</li> </ul>	<ul style="list-style-type: none"> <li>Colleagues with direct touchpoints on the Business Plan are working together to assess current social commitments, and review possible updates to the Business Plan process/template to compliment updated practices.</li> <li>A report will be delivered to DCLT in December 2022 outlining findings and recommendations based on this review.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
2. Lead in the development of transformational programs, services and systems that enhance the student experience.	<ul style="list-style-type: none"> <li>Develop seven digital modules to support student academic success in a virtual environment for faculty to customize for their students' needs.</li> </ul>	<ul style="list-style-type: none"> <li>In alignment with eCampus Virtual Learning Strategy 2.0 funding proposal, collaborate with internal and external partners, to plan, create, design and develop "Student Success Strategies in a Virtual Environment" by February 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Project progressing as expected; all video and content completed on learning strategies; online development and interactive activities in development.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Collaborate with Information Technology Services and the Office of the Registrar to test and launch Phase 2 of co-operative education workflow system for co-op application and transfer process to support the continued expansion of co-op and work-integrated learning (WIL) opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Launch Phase 2 (i.e. admin forms, front end summary form, eligibility logic, and ranking).</li> <li>Implement new co-op admissions schedule for advanced diploma programs and test in system.</li> <li>Investigate and develop automation of admissions emails (Phase 3).</li> <li>To be completed by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> <li>Chief administrative officer</li> </ul>	<ul style="list-style-type: none"> <li>The development of Phase 2 completed and is currently undergoing user acceptance testing.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Launch co-op module on Orbis Outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Develop student terms and conditions for co-op.</li> <li>Review and update employer work term agreements.</li> <li>Initial launch of co-op module by June 2022 for Fall semester work terms.</li> <li>Test new process for co-op employer document collection using Orbis.</li> <li>Launch across all co-op/work term programs by September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Co-op module launched in September 2022. Student terms and conditions developed. 202243 work term records have been created.</li> <li>Updated employer work term agreements are drafted and being reviewed.</li> <li>Co-op employer document collection processes being explored.</li> </ul>	On Track

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Enhance food service options for students and employees.</li> </ul>	<ul style="list-style-type: none"> <li>Open a Starbucks at the Oshawa Campus.</li> <li>Continue to revitalize our food service portfolio through innovative engagement strategies for students with our service provider, Chartwells.</li> <li>Promote and educate students, faculty and staff on healthy food options.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Associate vice president facilities and ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>Durham's first Starbucks successfully opened at our Oshawa campus on September 6, 2022.</li> <li>Student Service Building (SSB) Tim's Horton underwent an upgrade to offer a full menu. Opening planned for October 3, 2022.</li> <li>Whitby Tim Horton's underwent an upgrade to offer a full menu. Opening date was September 6, 2022.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Enhance cybersecurity posture by installing a dedicated appliance for the monitoring and logging of the firewall.</li> </ul>	<ul style="list-style-type: none"> <li>Design solution.</li> <li>Purchase equipment.</li> <li>Implement system by March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> </ul>	<ul style="list-style-type: none"> <li>Solution designed.</li> <li>Equipment ordered and delivered.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Career Development to pilot Symplicity Mock Interview platform.</li> </ul>	<ul style="list-style-type: none"> <li>Fall semester pilot with selected faculty for mock interviews with students.</li> <li>Student focus group to provide feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Collaborated with select Program Coordinators to pilot Symplicity's Mock Interviews to students in the fall semester.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Financial Aid and Awards (FAA) implementation of new processes associated with federal funding updates for students with temporary and persistent disabilities/exceptionalities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop processes to deliver additional funding and supports for students under this new category (i.e. Funding for reduced course loads, longer study periods).</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Process under development, pending final directions from MCU.</li> <li>Using the recently launched V8 enhanced YTD OSAP file to monitor PPD students to align the process.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>FAA to enhance outreach, specifically focusing on traditionally underrepresented groups.</li> </ul>	<ul style="list-style-type: none"> <li>Create videos, increase social media presence and in-person presentations to promote participation of historically underserved populations in post-secondary education.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Collaborating with communications and marketing re: video requirements and production.</li> <li>Identifying groups and requirements.</li> <li>Preparing and confirming outreach, presentations/workshops.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>FAA implementation of new processes associated with offering micro-credentials.</li> </ul>	<ul style="list-style-type: none"> <li>Develop processes to deliver additional funding and supports for students participating in micro-credentials.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Process under development; meeting with Dean of PPL to identify potential Micro Credential Programs eligible for OSAP funding.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Athletics and Recreation to establish a Cricket Club program under the Campus Recreation umbrella.</li> </ul>	<ul style="list-style-type: none"> <li>Launch scheduled for October 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Formed first-ever competitive cricket team consisting of 16 players that will compete in two outdoor tournaments this season.</li> <li>Over 60 students belong to the DC Cricket Drop-in club at the Campus Field House.</li> </ul>	<b>Completed</b>



## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	<ul style="list-style-type: none"> <li>Design a Flexible Delivery Professional Development (PD) Series to support faculty in teaching flexibly.</li> </ul>	<ul style="list-style-type: none"> <li>Launch a six-part series focused on flexible course design and delivery and provide faculty opportunities to workshop their flexible teaching skills.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Launched for the spring 2022 semester with 34 faculty enrolled. Faculty secondment for flexible delivery for fall 2022. Fall 2022 flexible course series launching mid-September.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>Create a guide to support decision-making for digital delivery modes.</li> </ul>	<ul style="list-style-type: none"> <li>Create and distribute a "Digital Delivery Decision Guide" resource by September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Digital Delivery Planning Guide approved by ALT; available on the CTL website under "Digital Deliver Modes" to support faculty members and administration in selecting a digital course delivery mode.</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Launch two new educational technology tools:               <ul style="list-style-type: none"> <li>- Kahoot! Designed for faculty to implement to engage students in retrieval practice.</li> <li>- Padlet Faculty can implement in their practice to support student collaboration and engagement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with IT Services to launch tools:               <ul style="list-style-type: none"> <li>o Padlet: June 2022</li> <li>o Kahoot!: August 2022</li> </ul> </li> <li>Develop faculty support resources.</li> <li>Develop PD sessions to train faculty and encourage use.</li> <li>Ongoing: Spring to Fall 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> <li>Chief administrative officer</li> </ul>	<ul style="list-style-type: none"> <li>Kahoot launch complete, with announcement to faculty. PD sessions developed and available for faculty to attend. Self-service resources available to faculty on CTL website. To date 143 faculty are using Kahoot.</li> <li>Padlet launch complete, with announcement to faculty. PD sessions developed and available for faculty to attend. Self-service resources available to faculty on CTL website. To date 95 faculty are using Padlet.</li> </ul>	Completed

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Successfully complete Year Five of Natural Sciences and Engineering Research Council (NSERC) Innovation Enhancement (IE) Grant in Artificial Intelligence by initiating eight projects, training 24 students and developing four new partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Complete eight projects, train 24 students and develop four partnerships by February 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Started 13 projects in year five, successfully completed five projects. Trained 17 students and developed five new partnerships.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Complete Year Three of three College and Community Social Innovation Fund (CCSIF) grants; and Year Two of one CCSIF grant.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully conclude Year Three/Year Two of projects by March 2023; obtain extension for 3 projects into Year Four due to pandemic impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Extensions confirmed for three CCSIFs until March 2024. All projects on track.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Successfully complete Year Two of NSERC IE Grant in Cybersecurity, by initiating eight projects, training 20 students and developing four new partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Complete eight projects, train 20 students and develop four partnerships by February 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Six projects are in progress with six others being scoped. Eight students have been trained and two new partnerships have been developed.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Commission the cybersecurity research lab using Canada Foundation for Innovation (CFI)/ Ontario Research Fund (ORF) grants.</li> </ul>	<ul style="list-style-type: none"> <li>Lab commissioned and operational by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Currently completing the CFI amendment justification. Once the revised budget is approved by CFI, deployment will begin.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Successfully complete Year One of the NSERC Applied Research and Technology Partnership (ARTP) grant by completing four MRC Studio projects, training eight students and developing four new partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Complete four projects, train eight students and develop four partnerships by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Four ARTP projects have been initiated in the MRC Studio, involving five students and four partners. Additionally, four partners and four projects are being explored.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Successfully complete Year One of the Ontario Vehicle Innovation Network (OVIN) three-year mandate by working with the other Regional Technology Development Site (RTDS) partners and ORSIE colleagues to ensure Durham College (DC) receives the full benefit of the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in two challenges issued by the RTDS, support two demonstration projects, provide RTDS services to five SMEs, run five augmented reality (AR) projects supported by the OVIN funding.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>The first OVIN challenge has closed with nine solid proposals under review. It is expected that at least one demonstration project and several DC AR centre projects with result from this. The second of three challenges for the fiscal year is in planning.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Renovate J Block building to create a new Innovation and Applied Research Hub.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement engineered designs as appropriately defined by existing space.</li> <li>Based on completed design, implement facilitation work based on budgeted costs.</li> <li>Complete renovation by March 31.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Executive vice president, Academic</li> <li>Associate vice president facilities and ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>J-Block renovations are in the final months of renovation and completion is expected at the end of December 2022.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Develop a space plan for the former Durham Region Police Services leased space in the Gordon Willey building.</li> </ul>	<ul style="list-style-type: none"> <li>Determine requirements for the optimum space utilization.</li> <li>Develop engineered designs as appropriate defined by existing space.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Associate vice president facilities and ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>DRPS space has been successfully renovated and is now occupied as of September 2022.</li> </ul>	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Construction of new Technical Innovation Centre at the Whitby Campus (PROTO).</li> </ul>	<ul style="list-style-type: none"> <li>Complete interior design work for reutilization of space in the main building to provide flexible work areas for technology-related initiatives between DC students and industry partners as well as non-traditional teaching spaces.</li> <li>Tender the project.</li> <li>Complete the project by March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> <li>Whitby Campus Principal</li> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Associate vice president facilities and ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>Project is now underway and completion is expected by the end of December 2022.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Refine space plan for existing areas within the Gordon Willey building.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a long-term plan that optimizes the available space based on academic and general college needs.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Future space requirements are in the process of being compiled and reviewed against vacant spaces.</li> </ul>	<b>On Track</b>
<b>4. Maximize resources and processes in all aspects of our business.</b>	<ul style="list-style-type: none"> <li>Collaborate on backfill planning for shop space – automotive space redesign at the Whitby campus.</li> </ul>	<ul style="list-style-type: none"> <li>Operationalize the backfill of the learning spaces for the automotive shops.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing. The Whitby leadership team is engaged in addressing any of the academic questions that arise from the development of the learning space.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Review, update and enhance work-integrated learning (WIL)-related pages on Durham College (DC) website to promote opportunities and increase the information available to prospective students and employers/partners, to support recruitment efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Update and create new content for Experiential Learning, Co-op, Field Placement, Employers and Partners and ORSIE web pages by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Initial consultation with web team completed. Web content updates will be drafted by ORSIE-EL and submitted to web team. Photo and video content, including student and employer testimonials and project success stories, is in development.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Successfully re-launch the college's strategic plan to educate staff, students and the community on the college's strategic direction and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Initial presentation to kick-off re-launch at Town Hall in Q1.</li> <li>A communications plan is developed to support ongoing branding and promotion of the mission, vision, values and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>President's Office</li> </ul>	<ul style="list-style-type: none"> <li>Presentation delivered at Town Hall which included a video that complimented the Share Your Story Campaign.</li> <li>Promotional materials that advertise the strategic planning website and documents are actively disseminated beyond staff and students to include community leaders and dignitaries.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Deliver a balanced budget for 2022-2023 that optimizes resources and reduces expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor revenues and expenses to achieve a balanced budget for March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> </ul>	<ul style="list-style-type: none"> <li>The current forecast indicates that the financial results for fiscal 2022-23 are on track towards meeting a balanced budget.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Enhance students' cybersecurity posture.</li> </ul>	<ul style="list-style-type: none"> <li>Design a multi-factor authentication solution for DC Mail.</li> <li>Implement system by March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> </ul>	<ul style="list-style-type: none"> <li>Solution designed and implemented before start-up.</li> <li>By mid-September over 25,000 students registered to use it.</li> </ul>	<b>Completed</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Complete Building For Skills campaign by raising final \$600,000.</li> </ul>	<ul style="list-style-type: none"> <li>Initiate or continue cultivation of at least 50 major and special (\$5-9K) gift prospects.</li> <li>Conclude open solicitations or conduct solicitations of up to 20 major gift prospects (or as required to conclude the campaign).</li> <li>Conclude open solicitations or conduct solicitations of up to 25 special gift prospects (or as required to complete the campaign).</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>There is \$64,000 left to raise so cultivation of smaller gifts continues.</li> <li>All major gift solicitations with the exception of one have been completed.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Heighten focus on donor stewardship and innovate practices to engage current and past donors.</li> </ul>	<ul style="list-style-type: none"> <li>Increased strategic donor communications ensuring 5-6 touchpoints per year.</li> <li>Deploy honorary credential at the upcoming Fall convocation.</li> <li>Implement memorial tree planting program if campus activities return to normal by Q4.</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Three communications and the plan for the rest of the year has been completed.</li> <li>Deferred – there has not been a candidate identified. Conversations underway regarding the purpose and significance of this practice.</li> <li>Revisiting the viability of this program based on ongoing maintenance costs as well as interest levels.</li> </ul>	<b>Delayed</b>
	<ul style="list-style-type: none"> <li>Increase alumni annual giving.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a pipeline of 60-100 new alumni prospects (less than \$500).</li> <li>Identify prospective alumni who can participate in the Alumni Leader program (\$500 plus).</li> <li>Increase number of alumni leaders by 5-7 (from 24).</li> <li>Cultivate alumni relationships with major gift prospects (\$10,000 plus) ensuring 3 major gift prospects are</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing – activities include events; special communications; identification of relevant fundraising projects. Planning to test appeals for student insecurity bursary and an emergency fund for international students. Deployment in December.</li> <li>Ongoing – four prospects are in various stages of cultivation.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		in cultivation or solicitation stages.			
	<ul style="list-style-type: none"> <li>Develop plan to migrate Blackbaud Raiser's Edge to Salesforce or upgrade to NXT.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive plan, budget and timeline for conversion including researching processes at other colleges by Q4.</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Several meetings have taken place with the vendor and with IT.</li> <li>Budget has been approved.</li> <li>On track for conversion by early in 2023-24.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Implement the FAST Financial Forecasting module for Fall 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Create training materials.</li> <li>Implement new module with budget holders.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> </ul>	<ul style="list-style-type: none"> <li>Training documentation/video is in the process of being created. Anticipated that this will be communicated to budget holders in October for the first completion of Q3 and Q4 forecasts.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Implement the new PSAB accounting standard – Asset Retirement Obligation for March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Engage consultant to assist with the required valuation.</li> <li>Record the estimate on the 2022-23 Financial Statements.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> </ul>	<ul style="list-style-type: none"> <li>The finance department is working with the Facilities department and the college's external auditors to obtain estimates for this new reporting requirement.</li> </ul>	<b>On Track</b>



## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> <li>Continue the digitization of records project.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop classification and new business processes for DC records.</li> <li>Implement a process for the digitization of records for additional departments by March 31, 2023.</li> <li>Investigate phased approach to move away from the shared network drives to a full M365 storage facility with completion by March 31, 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> </ul>	<ul style="list-style-type: none"> <li>The addition of new records classification is being completed as identified. New business process are being developed for departments as they refine their use of electronic records.</li> <li>Working with departments to identify the benefit of moving to a full adoption of digital records. Next step is to develop processes to support their business needs.</li> <li>Records management has requested a development site for Purview and the Records Management module to simultaneously learn, create and develop a strategy for moving records from network drives to the cloud.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Enhance the enterprise information technology backup capability.</li> </ul>	<ul style="list-style-type: none"> <li>Design system that provides for significantly more backup storage at a faster speed.</li> <li>Purchase equipment.</li> <li>Implement system by March 31, 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> </ul>	<ul style="list-style-type: none"> <li>Solution designed.</li> <li>Tape-based backup equipment ordered and delivered.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Develop and promote conservation demand management (CDM) programs in support of DC's sustainability goals.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Battery Storage Program for Oshawa Campus in partnership with Ontario Tech University.</li> <li>Implement Combined Heat and Power (CHP) plan for Whitby campus in partnership with Exelicon.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Chief financial officer</li> <li>Associate vice president facilities and ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>Battery storage design options are underway and currently being reviewed by both Durham's legal team as well as On Tech University.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
<b>5. Support Effective College Governance</b>	<ul style="list-style-type: none"> <li>Provide data and validate metrics for SMA3 2022-23 Year Three evaluation report.</li> </ul>	<ul style="list-style-type: none"> <li>Report evaluated and feedback provided by February 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary assessments will be undertaken in October/November.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Revise and update comprehensive DC Escan to inform planning and decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Dashboard prepared and posted on Insights by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Project is on-hold due to capacity constraints.</li> </ul>	<b>On Hold</b>
	<ul style="list-style-type: none"> <li>Support the work of the Board of Governors by conducting a comprehensive review of the Board's governance processes.</li> </ul>	<ul style="list-style-type: none"> <li>Governance review completed with new by-laws and policies to be approved by June 2022.</li> </ul>	<ul style="list-style-type: none"> <li>President's Office</li> </ul>	<ul style="list-style-type: none"> <li>Work on the review has begun under leadership with the Chair and co-chair.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

### OUR COMMUNITY

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

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
1. Establish and strengthen sustainable partnerships locally and internationally with industry, government, community and alumni.	<ul style="list-style-type: none"> <li>Confirm community site for new Barrett Centre farm, negotiate MOU and begin farming activities.</li> </ul>	<ul style="list-style-type: none"> <li>Site selected in collaboration with Town of Whitby.</li> <li>Agreement signed.</li> <li>Farming preparation work under way for operation start-up in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Community land site secured and agreement signed with Region of Durham.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Strengthen relationships and engage community and industry partners in professional development related to WIL during 2022 WIL employer appreciation event.</li> </ul>	<ul style="list-style-type: none"> <li>Event successfully completed.</li> <li>Event debrief completed with plans/improvements documented for 2023 event.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>2022 WIL Employer Appreciation event completed in April.</li> <li>Debrief deferred to Fall semester.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Resume TechTalkDC series.</li> </ul>	<ul style="list-style-type: none"> <li>Offer six in-person Tech-Talks in total, one each per semester in AI, Cyber and MRC Studio.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>MRC Studio workshop planned for Oct 2022 and January 2023. AI and Cyber workshops planned for October, December and January.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

	<ul style="list-style-type: none"> <li>• Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate supports for international student populations.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive strategy to ensure community is able to support growing international student population.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive vice president, Academic</li> <li>• Chief administrative officer</li> <li>• Dean, Students</li> <li>• President's Office</li> </ul>	<ul style="list-style-type: none"> <li>• An International Community Partnership Committee, which includes all three post-secondary institutions as well as a wide range of community service and support groups, has been created and will meet for the first time in October.</li> </ul>	<p style="text-align: center;"><b>On Track</b></p>
	<ul style="list-style-type: none"> <li>• Complete two Durham RTDS virtual events related to Connected and Autonomous Vehicle Technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Two events hosted by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>• A collaborative event with the Hamilton RTDS for Nov 3, 2022 is underway.</li> </ul>	<p style="text-align: center;"><b>On Track</b></p>
	<ul style="list-style-type: none"> <li>• Encourage community participation for employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify DC representation at community events.</li> <li>• Increased community involvement for international students (target 50).</li> </ul>	<ul style="list-style-type: none"> <li>• Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Different employees are being included in events as appropriate.</li> <li>• Opportunities in the community were limited as potential partners were dealing with the aftermath of the pandemic and ongoing staffing issues; however, work is now getting underway for more community participation.</li> </ul>	<p style="text-align: center;"><b>On Track</b></p>
	<ul style="list-style-type: none"> <li>• Community Employment Services (CES) to partner with the Region of Durham and Durham Workforce Authority to submit a proposal for the Service System Manager within the Employment Ontario transformation.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in strategic planning sessions.</li> <li>• Develop a collaborative proposal for submission.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal created jointly and submitted to MLITSD in July 2022. Waiting to hear back from the Ministry on next steps.</li> </ul>	<p style="text-align: center;"><b>On Track</b></p>

## 2022-2023 Business Plan Scorecard

<ul style="list-style-type: none"> <li>• CES to build relationships with employers to meet the demands of the local labour market.</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach to existing and new employers to assist with their hiring and training needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>• Working with new and existing employers in the community to support their hiring needs; Providing information and resources to assist them with recruitment and onboarding.</li> </ul>	<p><b>On Track</b></p>
<ul style="list-style-type: none"> <li>• CES to support clients in the community with employment and educational needs by fostering resilience, competence, personal capacity and life-enhancing skills.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 35 per cent of clients referred to/from community partners to ensure clients receive the supports they need.</li> <li>• Secure work placements/training opportunities for clients providing \$560,000 to employers for incentives and training dollars.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting clients with their Better Jobs Ontario applications (formally known as Second Career).</li> <li>• Providing workshops on Personality Dimensions and life skills with the Youth Job Connection and Youth Job Connection-Summer programs.</li> </ul>	<p><b>On Track</b></p>
<ul style="list-style-type: none"> <li>• Campus Health and Wellness Centre (CHWC) to strengthen partnership with Ontario Shores by collaborating on the delivery of mental health supports to students.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer next phases of the following programs: Dialectical Behavioural Therapy (DBT), Cognitive Behavioural Therapy (CBT) and the MIND Program (Recovery College).</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>• DC and OS continue to collaborate.</li> <li>• OS training MH nurses in DBT skills building course and provide students with this service every Tuesday</li> <li>• MIND program has been re-established and is ongoing.</li> <li>• CBT referrals continue. Process is currently being reviewed.</li> </ul>	<p><b>On Track</b></p>
<ul style="list-style-type: none"> <li>• Access and Support Centre (ASC) will partner with Ontario Power Generation (OPG), Career Development and the Office of Equity, Diversity and Inclusion to promote diverse hiring practices within OPG, seamless transition to OPG,</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students referred to OPG.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief administrative officer</li> <li>• Dean, Students</li> <li>• Associate vice-president, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Team has met regularly to develop a smooth process between all parties.</li> </ul>	<p><b>On Track</b></p>

## 2022-2023 Business Plan Scorecard

	and partner agency opportunities.				
	<ul style="list-style-type: none"> <li>Athletics and Recreation to partner with the Abilities Centre and their Academy for Student Athletics Development (ASAD) program with DC varsity coaching staff and student athletes.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from the ASAD program chair.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Women’s Volleyball Program has partnered with the Abilities Centre to deliver clinics and volleyball training for athletes under the ASAD program.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Athletics and Recreation to transition core delivery of children’s Summer Sports Camps to campus partner NuStadia to allow provincial and national sport governing bodies to delivery high-performance sports camps in the Campus Recreation and Wellness Centre (CRWC).</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue of 15 per cent for CRWC facility rentals.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Full transition of summer sports programs to Nustadia.</li> <li>New focus will be on National and Provincial training camp offerings for Basketball Canada, Basketball Ontario, Volleyball Ontario, Badminton Canada, etc.</li> </ul>	<b>Completed</b>

## 2022-2023 Business Plan Scorecard

<b>2. Expand opportunities for employees and students to volunteer in our community.</b>	<ul style="list-style-type: none"> <li>Formalize a community-based framework to increase opportunities to integrate international students into the community earlier in their program.</li> </ul>	<ul style="list-style-type: none"> <li>Through the Internationalization and Global Engagement (I&amp;GE) committee, create an inventory of existing faculty-based community relations Spring/Summer 2022. Increase international education (IE) specific community partnerships by at least two in the fall and winter semesters.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities in the community were limited as potential partners were dealing with the aftermath of the pandemic and staffing; however, work is now getting underway.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Find creative ways to assist community organizations beyond financial contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Promote work-integrated learning (WIL) opportunities and ways that Durham College (DC) can assist community organizations beyond financial support.</li> <li>Support internationalization efforts by finding ways to help with community integration.</li> </ul>	<ul style="list-style-type: none"> <li>Associate vice-president, Development and Alumni Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Have incorporated these opportunities in all meetings with industry.</li> <li>Including appropriate people in tours and conversations.</li> </ul>	<b>On Track</b>
<b>3. Leverage and grow our positive impact on the communities we serve.</b>	<ul style="list-style-type: none"> <li>Engage with Chambers of Commerce in the Region regarding applied research opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Host one Chamber event dedicated to applied research opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Event is to take place in late fall 2022 or winter 2023.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>First Peoples Indigenous Centre (FPIC) to expand the delivery of the Family Language Program to students and community members.</li> <li>Deliver Full Moon ceremonies.</li> </ul>	<ul style="list-style-type: none"> <li>Provide weekly language learning sessions at different levels to encourage the reacquisition of the Anishinaabemowin language.</li> <li>Deliver Full Moon ceremonies on a monthly basis, inviting Indigenous students, staff and community members.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Building both in person and hybrid programming, language program to be 2 times per week; Language program to begin on October 5, online and in person 3 to 4:30 p.m.; in-person, evening event- 6 to 7:30 p.m.</li> <li>Monthly full moon ceremonies currently delivered virtually.</li> </ul>	<b>On Track</b>

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	<ul style="list-style-type: none"> <li>Working with the broader community, the college will establish supports for Ukrainian refugee humanitarian crisis.</li> </ul>	<ul style="list-style-type: none"> <li>Provide temporary housing solutions through on campus residence.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> <li>Chief administrative officer</li> <li>Dean, Students</li> <li>President's Office</li> </ul>	<ul style="list-style-type: none"> <li>Port Hope Community Employment Services has attended 2 community information sessions to welcome Ukrainian refugees and inform them of the services available to them.</li> <li>Stop the Bleed program, Ukrainian student scholarships, temporary housing for Ukrainian families and a \$10,000 donation to relief efforts has also taken place. Support efforts continue across the college.</li> </ul>	<p><b>On Track</b></p>
	<ul style="list-style-type: none"> <li>FPIC to offer new Indigenous teachings.</li> </ul>	<ul style="list-style-type: none"> <li>Establish relationship with new Elder and co-ordinate six teaching opportunities.</li> <li>Conduct four-part series on traditional medicines in the modern world.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>Established relationships with new Elders.</li> <li>Joseph Pitawanakwat has facilitated 4-part series on traditional medicines.</li> </ul>	<p><b>On Track</b></p>
	<ul style="list-style-type: none"> <li>Successfully plan and launch the announcement of the Metrolinx naming rights agreement, implementing the largest and longest-term branding and marketing initiative in Durham College's history.</li> </ul>	<ul style="list-style-type: none"> <li>Hold naming launch event in Summer 2022.</li> <li>Implement station branding.</li> <li>Develop a Year 1 and Year 2 marketing strategy for the DC Oshawa Go Station that incorporates various branding and marketing components in a multi-layer approach, by December 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Associate vice-president, Communications + Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Announcement took place on October 4, 2022 in partnership with Metrolinx leadership at the Oshawa GO Station.</li> </ul>	<p><b>Completed</b></p>



## 2022-2023 Business Plan Scorecard

<b>4. Guide students in making meaningful connections with their communities.</b>	<ul style="list-style-type: none"> <li>Develop plan to host summer skills week-long camps for youth trades discovery.</li> </ul>	<ul style="list-style-type: none"> <li>Develop series of week-long summer camps for youth to attend.</li> <li>Each week would be a different theme for trades discovery. Develop in 2022, to run in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>The announcement is scheduled for Tuesday, October 4.</li> <li>The station branding plan is on-track to launch in a phased approach, with the first element being unveiled during the announcement.</li> <li>Work on the marketing strategy is underway: the DC Spring Open House campaign included a presence at the Oshawa station. The Fall Open House campaign will include a presence at the Oshawa station and a campaign that includes 225 posters being displayed on trains across the entire GO train network for 4 weeks.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Develop a General Education (GNED) course in partnership with TeachingCity that will invite students to explore the local strategic priorities and democratic processes that influence sustainable development in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Offering of TeachingCity GNED.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Development of this GNED started during the spring semester and an update will be given this fall. GNED is targeted for spring delivery.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Expand Access to Justice HUB opportunities for Paralegal graduate certificate and January start Paralegal diploma students.</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of two Paralegal graduate certificate students and two January start Paralegal diploma students participating in HUB for 2022-2023 year.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Two Paralegal (graduate certificate) (CTAP) students participating in Field Placement 2022 at HUB; opportunities created for January start students for fall 2022.</li> </ul>	<b>On Track</b>

## 2022-2023 Business Plan Scorecard

	<ul style="list-style-type: none"> <li>First Peoples Indigenous Centre (FPIC) to formalize Indigenous Voices Community Circle (new name to be determined).</li> </ul>	<ul style="list-style-type: none"> <li>Identify purpose and objectives of the circle.</li> <li>Determine key circle members.</li> <li>Identify opportunities for collaboration and community programming.</li> </ul>	<ul style="list-style-type: none"> <li>Chief administrative officer</li> <li>Dean, Students</li> </ul>	<ul style="list-style-type: none"> <li>An opportunity for collaboration has been identified - Durham Indigenous Arts Showcase will take place on October 27 2022.</li> <li>Key circle members have been identified as Durham Public libraries, DCSA, Durham Region, Ontario Tech University and the Robert McLaughlin Gallery.</li> </ul>	<b>On Track</b>
<b>5. Strengthen our relationships with Indigenous communities.</b>	<ul style="list-style-type: none"> <li>Extend our existing agreement to Seven Generations Educational Institute (SGEI) to include delivery of the Fitness and Health Promotion program to a primarily Indigenous student body in Northwestern Ontario.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement to be signed and implemented for September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Agreement has been signed. Enrolment was not sufficient to launch a September cohort for Fitness and Health Promotion program. Will determine if a January cohort is feasible. Emergency Services Fundamentals has just launched its first cohort at Seven Generations in fall 2022.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Re-establish Aboriginal Youth Media Bootcamp with partners at Ogemawahj.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and prepare to deliver media workshop to community partners in collaboration with Ogemawahj Tribal Council.</li> <li>Planning, logistics and recruiting to be complete March 2023 and the bootcamp will be delivered May 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Original contacts at Ogemawahj have left the Council. Work is currently underway to connect with their replacements to move initiative forward.</li> </ul>	<b>On Track</b>
	<ul style="list-style-type: none"> <li>Develop learning outcomes for specific to Indigenous objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the change in Photography and Video Production programs by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Executive vice president, Academic</li> </ul>	<ul style="list-style-type: none"> <li>Work began in spring 2022, and continues this fall.</li> </ul>	<b>On Track</b>

## 2022-2023 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)

<b>Completed</b>
<b>On Track</b>
<b>On Hold</b>
<b>Delayed</b>
<b>Cancelled</b>

**Report Number: BOG-2022-71**

**To: Board of Governors**

**From: Debbie Johnston. Associate Vice-President Academic (Enrolment and International Education).**

**Date of Report: October 3, 2022**

**Date of Meeting: October 12, 2022**

**Subject: Domestic and International Enrolment Update: Fall 2022 – Day 10 of Classes**

## 1. Purpose

The purpose of this report is to provide the Board of Governors with an enrolment update for Fall 2022 at day 10 of classes.

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That the Report BOG-2022-71, providing an enrolment update for Fall 2022 at day 10 of classes, be received for information.

## 3. Background

Enrolment targets establish the foundation for college budgets and strategic planning. Durham College 2022-2023 enrolment targets were set in October 2021 and are monitored based on enrolment trends, institutional capacity, and the impact of external factors such as the changing pandemic climate.

## 4. Discussion/Options

Durham College's total Fall 2022 enrolment at day 10 is 10,760, which is comprised of 6,104 new and 4,656 returning students. As shown in Table 1, total student enrolment is 95% of budget for day 10 of the semester.

Table 1

<b>Total Enrolment</b>	<b>Budget 2022</b>	<b>Day 10 2022</b>	<b>Percent of Budget</b>
<i>New Students</i>	6,981	6,104	87%
<i>Returning Students</i>	4,372	4,656	106%
<b>Total</b>	<b>11,353</b>	<b>10,760</b>	<b>95%</b>

A variety of factors influence the decisions of prospective students. Positive shifts in the pandemic climate occurred, allowing programs to return to on-campus delivery. This change was generally welcomed by students. International students faced significant delays in visa processing by Immigration, Refugees and Citizenship Canada (IRCC), and this resulted in hundreds of individuals either asking for refunds or having to defer their studies to Winter 2023 or later.

Table 2 illustrates a snapshot of the Fall intake over the past three years. When compared to Fall 2021, Fall 2022 total enrolment on day 10 rose by 1%.

Table 2

<b>Total Enrolment</b>	<b>Day 10 2020</b>	<b>Day 10 2021</b>	<b>Day 10 2022</b>	<b>Fall 2022 Compared to Fall 2021</b>
Total	10,719	10,626	10,760	101%

## 4.1.1 Domestic Enrolment

Durham College Fall 2022 total domestic student enrolment is 93% of budget at day 10 of the semester, as shown in Table 3, below.

With enthusiasm spurred on by lower pandemic concerns and the return to on-campus classes, returning domestic student enrolment levels are solid, at 106% of budget.

Table 3

<b>Domestic Enrolment</b>	<b>Budget Fall 2022</b>	<b>Day 10 Fall 2022</b>	<b>Percent of Budget</b>
New Students	5,496	4,685	85%
Returning Students	3,266	3,467	106%
<b>Total</b>	<b>8,762</b>	<b>8,152</b>	<b>93%</b>

Table 4 compares the change in total domestic student enrolment over three years. When compared to Fall 2021, total domestic enrolment has declined by 5%. Given that decreases are influenced by changing demographic and economic factors, Durham College is exploring new approaches to student recruitment to increase the volume of incoming applications. Complementing this are new diploma and degree program offerings to attract prospective new students.

Returning student enrolment levels fell year-over-year by 9%. This is directionally consistent with year-over-year declines in new enrolment levels realized in 2021, largely resulting from the pandemic at that time.

Table 4

<b>Year-Over-Year Domestic</b>	<b>Day 10 Fall 2020</b>	<b>Day 10 Fall 2021</b>	<b>Day 10 Fall 2022</b>	<b>Fall 2022 Compared to Fall 2021</b>
New Students	5,182	4,827	4,685	97%
Returning Students	4,053	3,798	3,467	91%
<b>Total</b>	<b>9,235</b>	<b>8,625</b>	<b>8,152</b>	<b>95%</b>

## 4.1.2 International Enrolment

Durham College Fall 2022 day 10 total international enrolment is 2,608 and includes students from 79 countries. Day 10 total international enrolment is at 101% of budget. Table 5 details the breakdown of new and returning international student enrolment at day 10.

Table 5

<b>Budget: International</b>	<b>Budget Fall 2022</b>	<b>Day 10 Fall 2022</b>	<b>Percent of Budget</b>
New Students	1,485	1,419	96%
Returning Students	1,106	1,189	108%
<b>Total</b>	<b>2,591</b>	<b>2,608</b>	<b>101%</b>

Table 6 details year-over-year changes in international student enrolment. A comparison of total international enrolments in Fall 2022 compared to those in Fall 2021 shows an increase of 30%.

International new student enrolment on day 10 of the Fall 2022 semester has increased by 24% to 1,419 when compared to Fall 2021, which stood at 1,140. Returning international enrolment rose by 38% in Fall 2022 to 1,189, in comparison to Fall 2021 which reached 861. However, in order to present a more fulsome picture, it is useful to look back to 2019, when international enrolment totaled 1,998. The gains in total international enrolments made in 2021 were actually a recovery back to pre-pandemic levels from the significant drop in 2020 rather than net new growth. This longer-term perspective paints a somewhat different picture than the one seen when only considering the past three years of data.

Table 6

<b>Year-Over-Year International</b>	<b>Day 10 Fall 2020</b>	<b>Day 10 Fall 2021</b>	<b>Day 10 Fall 2022</b>	<b>Change Over Fall 2021</b>
New Students	547	1,140	1,419	24%
Returning Students	937	861	1,189	38%
<b>Total</b>	<b>1,484</b>	<b>2,001</b>	<b>2,608</b>	<b>30%</b>

### **4.1.3 Summary**

Durham College's total Fall 2022 enrolment was 10,760, and 95% of the overall budget target at day 10 of the semester. Although below budget, this represents a positive change of 1% when compared with Fall 2021 at day 10.

Total domestic enrolment remains 7% lower than the budget on day 10. New student enrolment was 15% below budget, while returning student enrolment is reported as 106% of budget. Total international student enrolment is 1% above budget at day 10 of the Fall 2022 semester, with new international student enrolment at 96% of budget, and returning international student enrolment at 108% of budget.

## **5. Financial/Human Resource Implications**

Durham College Fall 2022 day 10 total domestic enrolment achieved 93% of the budget target. It is estimated that the shortfall in domestic enrolment will decrease post-secondary tuition revenue for the Fall 2022 semester.

Day 10 international total enrolment exceeded the budget target by 1%. Approximately 165 international students who paid but have not yet arrived in Canada have not yet advised whether they will request a refund or defer their enrolment. These decisions will impact Winter 2023 enrolments.

## **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.

**Report Number: BOG-2022-72**

**To: Board of Governors**

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

**Date of Report: October 3, 2022**

**Date of Meeting: October 12, 2022**

**Subject: Three-year Degree Development Plan**

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## **1. Purpose**

Three-year degrees provide students with an additional pathway to earn a baccalaureate credential that is aligned to labour market needs. This Three-year Degree Development Plan is used for academic planning purposes. As programs are considered for addition to our college offerings, we ensure the impacts of future resource requirements such as new and/or renovated academic space, IT assets, academic equipment and other capital needs, faculty and support staff needs, and library resources are captured and documented.

## **2. Recommendation**

That the Board of Governors receives this report for information.

## **3. Background**

The development of new high-quality programs remains a goal in our Strategic Plan, Academic Plan and annual business plan.

The Minister of Colleges and Universities expanded degree granting privileges to enable Ontario colleges to offer three-year degrees in applied areas of study in April 2022, under the Post-secondary Education Choice and Excellence Act, 2000. Durham College (DC) made a commitment to develop and launch four new three-year degrees and four three-year degrees aligned to current Ontario College Advanced Diplomas (OCAD).

Criteria for selecting the proposed programs include the analysis of student interest, labour market need, community, industry and stakeholder recommendations, faculty complement and alignment with current program mix.



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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 (ORSIE);
- Review and approval by the Executive Vice President, Academic (EVPA) for development;
- Development of the program elements including vocational learning outcomes, program description, 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;
- Review and approval by the Board of Governors.

In the process of seeking Ministerial consent, the Postsecondary Education Quality Assessment Board (PEQAB), the external quality assurance body, ensures degree programs meet the standards and benchmarks identified for three-year baccalaureate degrees. When external quality assurance processes are completed, the program is recommended by PEQAB to the Ministry of Colleges and Universities (MCU) for consent and funding approval.

#### **4. Discussion/Options**

The Three-year Degree Development Plan is detailed below.

## 4.1 New Three-year Degrees

Three-year Degree	Fall 2022	Winter 2023	Spring/ Summer 2023	Fall 2023	Winter 2024
Bachelor of Paralegal	MCU referral PEQAB review	MCU consent & funding approval			
Bachelor of Cybersecurity	Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval
Bachelor of Crime & Intelligence Analysis	Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval
Bachelor of Construction Management	Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval

### 4.1.1 Bachelor of Paralegal

The Bachelor of Paralegal (BP) will be the first three-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. DC has recently received the intent to grant consent from MCU for the Honours Bachelor of Paralegal four-year degree. The terminal hiring credentials for both degrees is a master level credential. Currently in the Ontario college system, there exists only one other four-year degree program.

The BP 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.

The BP program focuses on meeting the need for professionals with knowledge of specific Canadian law with a primary focus on Ontario law, a breadth of study of legal principles and theories, and foundational knowledge in many areas of legal practice. The program has a strong grounding in strengthening critical thinking and complex legal reasoning skills to provide legal advice based on current law and the

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leadership skills to influence the progression of law. This program prepares graduates to qualify for licensing as a paralegal for the province of Ontario, and, for application directly to select law schools. Additionally, graduates have the ability to pathway into DC's Honours Bachelor of Crime and Analysis for opportunities to pursue graduate studies upon completion.

The program prepares graduates for employment opportunities in a variety of legal firms, private practice, business or government. Career possibilities may include licensed Paralegal, Community Legal worker, Prosecutor, Legal Assistant, Law Clerk, and Tribunal Adjudicator. Additionally, graduates have the ability to pathway into DC's Honours Bachelor of Paralegal for opportunities to pursue graduate studies upon completion.

#### **4.1.2 Bachelor of Cybersecurity**

Cybersecurity has been identified as a key area to develop in MCU's memo expanding college's ability to offer three-year degrees. The Bachelor of Cybersecurity (BC) degree is a differentiator for students since they are eligible to earn a degree with the same admissions criteria and length of time to complete as OCADs in the sector. Additionally, graduates earn a degree in a shorter timeframe than existing four-year degrees in the sector.

The BC program prepares graduates with the knowledge and skills to participate in security and privacy compliance to meet the evolving threat landscape with skills to design, develop, implement and maintain defensive and offensive cyber strategies. Graduates will be able to prevent, monitor and respond to data breaches and cyberattacks in rapidly advancing data-driven, distributed and machine enabled business models.

Students will develop the critical, cross-functional skills and knowledge to respond to system and application-level security threats and vulnerabilities, engage in risk management process, comply with law and professional ethics, and align with organizational procedures in support of cybersecurity for critical infrastructures. The program includes a minimum of a 300-hour work-integrated learning opportunity in the field. The program provides degree completion opportunities for graduates from relevant Information Technology diploma and advanced diploma programs. The program will be developed with the support of an ad-hoc advisory committee that includes industry, academic and professional association members.

Graduates may work in a variety of industries and sectors, including finance and banking, healthcare, government, defence and national security, energy and utilities, transportation, communications, and data and cloud computing. Career possibilities for graduates include implementing and overseeing a security program (Chief Information Security Officer, Cyber Strategy Analyst); designing,

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planning and supervising cybersecurity systems (Security Architect, Security Risk Analyst); finding vulnerabilities in networks, information systems and web applications (Cyber Incident Responder, Vulnerability Analysts, Security Operations Centre Manager, Penetration Tester, Ethical Hacker); and performing specialized analysis of threat intelligence, and cryptographic and security information (Threat Intelligence analyst, Cyber Analytics Manager).

### **4.1.3 Bachelor of Crime and Intelligence Analysis**

The Bachelor of Crime and Intelligence Analysis (BCIA) is a three-year degree which provides students the opportunity to complete a degree in a shorter time as compared to other four-year degree programs in the sector while enabling a pathway into DC's four-year Honours Bachelor of Crime and Intelligence program currently in development. This is a competitive field with high enrolment in the comparator program built with pathways from police foundations programs.

The BCIA program focuses on meeting the demand for professionally-trained analysts in the law enforcement and national security sectors. Graduates will be able to collect and analyze information to support decision-maker's strategic and tactical needs and objectives and to help mitigate or respond to threats. The program is grounded in the disciplinary fields of intelligence studies, law, political science, data science, and social science. Students examine the role of intelligence in policy making and law enforcement, and how to ensure the accuracy, integrity, and reliability of collected intelligence to maintain public safety. Students demonstrate their 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 BCIA program develops future intelligence analyst practitioners dedicated in providing support and leadership within the evolving landscape of and threats to public safety. Graduates enter the industry with the skills to contribute to active investigations and advise policy makers on intelligence supporting the creation of new laws to mitigate active threats to communities they serve. The program prepares graduates to be practitioners in the intelligence community, working collaboratively, ethically and professionally.

Graduates are prepared to successfully gain employment as intelligence analysts in law enforcement intelligence divisions, intelligence analysts in Canada's public safety and national security space, financial analysts in the banking sector, policy analysts and strategic advisors across the public service and private industry. Additionally, graduates have the ability to pathway into DC's Honours Bachelor of Crime and Analysis for opportunities to pursue graduate studies upon completion.

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## 4.1.4 Bachelor of Construction Management

The development of the Bachelor of Construction Management (BCM) program builds on, and provides pathways to DC's four-year Honours Bachelor of Construction Management program for degree completion. Students have the opportunity to complete a degree in a shorter time as existing four-year degree programs in the sector.

The BCM program provides graduates with the knowledge, skills and abilities required for in-depth construction management in residential, industrial, commercial, and institutional sectors of the construction industry. Graduates will have a firm grounding in the theory, principles, and practices of construction science as well as the business acumen and leadership to be part of a project team, which includes site planning and quality assurance processes. The program includes a minimum of a 420-hour work-integrated learning opportunity in the field. The program will be developed with the support of an ad-hoc advisory committee that includes industry, academic and professional association members.

Graduates will be able to effectively facilitate the management of construction projects to successful completion. The program provides a strong foundation in civil engineering, building construction, and architecture technology and an in-depth study of business management skills. The program emphasizes critical and analytical thinking skills, the importance of interdisciplinary practice, and strong leadership.

Graduates will be prepared to gain employment as assistant construction managers, project coordinators, junior estimators, and contract administrators. With additional education and/or experience, graduates may be considered for roles as construction managers, project coordinators, project managers, and site superintendents in the construction sector. Additionally, graduates have the ability to pathway into DC's Honours Bachelor of Construction Management for opportunities to pursue graduate studies upon completion.

## 4.2 Three-year Degrees based on Advanced Diplomas

Three-year Degree	Fall 2022	Winter 2023	Spring/Summer 2023	Fall 2023	Winter 2024	Spring/Summer 2024	Fall 2024	Winter 2025
Bachelor of Human Resources	Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval			
Bachelor of Business Administration				Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval
Bachelor of Biotechnology				Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval
Bachelor of Technology: Engineering				Development		MCU submission	MCU referral PEQAB review	MCU consent & funding approval

### 4.2.1 Bachelor of Human Resources (Human Resources – Business Administration, Advanced Diploma)

The Bachelor of Human Resources (BHR) program enables students to earn a degree with the same admissions criteria and completion time as OCADs in the sector and in less time as existing four-year degrees in the sector. The program provides degree completion opportunities for graduates from HR diploma and advanced diploma programs.

The BHR program provides students with a holistic understanding of business and organizational functions to enable graduates to apply sound business practices while working in the field of human resources (HR). The BHR program will include the core HR competencies required to meet the academic component for certification including generic but fundamental competencies including business acumen, strategic and organizational leadership, decision-making and critical thinking skills, research skills and negotiation. Functional competencies include strategy, professional practices, organizational effectiveness, workforce planning and talent management, labour and employee relations, total rewards, learning and development, health, wellness and safe workplace, and HR metrics, reporting and financial management. The program includes a minimum of a 300-hour work-integrated learning opportunity in the field. The program will be developed with the support of an ad-hoc advisory committee that includes industry, academic and professional association members. This program prepares graduates to meet the academic component to acquire various designations including Certified HR Professional (CHRP), Certified HR Leader (CHRL) and Certified HR Executive (CHRE). Graduates will be prepared to successfully gain employment as a Human Resource professional.

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## **4.2.2 Bachelor of Business Administration (General Business Administration, Advanced Diploma)**

The Bachelor of Business Administration (BBA) program has been identified by a Program Advisory Committee study conducted in the system as a field business industry representatives expect entry-level graduates to be degree holders. This three-year program enables students to earn a degree with the same admissions criteria and length of time to complete as OCADs in the sector. Additionally, graduates earn a degree in a shorter timeframe than existing four-year degrees in the sector.

The BBA program provides students with the core knowledge and skills in business administration through business courses aimed at developing well-rounded leadership and management skills enabling graduates to find employment as business generalists. The program includes a minimum of a 300-hour work-integrated learning opportunity in the field and an applied learning project. The program provides degree completion opportunities for graduates from business diploma and advanced diploma programs. Additionally, the program provides a pathway into DC's existing four-year degrees in Construction Management and Artificial Intelligence as well as On Tech University's business degrees and other Commerce four-year degrees in the system. The program will be developed with the support of an ad-hoc advisory committee that includes industry, academic and professional association members.

## **4.2.3 Bachelor of Biotechnology (Biotechnology – Advanced, Advanced Diploma)**

The Bachelor of Biotechnology (BB) program has been identified by a Program Advisory Committee study conducted in the system as a field technology industry representatives expect entry-level graduates to be degree holders. This three-year program enables students to earn a degree with the same admissions criteria and length of time to complete as OCADs in the sector. Additionally, graduates earn a degree in a shorter timeframe than existing four-year degrees in the sector. The program includes degree completion opportunities for graduates of OCADs at DC and across the system.

The BB program provides students with the theoretical and applied knowledge and skills required to work effectively in the rapidly expanding field of biotechnology. The program explores molecular and cellular biology, instrumentation, bioprocesses and bioinformatics, and prepares students for the requirements of the industry by providing them with advanced training in biotechnology as well as the impacts of biotechnology on society. Experiential learning opportunities are embedded in the program including a mandatory field placement and experience in a state-of-the-art analytical instrumentation lab using industry-grade equipment.

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Graduates are prepared to work in various areas in biotechnology including biopharmaceuticals, agrifood, the environment, marketing and regulation.

#### **4.2.4 Bachelor of Technology - Engineering (Engineering, Advanced Diploma programs)**

The Bachelor of Technology – Engineering (BTE) program has been identified by a Program Advisory Committee study conducted in the system as a field technology and engineering industry representatives expect entry-level graduates to be degree holders. This three-year program enables students to earn a degree with the same admissions criteria and length of time to complete as OCADs in the sector. Additionally, graduates earn a degree in a shorter timeframe than existing four-year degrees in the sector. The program includes degree completion opportunities for graduates of OCAD's at DC and across the system.

The BTE program provides students with advanced knowledge and skills in engineering industries. The program will provide a blend of theory and applied knowledge that enable graduates to apply engineering principles to new and emerging technological challenges in the field. The program will provide technologists and technicians with courses that cover emerging technologies, project management, business management, and leadership. The program includes a minimum of a 300-hour work-integrated learning opportunity in the field. The program provides a degree completion opportunity for graduates from engineering diploma and advanced diploma programs. The program will be developed with the support of an ad-hoc advisory committee that includes industry, academic and professional association members.

### **5. Financial/Human Resource Implications**

Baccalaureate degree submissions have financial and human resource implications including faculty hiring and staff, the acquisition of instructional capital, and/or the refurbishing/ retrofitting of teaching space. New baccalaureate degree submission requests are presented for Board of Governors approval during standard meetings throughout the academic year.

### **6. Implications for the Joint Campus Master Plan**

There are no implications for the joint campus master plan.

### **7. Implications for Ontario Tech University**

Implications for Ontario Tech University are an important consideration in the development of the Three-year Degree Development Plan. Pathway opportunities are considered initially and throughout the development process of each new program.



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## 8. Relationship to the Strategic Plan/Business Plan/Academic Plan

The planning and implementation of the Three-year Degree Development Plan falls within the 'Our Students' pillar in the Strategic Plan and the Business Plan, addressing the goal to educate and inspire students to realize success in their careers and communities. This report further addresses the objective to deliver high-quality programs that reflect labour markets and are responsive to emerging economies as well as the objective to advocate for the necessity and value of lifelong learning.

This report also relates to the 'Our Work' pillar of the Strategic Plan, and the goal to be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future. This report further addresses the objective to lead the development of transformational programs, services and systems that enhance the student experience.

This report addresses the first goal of the Academic Plan to ensure exceptional quality in our academic programs by meeting the objective to develop, launch, review and renew high-quality programs that reflect evolving societal and workforce needs.

**Report Number: BOG-2022-74**

**To: Board of Governors**

**From: Don Lovisa, President**

**Date of Report: October 5, 2022**

**Date of Meeting: October 12, 2022**

**Subject: President's Report – June to October 2022**

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## Purpose

The purpose of this report is to provide an update on the President's activities and significant college initiatives from June to October 2022.

### 1. Our Students

#### Durham College celebrates graduate success at first in-person Convocation since 2019

Durham College (DC)'s most exciting event of the year returned this June, complete with confetti canons and inspirational guest speakers, as the college hosted its first in-person Convocation since 2019.



During this momentous occasion, more than 3,500 students crossed the stage to the cheers and smiling faces of their friends, family, and special guests. During the ten ceremonies held over the five-day event, DC's 2022 graduates celebrated new beginnings as they received their credentials, and the 2020 and 2021 graduates returned to acknowledge how far they've come and experience their ceremonies that were postponed due to the COVID-19 pandemic.

Ceremonies on June 14 marked an important milestone for the Durham College Alumni Association as it reached 100,000 members with the graduating class of 2021.

Guest speakers at the ceremonies included: Nicole Blackman, DNP, MN, RN, Brent Lessard, Thao Nghiem, Cameron Munro, Hannah Elkington.

Over the course of Spring Convocation, the college also awarded three deserving recipients with Alumni of Distinction awards based on their extraordinary contributions to society while achieving career success:

- Nicole Blackman – a 2004 graduate of the Registered Nursing program.
- Kristin Atwood – a 2017 graduate of the Advanced Baking and Pastry Arts program and 2016 graduate of the Culinary Management program.
- Andrew McNamara – a 2004 graduate of the Business Administration – Accounting program.

## DC FastStart leads six student entrepreneurs to Food Truck Frenzy

The Rotary Club of Whitby’s 2022 Food Truck Frenzy gathered thousands of Durham Region residents to support local charities while providing student entrepreneurs with a platform to sell products and share their brands. Six DC student entrepreneurs were recently given the opportunity to attend, as a result of FastStartDC’s purchase of vendor spaces.



In attendance, there were over thirty food trucks and over 20,000 visitors. For the community, Food Truck Frenzy was an incredible success. It raised more than \$75,000 for charity and marked the return of a landmark event that, like many of its kind, was forced on hold as a result the pandemic.

## EnactusDC Student makes a case for first place at Global Social Innovation Summit

On June 19, DC’s Enactus president, Heather Brown, and her international team placed first at the Hong Kong Global Social Innovation Summit. As part of the competition, teams gathered to compete in a 24-hour hackathon to solve mental health, funding, and workforce challenges for Hong Kong-based corporations.



Heather joined students from Malaysia and China to create sustainable and impactful solutions for **Teen’s Key**, an organization that supports vulnerable young women by providing education, medical testing, and employment experience in a safe space. Heather’s team project took first place in the case competition, after proposing a merchandise-based social enterprise that would empower women with new skills to give back to the community and support other women in need.

## EnactusDC wins big at National Exposition

Enactus DC is the proud winner of this year’s RBC Future Launch Accelerator and ranked in the top 20 of all social initiatives at the **Enactus Canada National Exposition**. Over the past year, the DC team maintained and grew three primary initiatives, which they presented at the online Canada-wide competition.



The lead project of the year, **ConnectUs 4 Community (CU4C)**, saw DC students and faculty volunteers create an online platform that taught young people in grades 9 to 12 how to launch social initiatives in their communities while addressing the United Nations’ Sustainable Development Goals. Through CU4C, EnactusDC inspired more than 800 students across 15 high schools to launch 100 social projects. As a result, RBC Bank recognized CU4C’s success with its \$4,000 Future Launch Accelerator prize, ranking it as the best project in Canada for supporting youth.

## Durham College celebrates the new academic year in style with Fall Orientation

To kick off the 2022-2023 academic year, DC welcomed first-year domestic and international students to campus with an exciting roster of in-person events for Orientation week.



The transition into college life can be intimidating, but DC’s Orientation week helps students put their best foot

forward by introducing them to student services, offering study tips, and providing ample opportunity to mix and mingle with the rest of their cohort while learning to navigate the Oshawa and Whitby campuses.

Festivities included Program Orientations, DC's first-ever Block Party, and, later that night, the coveted Campus Cup, where students cheer on the DC Lords in the annual varsity soccer game against Ontario Tech University. On the last day of Orientation week, DC students closed out the celebrations by making their way to the Rogers Centre for University & College Night, where they watched the Toronto Blue Jays beat the Baltimore Orioles 6-3.

## 2. Our People

### Experienced senior leaders assume chair and vice-chair of Durham College Board of Governors

The DC Board of Governors is proud to announce [Gary Rose](#) as the new Board chair and Dr. [Gail Johnson Morris](#) as vice-chair, effective July 1, 2022.

As chair of the Board, Gary Rose brings over 30 years of experience in Finance and Nuclear Project Management. Currently serving as the vice-president of the New Nuclear Growth team at Ontario Power Generation (OPG), Gary works nationally and internationally to support nuclear as part of the solution to achieve net-zero climate goals by 2050. As a devoted leader in the Durham Region community, Gary spent eight years as a trustee on the Whitby Public Library Board. During this tenure with the Whitby Public Library Board, Gary served on all committees and held the position of vice-chair and chair of the Board. Gary is also a Chartered Professional Accountant and holds a Bachelor of Commerce (BComm) from Toronto Metropolitan University (formerly Ryerson University) and a Project Management Professional certification. Gary also has the ICD.D designation from the Institute of Corporate Directors. Gary first joined the DC Board in 2017.



As Board vice-chair, Dr. Gail Johnson Morris steps into the role with over 30 years of corporate experience, including c-suite and director roles at global finance services and health sciences companies. Today, Gail is the president and CEO of LeaderLink, a boutique strategy consultancy that supports boards and executive teams in building strategic capacity. Throughout her career, Gail has established herself as an advocate of practical, applied education and life-long learning. Gail earned her Bachelor of Arts from York University, a Master of Business Administration (MBA) from Royal Roads University, and a Doctor of Business Administration (DBA) from Walden University. Sharing her passion for learning, Gail also serves as a respected educator in the MBA program at Athabasca University and has taught many proud DC alumni at Trent University's School of Business. Gail first joined the DC Board in 2018.



A warm thank you to Kristi Honey for serving as the 2020-2021 chair of the Board. Congratulations to Gary and Gail on their new appointments.

## Durham College employees gear up for new school year at Academic Kickoff 2022

On August 30, DC employees officially launched the start of the new academic year at the 2022 Academic Kickoff, led by Dr. Elaine Popp, executive vice president, Academic. After being held virtually for the past two years, the in-person event was nothing short of exciting, as more than 400 employees from all areas of the college gathered for a morning of inspiration and motivation.



The morning's events kicked off with a keynote address from Dr. Henning Beck, neuroscientist and best-selling author. Exploring methods for better thinking and ways to identify the ideal environment to generate innovative solutions, Dr. Beck left employees feeling inspired to think in new ways.

With the majority of classes starting on Wednesday, September 7, the campus community is feeling energized and excited for the new year ahead.

## Durham College Indigenous student success coach wins City of Pickering Heritage Award

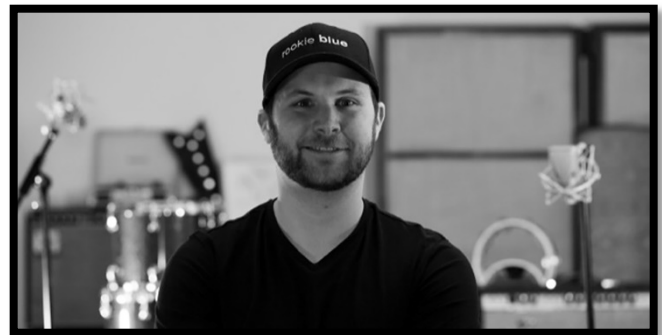
Jocelyne Pelletier, an Indigenous student success coach at DC's [First Peoples Indigenous Centre](#), was recently granted a 2021 Pickering Civic Award in the Heritage category. Held annually for 17 years, this award recognizes individuals, groups or businesses who demonstrate a significant contribution to the preservation, conservation, education or promotion of the city's heritage.



Congratulations to Jocelyne Pelletier on receiving this well-earned award, and for leading the way.

## DC alumnus strikes a chord at the Canadian Sync Awards

DC alumnus, Cody Partridge, has been recognized for his success in music management at the 2022 Canadian Sync Awards. Launched in 2019, the Canadian Sync Awards celebrate music supervision in filmed Canadian media. On June 9, Partridge took home four of the 14 awards, including:



- Best Sync – Sports Program or Sports Promo
- Best Sync – Soundtrack, Original Film or Episodic Series for Streaming
- Best Sync – Scene, Feature Film or Documentary Film
- Best Sync – Soundtrack, Episodic Series

Partridge, who graduated from DC's [Music Business program](#) in 2011, began his professional journey as an intern with Katalyst Licensing & Promotions Inc., and eventually launched his own company, Pear Tree Music Supervision, in 2020.

Congratulations to Cody on his incredible success at the Canadian Sync Awards!

## Celebrating outstanding Durham College alumni through 2022 Premier's Awards nominations

DC is delighted to announce that four alumni have recently been **nominated** for a 2022 Premier's Award, which honours outstanding college graduates who are making an impact through social and economic contributions in Ontario and beyond. DC's nominees include:

### **Kristin Atwood – Culinary Management, 2016 and Advanced Baking and Pastry Arts, 2017**

Kristin Atwood has been combining her passion for food and filmmaking since graduating from DC's Culinary Management and Advanced Baking and Pastry Arts programs in 2016 and 2017.



She created an award-winning independent production company called Chef Studio, where she produces cooking tutorials and web series that bring the joy and magic of cooking to digital streaming and video-on-demand platforms. Atwood has been recognized by several prestigious awards organizations, including winning Best New Filmmaker by the Canadian Diversity Film Festival in 2021, as well as receiving a nomination for a James Beard Foundation Award and an Emmy® Award in the Outstanding Single Camera Editing category – just to name a few. She is nominated for a Premier's Award in the Recent Graduate category.

### **Brandon Bird – Level 3 Plumber Apprentice Certificate, 2012**

Brandon Bird completed his Level 3 Plumber Apprentice Certificate in 2012 in order to prepare himself for future leadership at his family's third-generation plumbing and heating company. As a licensed Red Seal plumber, Bird worked his way up the ranks, always looking for ways to grow the business. This included overseeing the acquisition and amalgamation of John McKenzie Plumbing with Bird Mechanical Ltd. in 2014, allowing the company to offer more services and expand into new markets. In 2016, at just 28 years old, Bird became the youngest CEO in the company's history.



Today, Bird manages a team of 200 people, including 135 tradespeople. Under his guidance, the business has doubled its annual sales revenue to \$56.4 million thanks to his new approaches to service. As CEO, he oversees projects ranging from



\$5,000 to \$20 million. Clients include Cape Breton Regional Health Centre, Queen's University, Dalhousie University, Infrastructure Ontario and Cadillac Fairview. Bird is nominated for a Premier's Award in the Apprenticeship category.

### **Dr. Nicole Blackman, DNP, MN, RN – Registered Nursing, 2004**

Since graduating from DC's Registered Nursing program in 2004, Dr. Blackman has continued her academic path, attaining her Bachelor of Science degree, as well as a Master of Nursing and Doctor of Nursing Practice, both with a specialization in Indigenous Health. As a proud member of Algonquins of Pikwakanagan First Nation, she has dedicated her advanced practice nursing career to enhancing the health of the Indigenous Peoples of Canada.



After devoting more than five years to improving Indigenous health in Moose Factory and surrounding communities, Dr. Blackman returned to the Durham Region, accepting an Indigenous lead position for the Durham Region Health Department, and was hired in 2019 as the health director for the Mississaugas of Scugog Island First Nation. More recently, she was hired as provincial director of the Indigenous Primary Health Care Council. Dr. Blackman is nominated for a Premier's Award in the Health Sciences category.

### **John Draper – Journalism, 2005**

Entrepreneur, author and motivational speaker, John Draper champions diversity, equity, accessibility and inclusion through Together We Rock! Inc., the organization he founded in 2006. Supported by a team of employees, consultants and volunteer advisors, Together We Rock! realizes its vision through presentations, learning resources and leadership initiatives. Through his lived experience as a person with a physical disability who is an augmentative communication user, Draper presents a compelling case for change.



His leadership efforts have earned him provincial and international recognition, such as the 2007 Alumnus of Distinction award from DC, and the David C. Onley Award in 2017 for Leadership in Accessibility, presented by the Lieutenant Governor of Ontario. In 2017, he was also named Businessperson of the Year by

the Whitby Chamber of Commerce. Draper is nominated for a Premier's Award in the Community Services category.

This year's Premier's Award winners will be announced on November 28, 2022.

### 3. Our Work

#### Durham College's 2021-2022 Annual Report is now available

DC is excited to announce that its 2021-2022 Annual Report is now available. As one of Canada's Greenest Employers for the sixth consecutive year, DC is committed to sharing its report in the following [interactive online format](#).



The highlighted accomplishments featured in this report serve as undeniable proof that the innovative work of our students and employees – inside and outside the classroom – is truly making a positive impact. Our DC family has a lot to be proud of, which is why I am so pleased to share these stories of resilience and leadership with you.

#### The Office of Research Services, Innovation and Entrepreneurship celebrates its 10th year with 2020-2021 Annual Report

DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE) has proudly released its [10th Annual Report](#), a summary of the impactful work accomplished by ORSIE staff and faculty members. From hosting #TechTalksDC to receiving funding for DC's first-ever postdoctoral fellow, it was a year of impressive accomplishments.

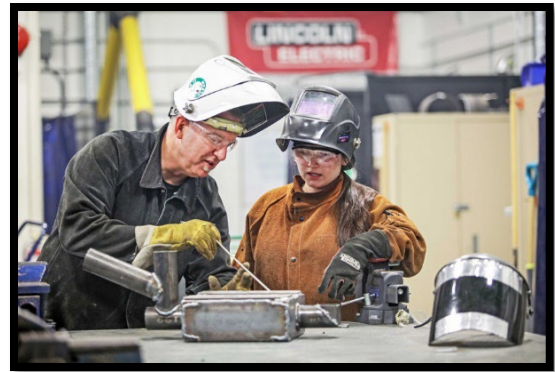


Over the course of this year, guided by the college's [Strategic Research Plan](#) and [Academic Plan](#), ORSIE will continue to support the research needs of our stakeholders, and explore increased experiential learning opportunities, while building our students' entrepreneurial success. Through applied research, ORSIE

will also seek to provide more local businesses with pandemic recovery strategies and develop creative solutions to complex community challenges through social innovation.

## Pre-Apprenticeship Programs strive to close the skilled trades gap and break down employment barriers

With funding from the Ministry of Labour, Training and Skills Development (MLTSD), DC has launched three **Pre-Apprenticeship programs** to increase the number of Canadians who are job-ready in a skilled trade, and employment-seekers facing higher barriers to entry. The programs are offered at no cost to participants, as tuition, tools, textbooks and safety equipment are covered with the help of government funding.



The college has selected three trades facing an immediate demand for employable workers and developed programs to train students from marginalized communities who want the necessary qualifications to enter or advance in the skilled trades. The following programs are currently underway, with 60 anticipated graduates by November 2022: **Electrical for Indigenous Peoples**, **Plumbing for Newcomers**, and **Welding for Women**.

## DC's Centre for Cybersecurity Innovation wins global recognition at the 2022 WFCP World Congress

Earlier this year, DC's **Centre for Cybersecurity Innovation** was recognized at the 2022 World Federation of Colleges and Polytechnics (WFCP) World Congress as a finalist in the Cyber and Data Security category. On June 17, the Centre won bronze, signifying the college's ongoing commitment to showcasing best practices in applied research and cybersecurity at an international level.



Launched in 2020, the Centre was created to address the increasing risks posed by cyber threats. This collaborative effort brings together current and aspiring

cybersecurity professionals to develop innovative solutions that protect the business assets of small and medium-sized enterprises (SMEs).

Having received over \$3.5 million in funding, the Centre anticipates exponential growth in the next five years, leading to further learning opportunities for students and advanced solutions to counter SME cyber threats.

## Durham College receives funding for two work-integrated learning projects that will help students make a difference

DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE) is thrilled to share that two work-integrated learning (WIL) projects have been awarded more than \$100,000 in total funding for the 2022-2023 academic year. These generous grants are provided by Co-



operative Education and Work-Integrated Learning (CEWIL) Canada and its Innovation Hub (iHub) which is dedicated to developing future-ready students through its unique hands-on experiential learning opportunities and partnerships.

The first project is committed to improving media representation of people with disabilities living in Canada. This new accessible and inclusive image bank will authentically represent those with a disability by focusing on the individual rather than the equipment they rely on. The second project receiving funding is a new student-produced podcast called *Founder's Drive*. It aims to spark inspiration and curiosity among entrepreneurial-minded youth world-wide to explore starting their own businesses. Both projects are led by the Faculty of Media, Art & Design (MAD)

## 4. Our Community

### Durham College welcomes fall with Harvest Dinner

On Thursday, September 22, 105 guests gathered at DC's W. Galen Weston Centre for Food for a signature dining experience under the stars. The crisp fall weather was no match for the warm and celebratory sentiments of those in attendance, as the college proudly hosted the event for the first time since the start of the pandemic. Guests gathered under a string of lights for a seasonally-inspired, multi-course meal at a family-style harvest table that spanned the length of the garden path.

Led by Bistro '67's executive chef, Raul Sojo, the event was the result of countless hours of preparation in the Weston Centre's fields, labs and classrooms, and truly exemplified the work of DC's students and faculty. Leading up to the event, the college's [Horticulture – Food and Farming](#) and [Horticulture Technician](#) students tended to and harvested the fields, working side-by-side with students from the [Culinary Management](#) and [Culinary Skills](#) to prepare the meal, while students from the [Special Events Management](#), [Hospitality – Hotel and Restaurant Operations](#) and [Hospitality Skills](#) programs played a role in successfully executing the evening's event.



## Durham College tackles food insecurity with market garden benefiting Community Care Durham

Three students from DC's [Horticulture – Food and Farming](#) and [Horticulture Technician](#) programs are leading the way to food security in the Durham Region with the installation of a market garden located at a new Whitby warehouse facility and benefiting Community Care Durham's (CCD) Food Box Program.



Completed in collaboration with the college's Barrett Centre of Innovation in Sustainable Urban Agriculture, Colliers Real Estate Management Services and Fiera Real Estate, the garden was designed and is currently maintained by students.

## Durham College hosts Skills Ontario summer camp to spark interest in the skilled trades for local youth

From August 15 to 19, DC's Whitby campus hosted 18 very special guests, who spent the week exploring future career opportunities available in the skilled trades. The summer camp was hosted by [Skills Ontario](#) and provided campers with several hands-on activities in each of DC's skilled trades programs – including an off-site

tour of Ontario Power Generation (OPG), a long-standing community partner and donor of the college. Skills Ontario has been providing programs like this for students in Grades 7 to 9 for over 30 years, with an intention to inspire youth to explore skilled trades and technologies.

Daily camp activities were led by Skills Ontario staff and DC employees, and featured interactive activities and competitions, including: virtual reality welding, building birdhouses in the carpentry shop, learning hoisting and drilling techniques, creating tasty treats while learning about DC's Field to Fork philosophy, using plumbing skills and materials to build hula hoops, as well as a Co2 Dragster car assembly and performance race.



## DC renews TeachingCity partnership with City of Oshawa and educational partners

On June 3, 2022, DC joined the City of Oshawa and fellow educational partners – Ontario Tech University, Trent University Durham GTA and the University of Toronto, Department of Civil and Mineral Engineering – for the signing of a memorandum of understanding (MOU), officially extending the TeachingCity partnership for another five years.

Just as many medical centres are designated “teaching hospitals,” the partnership began in 2017 with a shared goal of making Oshawa the world’s first “teaching city.” Over the last five years, the TeachingCity initiative has built momentum, establishing Oshawa as a leader in experiential learning, applied research and innovative partnerships. Focusing on specific city-identified challenge statements, students have the opportunity to participate in the courses as part of their program, to identify urban issues and collaborate and co-design possible solutions.



## Roger Anderson's legacy lives on with Regional Chair's Classic

*Annual event raises \$290,000*

On June 9, 200 golfers took to the links for the 24th Regional Chair's Classic, in memory of Roger Anderson. Hosted in person for the first time since the pandemic began, the tournament took place at Durham Region's Deer Creek Golf and Country Club.



This year's event raised \$290,000 for students in financial need at DC and Ontario Tech University. Funds will also go towards youth programs at Ontario Shores Centre for Mental Health Sciences. Thanks to the generosity of participants and supporters, the event has raised over \$7.2 million since the Classic first began.

### 5. **Key Meetings Involving the President's Office (June 9 to October 12, 2022)**

- Enable AI Summit – June 10, 2022
- OCAS Annual General Meeting – June 20, 2022
- CEC Board of Directors Meeting – June 21, 2022
- Capital Projects Update Executive Steering Committee – June 22, 2022
- Innovation and Disruption Catalyst Group (IDCG) Meeting – June 22, 2022
- DC Presentation at Rotary Club of Port Perry – June 22, 2022
- DCAA Board Appreciation Event – June 23, 2022
- CIGan Leadership Institute – June 25 – 30, 2022
- Colleges Ontario and Ontario College of Teachers Meeting – July 15, 2022
- Capital Projects Update Executive Steering Committee – July 20, 2022
- Capital Projects Update Executive Steering Committee – August 17, 2022
- Durham MPP's Meeting – August 26, 2022
- Academic Kickoff – August 30, 2022
- Capital Projects Update Executive Steering Committee – August 31, 2022
- DC Board of Governors Orientation & Campus Tour – September 1, 2022
- Colleges Ontario Apprenticeship Working Group Meeting – September 6, 2022

- ICD Directors Education Program – September 9 – 11, 2022
- DC Softball Facility Grand Opening – September 9, 2022
- Innovation and Disruption Catalyst Group (IDCG) Meeting – September 13, 2022
- Capital Projects Update Executive Steering Committee – September 14, 2022
- DC Board of Governors Hail & Farewell Event – September 15, 2022
- Facility Tour with Saskatchewan Polytechnic – September 20, 2022
- CIGan Board Meeting – September 20, 2022
- Harvest Dinner – September 22, 2022
- COP Annual Retreat – September 25 – 27, 2022
- Capital Projects Update Executive Steering Committee – September 28, 2022
- DCAA Board Hail & Farewell – September 29, 2022
- Employee Service Awards – September 29 & October 4, 2022
- National Truth and Reconciliation Event – September 30, 2022
- DC Leadership Retreat & Strategy Session – October 5, 2022
- OCNI Meeting & Whitby Campus Tour – October 6, 2022
- Innovation and Disruption Catalyst Group (IDCG) Meeting – October 11, 2022
- Capital Projects Update Executive Steering Committee – October 12, 2022



**Report Number: BOG-2022-75**

**To: Board of Governors**

**From: Scott Blakey, Chief Administrative Officer**

**Date of Report: September 22, 2022**

**Date of Meeting: October 12, 2022**

**Subject: Report of the Chief Administrative Officer – October 2022**

## 1. Purpose

The purpose of this report is to provide the Board an update on College employee-related issues.

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2022-75, providing an update on College student and employee related activities as of September 2022, be received for information.

## 3. Background

The Chief Administrative Officer report provides information and updates on College student and employee related topics as well as current legal compliance and labour relations related items.

## 4. Human Resources and Equity, Diversity and Inclusion

### Staff/Faculty Complement

As of	Full-Time			Contract				Students	Total
	Admin	Faculty	Support	Admin	Faculty	Support	Regular PT		
December 31, 2021	140	307	329	68	946	420	27	174	2411
February 28, 2022	141	312	332	73	941	392	30	210	2431
July 31, 2022	149	308	338	65	525	326	32	120	1863

## Turnover Rate

Full-Time											
As of	Total Ft Head Count	Admin	Turn over	%	Faculty	Turn over	%	Support	Turn over	%	Total
2018-2019 (Fiscal)	841	150	9	6.00%	336	3	0.89%	355	7	1.97%	2.26%
2019-2020 (Fiscal)	848	151	6	3.97%	337	1	0.30%	360	9	2.50%	1.89%
2020-2021 (Fiscal)	789	140	17	12.14%	321	1	0.31%	328	7	2.13%	3.17%
2021-2022 (Fiscal)	785	141	10	7.09%	312	2	0.64%	332	34	10.24%	12.04%
<b>Total</b>			<b>42</b>			<b>7</b>			<b>57</b>		
<b>2022-2023</b>											
As of Apr 30, 2022	787	148	1	0.68%	312	0	0.00%	327	3	0.92%	0.51%
As of May 31, 2022	792	152	0	0.00%	313	0	0.00%	327	3	0.92%	0.38%
As of June 30, 2022	792	149	1	0.67%	310	0	0.00%	333	2	0.60%	0.38%
As of July 31, 2022	795	149	2	1.34%	308	0	0.00%	338	2	0.59%	0.50%
<b>YTD Total</b>			<b>4</b>			<b>0</b>			<b>10</b>		

## Actual Retirements

Full-Time				
As of March, 31	Total Ft Count	Admin Retirements	Faculty Retirements	Support Retirements
2018-2019	841	3	2	7
*2019-2020	848	8	29	18
2020-2021	789	3	12	6
2021-2022	785	3	14	12
<b>2022-2023</b>				
As of Apr 30, 2022	787	1	0	1
As of May 31, 2022	792	0	0	1
As of June 30, 2022	792	3	4	1
As of July 31, 2022	795	4	1	1
<b>Total</b>		<b>8</b>	<b>5</b>	<b>4</b>
<b>Total</b>		<b>8</b>	<b>5</b>	<b>4</b>

\*voluntary retirement incentive program year

## Projected Rejected Retirements

Projected Retirements - 2022-2026  
For Durham College



Durham College Projected Retirements															
Occupation	DBprime Retirements					DBplus Retirements					All Retirements				
	Calendar Year					Calendar Year					Calendar Year				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
Administration	6	6	7	7	6	1	-	1	1	1	7	6	8	8	7
Faculty	14	14	15	16	18	16	17	20	20	23	30	31	35	36	41
Support	8	9	9	11	11	3	3	4	3	4	11	12	13	14	15
<b>Total</b>	<b>28</b>	<b>29</b>	<b>31</b>	<b>34</b>	<b>35</b>	<b>20</b>	<b>20</b>	<b>25</b>	<b>24</b>	<b>28</b>	<b>48</b>	<b>49</b>	<b>56</b>	<b>58</b>	<b>63</b>

**Notes**

- Retirements have been projected using active member data as of December 31, 2021 and are based on the overall plan retirement experience over the past 5 years, reflected by the retirement scale used in the plan's actuarial valuation.
- Year by year experience may differ from projections for various reasons including but not limited to, retirement programs being offered or eligible members settling their benefit by lump sum payout.

## Employee + Organizational Development

- PD and Wellness survey conducted in June with a total of 109 employee responses.
- 22 PD and Wellness programs scheduled for Fall 2022 with many lead by DC employees, including a number of new offerings based on the survey results (see below).
- 12 employees completed the Mental Health Aid two-day training program offered in July. Additional 3 training dates are scheduled for Fall `22.
- Developed and facilitated four team development and planning sessions (ALT, STA Leadership Team, SEIT Leadership and Support Staff, SEIT Technologist Team).
- **Reintroduced:** Durham College jackets gifted to employees upon retirement. Since April 2020, 47 jackets have been issues to retirees.
- **New:** Commencing October 2022, introducing Understanding Your Sun Life Benefits and CAAT Pension Plan information sessions. Sessions will be offered virtually and will be posted on Brightspace.
- **New:** 21 employees registered to attend a training session on Mentorship – how to choose a mentor, expectations of a mentorship partnership and professional goal setting. Mentorship resources available on ICE.

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- **New:** Introduced monthly Meet & Greet for new FT and contract employees. In addition to the online Orientation module on Brightspace.
  - **New:** Commencing September, monthly campus tours for all employees with a specific focus on new employees. Schedule will alternate between Oshawa and Whitby.
  - **New:** Weekly walking group at Oshawa & Whitby.
  - **New:** Dedicated page on ICE for Partial Load Faculty. Provides information on Sun Life benefits, CAAT Pension Plan, Academic Collective Agreement, OPSEU Local 354 (NOTE: This page will be launched prior to the October Board meeting).
  - Employee Awards of Excellence recipients will be announced in October.
  - Employee Milestone Celebration will be two in-person events, September 29<sup>th</sup> at the Oshawa Campus and October 4<sup>th</sup> at the Whitby Campus. A total of 176 full time employees will be receiving service milestone awards this year.

## Office of Equity, Diversity and Inclusion

- **New:** With OPAIP funding, a new Inclusive Communities Coordinator has been introduced to develop programming to expand services to support identify-based groups` health and wellness.
- **Update:** Planning of second iteration of the Diversity Self-Id survey currently implantation Winter 2023.
- Launch of DC You Belong Equity & Action Dialogue Series. First installment scheduled for October 19. The session will focus on unconscious bias within assessments.
- **Education & Training Update:** Two sessions are completed for RO & IE and Two staff sessions for Fall which will prepare staff in responding to incidents of sexual harassment and racial discrimination.
- Start-up presentations held with all returning and new faculty for Fall semester to working group and BSSN to support institutional commitments.
- DC re-launched the Pride Picnic in June in collaboration with CHWC, DCSA, Ontario Tech, and DC Pride Collective. Over 100 students, staff, and employees attended the event.

## Sexual Violence Awareness & Supports

- 385 students have completed Sexual Violence and First Aid Training course.
- **NEW:** Support group for student survivors of sexual violence launching in the Fall. Promotion underway.
- **NEW:** 12-week self-defense programming open to female-identified students and allies. Closed sessions for female-identified students will be offered during programming.

## RISE Coaching + Outreach

- 62 students attended 1-1 sessions from May-September to support their transition to DC.
- Two student-focused outreach sessions were held in May and June with the KPRDSB and Focus on Youth through DDSB. Over 42 students attended sessions.
- Outreach to new Black graduating coaches has commenced. Meetings were held over the summer to determine the approach to collaboration.
- Collaboration with Ontario Tech and Carea Community Health Center to offer racialized women’s support group.
- Information sessions were held with Ontario Shores staff to promote RISE at DC.

## 5. Facilities Management

### Capital Projects

- J-Block Refresh – Work continues on J-Block which is now in the final stretch of completion. Occupancy is expected at the beginning of 2023.



- **Bio-Digester Program:** Construction is now underway on the building that will eventually house the new biodigester. Regulatory compliance permits will be obtained in the coming months with the program expected to be operational at the beginning of 2023.

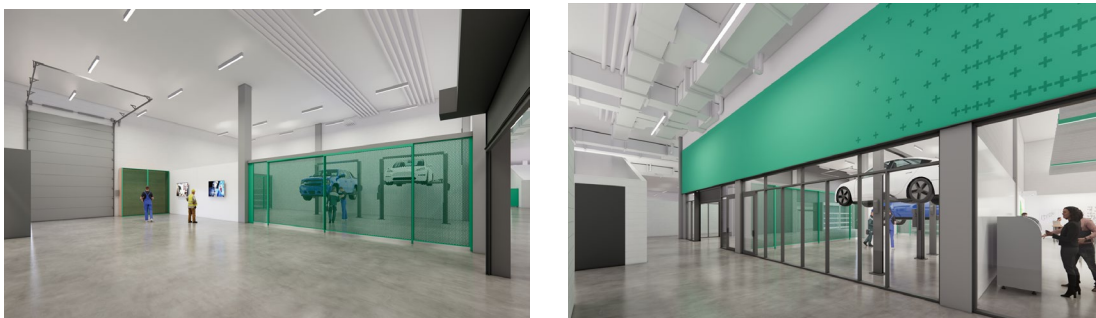


## Weston Organic Regeneration Centre

- **Technical Innovation Center (PROTO):** Construction is now underway at our Whitby campus on the PROTO Technical Innovation Center. This project is expected to be completed at the end of 2022.



- **Electric Vehicle (EV Shop):** Construction is now underway at our Whitby campus on the Electric Vehicle Training Facility. Construction is being completed concurrently with the PROTO Technical Innovation Center and this project is also expected to be completed at the end of 2022.



- **Riot Radio:** This project is funded entirely by Durham College Student Association and includes a full refresh and expansion into neighboring space. The project is being fully completed by our in-house team and expected to be completed by the end of 2022.



## Custodial Services

- **New Collective Agreement Reached** – With the support of both Durham College and Ontario Tech University, a new three-year deal has been reached between GDI Integrated Facility Services and Unifor. Normal cleaning operations have resumed at both Oshawa and Whitby campus.

## Food Services

- **Starbucks:** First location opened at our Oshawa campus on September 6, 2022.



- **Tim Horton's:** Refresh almost complete in Oshawa's Student Services Building with a target opening date of early October.
- **Tim Horton's:** Refresh location added at our Whitby campus.



## 6. Communications + Marketing

### Communications and Marketing Spring/Summer update

- Over the spring and summer, marketing and student recruitment efforts were consistently active in market to remain competitive with our colleges and support fall enrolment.

### Marketing campaign strategies executed in spring and summer

- Degrees
- Start this September and Start this January
- Signature and Priority programs
- Graduate Certificate programs
- Weekend Delivery programs
- Professional and Part-time Learning (PPL)

### Recruitment strategies executed over the spring and summer

- Spring Open House, June Program Information Nights, Discover DC Days and live webinar information sessions.
- Hosted groups for presentations and ongoing campus tours.
- Connected through presentations and attendance at fairs in the community and secondary schools.
- Attended secondary school graduations held on the DC campus.
- Hosted information sessions for employment centres and WSIB clients.
- Outreach to communicate with 7,000 leads through email and text marketing campaigns.



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## Web

- In August, DC's Annual Report was launched – the report highlights the resilience of our campus community exemplified over the past year and a summary of our institutional successes and achievements. The interactive digital version of this report can be accessed here: <https://durhamcollege.ca/annual-report-2022>
- Launched in September, DC's Interactive map was upgraded with floor plans to help student find their way at the Oshawa and Whitby campuses. The wayfinding feature gives users locations and directional paths to classrooms, shared spaces, and service on campus. From Sept 1 to Sept 9, 2022 the interactive here: <https://map.durhamcollege.ca/>

## Video

- The 2021-22 program video project concluded in June 2022 – this initiative created 13 new program videos for marketing/recruitment use in various communication paths – web, social, digital campaigns, etc. Below is the complete list of program videos with a link:
  - **Advertising and Promotion:** <https://www.youtube.com/watch?v=AdZzEJLSeUg>
  - **Artificial Intelligence – Honours Bachelor:** <https://www.youtube.com/watch?v=twW8Aorg6bQ>
  - **Artificial Intelligence – Grad cert:** <https://www.youtube.com/watch?v=5nOX4x1cim0>
  - **Bachelor of Construction Management:** <https://youtu.be/XvK57WhXtbU>
  - **Civil Engineering Technician + Civil Engineering Technology \*combined:** <https://www.youtube.com/watch?v=Ox3xZuwrXqU>
  - **Cosmetic Techniques and Management:** <https://www.youtube.com/watch?v=V9YRfx-H8Rk>
  - **Hospitality:** <https://www.youtube.com/watch?v=7BQfyAmi1v4>
  - **Music business:** <https://youtu.be/KhuJdWZpveM>
  - **Mechanical Engineering Technician:** <https://www.youtube.com/watch?v=ILvg29cHARk>
  - **Paralegal:** <https://youtu.be/nn8wvMI16PA>
  - **Police foundations:** [https://www.youtube.com/watch?v=wz\\_eMqUh6hA](https://www.youtube.com/watch?v=wz_eMqUh6hA)
  - **Protections, Security and Investigations:** <https://youtu.be/Y9ZoWIjbU6g>
- To start the Fall semester on a positive note, C+M created a faculty shout-out video that premiered at the Academic Kick-off event on August 30, 2022. The video showcases alums, recent graduates, and current students who have a special thank-you to the faculty that helped them during their DC academic journey. You can view the video here: <https://www.youtube.com/watch?v=0rbbtN9ddBY>

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- To support DC's international initiatives, C&M assisted with the creation of global competency videos in August. These videos, combined with training modules in DC Connect, provide students and employees with a general overview of the requirements necessary to become globally competent. You may view the videos below:
    - **Global Competency Introduction:** <https://www.youtube.com/watch?v=ZSJmDy6uLGw>
    - **Cultural Awareness:** <https://www.youtube.com/watch?v=sEQk-QIZC40>
    - **Global Connections:** [https://www.youtube.com/watch?v=twbq6\\_5eVhl](https://www.youtube.com/watch?v=twbq6_5eVhl)
    - **Global Sustainability:** <https://www.youtube.com/watch?v=Uw4gMrdykws>
    - **Global Learning:** <https://www.youtube.com/watch?v=P0eq63M1xd4>

## **Social Media (April 1 – September 1, 2022)**

- 30.7 M Impressions
- 275 K Engagements (+17.3%)
- 149 K Link Clicks (+7.9)
- 6,939 new followers, total of 143,464 followers (+42.6%)
- 1,640 posts
- 6,728 direct messages
- Nicole's reel
  - 14.2K views
  - 12.6K accounts reached
  - 735 engagements; 625 likes, 14 comments, 58 shares, 38 saves
- Top posts based on engagement rates for each platform – screenshots attached (Twitter: news/updates; LinkedIn: alumni, employees and PD; Instagram: current studies; Facebook: parents and sharing photos, TikTok: unique content for students.

## **7. Student Affairs**

### **Athletics and Recreation**

- Varsity Athletics were on hand to assist Durham College students with Residence Move-in on Labour Day Weekend.



- Campus Cup was a well-attended event for students from DC and ON Tech U to get out and cheer on their respective teams.



- The new Softball Field Grand Opening was a great success.



- Students from DC and ON Tech U enjoyed a fun-filled afternoon at Campus Rec Activity Day.



## Campus Health and Wellness

- **Orientation Week:** The Campus Health and Wellness Centre engaged with 7 orientation events gaining 150 new unique followers on social media.
- Walk-in clinic resumed with pre-pandemic volume.
- The Ontario College of Family Physicians (OCFP) named Dr. Khan and Dr. Sivapalan the 2022 recipients of the College of Family Physicians of Canada (CFPC) Award of Excellence for their work in the International Wellness Check (IWC) initiative.
- 'Better Together Series' partnership on ON Tech U continues bimonthly, offering students a range of hybrid wellness workshops.
- 'The Mind Program' partnership with Ontario Shores continues offerings weekly peer-led workshops, and weekly health promotion outreach on both campuses (Oshawa and Whitby) on variety of wellness topics include sleep, sexual wellbeing, safer substance use, mental health, mindfulness, healthy eating and movement. Health education is also provided on social media platforms.



## **Career Development**

- Conducted focus groups with 18 students/alumni who provided feedback on CD marketing and services they received.
- Marketing IG Live with the International Office promoting how to find PT jobs in Canada (Received 1314 views).
- Hosted Zoom PT Job Workshop for International Students with 50 attendees.

## **Community Employment Services**

- Uxbridge Community Services won Diamond Readers' Choice 2022
- Port Hope Community Services won Platinum Readers' Choice 2022

## **First Peoples Indigenous Centre**

- 14 students attended the Transitioning to College for Indigenous Students session on August 18.
- FPIC hosted an Open House during the Orientation Week and saw 7 new students along with a class of 30 students drop in.

- 4-part series with Plant-based knowledge holder, Joseph Pitawanakwat-Traditional medicines in the Modern World.
  - **Women’s Medicine:** 59 participants
  - **Respecting the Lands:** Plant/People Relations – 74 participants
  - **Mental Health:** 70 participants
  - **Exploratory Walk at Herber Downs:** Upcoming – 40 participants
- Land acknowledgement workshops – hosted monthly to complement the Land Acknowledgement resource page.
- Indigenous Heritage Celebration in June – Honouring National Indigenous Histories Month – 55 participants
- Indigenous Student Graduate Celebration – 37 participants
- Bannock and Books Club: Bringing Hearts and Minds Together
  - **Highway of Tears:** 55 participants
  - **21 Things you may not know about the Indian Act:** 43 participants
- Elder Teachings – Monthly
  - **Anti-bullying – Pink shirt Day:** 20 participants
  - **Understanding Intergenerational Trauma:** 39 participants
  - **Discussing Food Sovereignty:** 40 participants



## Student Development

- 3153 students have accessed content in the PREP1000 course.
- Summer transitions programming launched on August 3 with 232 students attending the Introduction to PREP 1000 & Navigating Your First-Year sessions.

- Throughout the summer, the Student Development Office hosted 20 sessions and 28 campus tours.
- Over 4500 students attended the Oshawa campus Block Party.
- The DC Block Party took over the Bistro Parking Lot and featured a Lumberjack show, Axe Throwing and food trucks.
- Spiderman descended on the lawn of the Oshawa campus for the return of Movie-on-the-Lawn.





## Student Affairs Startup Meeting

- September 1<sup>st</sup> marked the first in-person Student Affairs team meeting since the pandemic began.
- New staff welcomed and seasoned employees gathered to reconnect, renew and prepare to welcome students to the 2022-2023 academic year.





## 8. Campus Safety

- The Office of Campus Safety (OCS) facilitated an Active Attacker Exercise – Exercise Campus Protection at North Campus in Gordon Willey/Residence with Durham Regional Police, Oshawa Fire Service, Durham Emergency Medical Service, Durham Emergency Management Office, Durham Region Transit and Paragon North Core Security Team. The exercise included 140 emergency responders, 42 volunteers and the Campus Emergency Medical Response Team (CERT). Goals and Objectives included: Interoperability, Command and Control (including Emergency Operation Centres), Immediate Rapid Response Plans, OCS Emergency Management Plan, Mass Casualty Plan, Communications (OCS-911) and many other emergency response plans. A total of three scenarios were completed (classrooms, general area and cafeteria). Chiefs from all emergency services attended and greatly appreciated the opportunity to work with Durham College and Ontario Tech University. A special thank you to the DC Paramedical Program for participating and EMS.



## 9. Information Technology Services

- This information provides an overview of progress on the IT Services project portfolio for the first five months of the 2022/23 fiscal year. Between April 1 and September 6, 43 projects have been completed. 31 of these projects were for Durham College and 12 were shared projects for both Durham College and Ontario Tech University. The following table provides more detail on the projects completed by the Enterprise Systems (ES) team, Information and Communication Technology (ICT) team, IT User Support Services (USS) team, IT Service Management (ITSM) and Information Security (InfoSec) teams.

### Projects Completed between April 1, 2022 – Sept 6, 2022

	ES	ICT	USS	ITSM and InfoSec	Total
Durham College	9	12	8	2	31
Shared	4	3	0	5	12
<b>Total</b>	<b>13</b>	<b>15</b>	<b>8</b>	<b>7</b>	<b>43</b>
<i>Projects in total (above) started before April</i>	6	7	3	1	17

- The Enterprise Systems (ES)** team focused on priorities identified by the Institutional Project Prioritization Council. Since April 2022, the team completed several Banner related projects including an Oracle upgrade, configuration and testing of a new Development Oracle Web Report Server, automation of reports required for submission to the government, and developed a prototype testing database for CTS. The ES team also integrated Padlet and Kahoot! in our enterprise environment. Kahoot! is a cloud-based game-based learning platform and Padlet is a cloud-based classroom application allowing for expression of thought on a common topic.
- The IT User Support Services (USS)** area completed projects such as the annual academic lab refresh for hardware and upgrade for DC Apps (AppsAnywhere) – the platform that allows students to access lab software remotely. The USS team also continued to support the Whitby campus expansion. The USS team enabled identified classrooms with flexible hybrid learning equipment, with a few functional mitigations deployed where resources are impacted by the industry-wide supply chain shortages and delays. In addition, the USS supported numerous Facilities projects across campus locations.
- The Information and Communication Technology (ICT)** team completed several shared projects for improving and maintaining back-end systems including implementation of new 10Gb switching for the on-premises server farm. The ICT team led an engagement with a consulting team recommended by Microsoft to develop a long-term technical roadmap to migrate infrastructure services to the cloud. The recently established Five9 virtual contact centre cloud-based solution was expanded to include email integration for the IT Service Desk. In addition, the ICT teams supported numerous Facilities projects across campus locations.
- The IT Service Management (ITSM)** and Information Security (InfoSec) teams worked on several projects including supporting the Approved Scanning Vendor (ASV) scanning of the PCI zone. They also collaborated with the Office of

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Campus Safety, and Risk Management from both the college and university to conduct an information security tabletop exercise.

## **10. Implications for the Joint Campus Master Plan**

There are no implications for the joint campus master plan.

## **11. Implications for Ontario Tech University**

There are no implications for Ontario Tech University.

## **12. Relationship to the Strategic Plan/Business Plan**

The report relates to Governance and Accountability and the “Our People” pillar of the strategic plan.

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**Report Number: BOG-2022-76**

**To: Board of Governors**

**From: Don Lovisa**

**Date of Report: October 3, 2022**

**Date of Meeting: October 12, 2022**

**Subject: Government Relations Update**

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## **1. Purpose**

The purpose of this report is to provide a summary of the government relations activities for fall 2022.

## **2. Recommendation**

It is recommended that the Durham College Board of Governors:

Receive Report BOG-2022-76, providing an update on government relations activities, 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**

### **Update on advocacy**

#### Municipal

On September 20, 2022, the Regional Municipality of Durham and Durham College formalized an agreement to establish the new Barrett Centre of Innovation in Urban Agriculture's first urban farm in Ajax. After several months of discussion and site-searching, the location at Harwood and Rossland in Ajax was identified as the best possible site within the terms of the Barrett Centre and for the Region's own use. The image below shows where the location sits:



On October 6, 2022, Durham College, alongside regional partners came together at the Ajax location to announce the site. From here, the Barrett Centre team will commence development of the land.

With the municipal election underway, counsel meetings across the Region are on hold. The election itself will take place on October 24, 2022 – in which it is expected newly elected counsels will be sworn-in and resume meeting by mid-November.

### Provincial

Since the provincial election was finalized this past June advocacy efforts have largely been centered on re-grouping with local MPP's. On August 26, MPP's Patrice Barnes (Ajax), Lorne Coe (Whitby), and Todd McCarthy (Durham) visited the Whitby campus for an update on college advocacy and to learn more about the newly elected government's priorities.



The conversation set the stage for follow-up discussions, which have occurred with MPP Barnes' office. MPP Barnes stated that as parliamentary assistant to the Minister of Education (Stephen Lecce) her priority is to review high-school transitions to post-secondary – namely around how guidance counselors view colleges and trades. Going forward MPP Barnes will be informed of key initiatives from the School College Work Initiative and Durham College's Centre for Success which help high-school students transition to post-secondary.

## Federal

Since the summer Durham College has been communicating with local federal MP offices regularly. Unfortunately, the budget released this year does not provide any additional post-secondary supports beside applied research funding.

Recent communication with MP Turnbull's office has flagged this issue as we look to diversify government support. We are currently engaged in a conversation with MP Turnbull's office around community initiatives and there is a desire to do more advocacy at the federal level for supporting projects like the urban farm or social impact hub programs.

Lastly, this November 30 the Colleges and Institutes Canada on the Hill event will be returning. This key event connects colleges with cabinet ministers and brings the college sector to Ottawa including student demonstrations from applied research and entrepreneurship. Durham College will be attending to continue to push the importance of post-secondary education as a solution for workforce training needs and innovation.

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## 5. Financial/Human Resource Implications

This update included the \$600,000 commitment for the Whitby campus trades renovations and innovation centre from the Region of Durham. Details around the receipt of these funds are to be discussed with Regional finance team.

## 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.

**Report Number: BOG-2022-77**

**To: Board of Governors**

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

**Date of Report: September 29, 2022**

**Date of Meeting: October 12, 2022**

**Subject: Program Advisory Committees – Semi Annual Report**

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## **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-2022-77, providing the Program Advisory Committee semi-annual report be received for information.

## **3. Background**

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

## **4. Discussion/Options**

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



**5. Financial/Human Resource Implications**

There are no financial or human resources implications.

**6. Implications for the Joint Campus Master Plan**

There are no implications for the joint campus master plan.

**7. Implications for Ontario Tech University**

There are no implications for Ontario Tech University.

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

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

### Faculty of Business

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Accounting	March 10, 2022	8 External 2 College Representatives	Green
Computer Programmer	March 29, 2022	10 External 2 College Representative	Green
Computer Systems	April 8, 2022	10 External 2 College Representative	Green
Cosmetic and Esthetician	March 2, 2022	11 External 2 College Representatives	Blue
Emerging Technologies	April 5, 2022	8 External 4 College Representatives	Green
Entrepreneurship & Small Business	March 22, 2022	6 External 3 College Representatives	Blue
E-Sport	March 7, 2022	11 External 2 College Representatives	Blue
Finance	April 11, 2022	6 External 1 College Representative	Blue
Human Resources	March 30, 2022	8 External 3 College Representatives	Green
International Business Management	March 8, 2022	8 External 4 College Representatives	Green
Marketing	March 31, 2022	9 External 3 College Representatives	Green
Office Administration	March 21, 2022	9 External 3 College Representatives	Green
Project Management	March 23, 2022	9 External 2 College Representatives	Green
Recreation & Leisure	March 1, 2022	8 External 2 College Representative	Green

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

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status <sup>1</sup>
Sports Admin./Sport Management	March 9, 2022	9 External 3 College Representatives	Green
Supply Chain and Operations	April 6, 2022	9 External 2 College Representative	Green

## Key Recommendations

Program Area	Recommendations	Action Plan	Status	Responsibility
Accounting	Interpersonal skill development in traditionally introverted accounting students.	Increase weighting of presentations and participation, improve critical thinking and communication skills; consider joining cross-collaboration club with the Marketing program student.	Ongoing	Program Coordinator
Computer Programmer	External membership to attend and participate in the DC IT Student Expo.	Program Coordinator to end PAC members a calendar invite for the DC IT Student Expo.	Complete	Program Coordinator
	Have external members participate as keynote/guest speakers.	Program Coordinator to email membership with details and extend the invitation.	Ongoing	Program Coordinator
Computer Systems	Continue to promote and utilize the IT Student Expo.	Continue to provide and build on opportunities for students to experience real-world simulations (e.g. IT Expo).	Ongoing	Program Coordinator
	New Program of Study will take effect in September 2022.	New Program of Study will be finalized and presented at Fall PAC meeting.	Ongoing	Program Coordinator
	Continue to expose students to digital business communication tools (Zoom, Teams) as it is now an industry-standard.	Continue to introduce and utilize this technology in group projects and assignments so students have these skills.	Ongoing	Program Coordinator
Cosmetics & Esthetics	Increase fieldwork and mentorship opportunities for students.	External members to email R. Authors if they have any leads on opportunities for students.	Ongoing	External membership

	<p>Potential event focused on spa techniques, customer service and selling.</p> <p>Continue to consider applied research partnership opportunities with the college.</p>	<p>Continue to explore this option and reach out to Campus Health and Safety regarding a consultation for hosting this event</p> <p>External members to contact the Program Coordinator if they are interested in more information.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Spa Manager</p> <p>External membership</p>
Emerging Technologies	<p>Consider expanding workshops and information sessions to university students and/or external participants.</p> <p>Continue to consider applied research partnership opportunities with the college.</p> <p>Have a more clear, concise brochure for external members to understand, use and promote co-op and work terms.</p>	<p>Explore the possibility and ability to expand the workshop / information sessions.</p> <p>External members to contact A. Hirji if they are interested in more information.</p> <p>Revise marketing materials and create a simplified brochure prior to the next PAC meeting.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>External membership</p> <p>Co-operative Education Coordinator and Program Coordinators</p>
Entrepreneurship & Small Business	<p>Focus on social entrepreneurship in the Graduate Certificate program.</p> <p>Review of the Program of Study at the next PAC meeting to gain input and endorsement from external membership.</p>	<p>Continue to improve the curriculum to incorporate social entrepreneurship into it.</p> <p>Provide Program of Study at the next PAC meeting.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>Program Coordinator</p>
E-Sports	<p>External members to review semester two course outlines and be prepared to provide input at the next PAC meeting.</p> <p>Reconsider the relevance and/or format for COMP 1005.</p>	<p>Course outlines provided during the meeting and external members will review them.</p> <p>Continue to evaluate the value of this course and consider alternatives.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>External members</p> <p>Program Coordinator, faculty</p>

	<p>Consider new marketing strategies to increase enrolment.</p> <p>Utilize the Fan Expo event in Toronto as a marketing and promotional opportunity.</p>	<p>Program coordinator will reach out to each external member for their input and advice; external members asked to think of the best options.</p> <p>Program Coordinator and Associate Dean to discuss marketing materials and coordinator with S. Khouri.</p>	<p>Ongoing</p> <p>Complete</p>	<p>Program Coordinator; external members</p> <p>Program Coordinator, Associate Dean, S. Khouri</p>
Finance	<p>Financial entrepreneurs need some kind of mentorship and guidance, so a simulation component to the new Entrepreneurship in Finance course would be helpful.</p> <p>Consider incorporating Sales Force into the Program.</p> <p>Determine FP Canada's changes to the QAFP designation.</p> <p>Remove of Taxation 1 and Taxation 2 courses and replace with Personal Taxation.</p>	<p>Continue to develop ENTR 2100 and incorporate feedback from PAC membership.</p> <p>Determine which course(s) would be best suited for Sales Force and provide an update at the next PAC meeting.</p> <p>Contact FP Canada regarding their changes and accreditation and update external members.</p> <p>Complete this change in the Program of Study and within the courses.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>Program Coordinator</p> <p>Program Coordinator</p> <p>Program Coordinator</p>
Human Resources	<p>Survey external members for their input on the course outline/ assessment review of Compensation Management.</p> <p>Consider reviewing college data to determine the industries that most graduates are entering into.</p>	<p>Develop question and create a survey to send to external members to allow them to provide more thoughtful feedback.</p> <p>Contact ORSIE to inquire what level of detail the college has access to for this type of data.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator, C. Gill</p> <p>Program Coordinator</p>

International Business Management	Continue to monitor the role of Block Chain within the industry (more prevalent in some organizations than others).	Continue to monitor and consider the significance of Block Chain within the industry.	Ongoing	Program Coordinator and external members
	Consider incorporating sustainability, EDI, critical thinking skills and more real-world components into the program.	Continue to review and revise courses, including possible micro-credentials, based on input from PAC members.	Ongoing	Program Coordinator
Marketing	Continue with the development of the Cross-Functional Collaboration course.	Continue with the course development for Cross-Functional Collaboration.	Ongoing	Program Coordinator
	Continue to develop the new courses as part of the Comprehensive Program Review (CPR) process.	Continue with the new course development to be prepared to launch these courses within the next year.	Ongoing	Program Coordinator
Office Administration	Incorporate interview testing requirements/structure/software into courses to prepare students, and to consider how the pandemic has changed interview formats.	Review course content to include these components to prepare students for interviews, including online interviews and to be prepared for remote.	Ongoing	Program Coordinator
Project Management	Continue with course development and continue to review the relevance of the MOS and Lean/Six Sigma certifications.	Continue with course development and review of certifications.	Ongoing	Program Coordinator
	It would be more preferable for graduates to have experience than an advanced certification.	Consider doing a market study to determine the value of an advanced-level certificate program.	Ongoing	Program Coordinator
Recreation & Leisure	Continue to manage expectations of students / new graduates for entry-level positions and work ethic.	Continue to manage expectations and make students aware of the reality of job expectations and requirements.	Ongoing	Program Coordinator

	Highlight and promote the bridging program to Brock university.	Make students aware of the bridging program option in class discussion and DC Connect posts.	Ongoing	Program Coordinator
	Strengthen the interpersonal skills in students/new graduates.	Continue to build interpersonal skills components into the courses.	Ongoing	Program Coordinator
Sport	Encourage students to attend in-person events as they re-open.	Continue to promote these opportunities in classes.	Ongoing	Program Coordinator
	Continue with course development as part of the CPR.	Continue to develop courses in SPAD, SPMN and SBMT.	Ongoing	Program Coordinator
	Recommend new individuals to add to the PAC membership.	Contact people within their network about this opportunity.	Ongoing	External membership
Supply Chain and Operations	Continue to develop the new Business Analytics Course based on industry data.	Provide any (anonymous) data available to F. Bevan that could be relevant to course development.	Ongoing	External membership



## Faculty of Health Sciences

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Animal Care	April 14, 2022	10 External 6 College Representative	Green
Communicative Disorders Assistant	April 27, 2022	8 External 5 College Representatives	Green
Dental Programs (DA/DH/Dental Reception and Administration)	April 22, 2022	8 External 7 College Representatives	Green
Fitness & Health Promotion	April 20, 2022	10 External 5 College Representatives	Green
Massage Therapy Program	April 14, 2022	9 External 4 College Representatives	Green
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	May 10, 2022	9 External 5 College Representatives	Green
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	Feb. 15, 2022	11 External 4 College Representatives	Green
Pre-Health	May 19, 2022	9 External 4 College Representatives	Green
Critical Care Nursing	No meeting		Yellow
Practical Nursing/Personal Support Worker and Critical Care Nursing*	September 21, 2021	10 External 8 College Representatives	Yellow

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

## Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	Examine areas of curriculum to ensure preparedness of students for diverse placement experiences.	Consider curriculum content in field preparation course and curriculum that prepares students for placement, particularly in the area of farm animals. Survey students to obtain perceptions regarding field placement preparation.	Completed	Program Coordinator
	Explore initiatives to raise awareness in the community of the Animal Care program as well as Micro credential opportunities.	Participation of program team at recruitment events and have field placement officer communicate with community partners and placement agencies.	In Progress	Program Coordinator/Field placement Officer
Communicative Disorders Assistant (CDA)	Ensure preparedness of students for experiences in audiology as well as research opportunities and secure field placement partners to support increased enrolment.	Re-development of the audiology courses including in-person, experiential lab activities.	Completed	Associate Dean/Program team
		Outreach to community partners through the fall semester to support spring field placements.	In Progress	Field Placement Officer
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration (DH_DA_DRA)	More closely simulate Dental Hygiene clinic schedule in practice towards the end of the DH program to better prepare grads for time management and pace of practice.	Consider final consolidation clinics in sem 6 DH with students completing more than one client in a clinic session.	In process	Program team/Associate Dean
		Examine use of fee guide codes and practice that students get with this to prepare for practice.	Complete	Program Team
		Consider having students holding Bp screening clinics.	In Progress	Program Team

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	Examine curriculum to include common collisions, sequence/timing of fitness training, research opportunities for PADV, experiences with diverse populations, indigenous content, and mentorship for EMSF students.	Update and revise course outlines in the spring to embed content on collisions to be used with the ambulance training.	Completed	Program Team
		Consider timing of fitness training in the program to begin earlier.	Completed	Program Team
		Assess further opportunities to run point of care micro credential.	Completed	Program Coordinator
		Establish mentoring relationships for EMSF students to prepare them for Paramedic program.	Completed	Program Coordinator
Pre-Health Sciences	Assess program delivery revisions in various course areas and the impact on student engagement and critical thinking.	Examine the impact of changes to delivery with online asynchronous Bio and Chem lectures as well as embedded reading skills and problem identification concepts into Preparing for Academic Success.	Complete/In-process	Program Coordinators
		Encourage student and staff participation in physically active events through the fall to foster connections and well-being.	In progress	Program Team
Fitness and Health Promotion (FITS_FHP)	Create opportunities for students to connect in-person through educational lectures, presentations and peer mentoring as well as examine the mental health and well-being in the curriculum.	Leverage community connections and industry expertise to present sessions to students through the fall and winter.	Completed	Program Coordinator

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
	Explore various certifications and feasibility of embedding into the curriculum or through workshops.	Program team currently looking at impact on students of the wellness content that has been enhanced in the curriculum.  Survey graduates and industry partners to establish certifications that would be valuable.	In progress  In progress	Program Team  Program Team
Massage Therapy (MAST)	Enhance curriculum content and student experiences with EDI and diverse population groups.	Program team reviewed course outlines, content and delivery of diverse experiences during spring program review.	Completed	Program Team
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	Curriculum enhancements in the areas of Anatomy and Physiology, trauma-informed practice, Indigenous content and equity, diversity and inclusion.	Program team reviewed curriculum content and course outlines in the spring and identified opportunities to enhance content and delivery. Anatomy and Physiology course exploring use of Anatomage virtual dissection table.  Certain courses incorporating indigenous and trauma-informed content into the curriculum.	Completed  Completed	Program Team  Program Team
Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)	Email PAC COVID questionnaire to membership for completion and return (meeting held during an outbreak crisis)  Elect a chair.	Recorder to email membership for completion and return  PC to discuss with specific external members and elect at next meeting.	Completed  In Progress	Recorder  Program Coordinator

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
	Add Long-Term Care Act into the PN and PSW curriculum.	The principles and components are to be threaded through both PSW and PN curriculum.	Completed	Program Coordinator Program Coordinator and Faculty
	Need PSW student representation on the PAC.	PC to request PSW student for PAC.	Completed	Program Coordinator
	Curriculum in PN Health & Healing – Older Adult to reflect best practices.	Care across the continuum (independence to dependence care) to be included in curriculum.	Completed	Program Coordinator and Faculty
	Semester 5 Consolidation students need leadership opportunities.	Trends and issues in LTC (hospitalization / complications / discharge planning) to be included in curriculum.	Completed	Program Coordinator and Faculty
		Secure leadership opportunities in Long-Term Care for PN students.	Completed	Program Coordinator and Field Placement Officer

### Faculty of Liberal Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status <sup>1</sup>
General Arts & Science <i>Previously General Arts &amp; Science – Liberal Arts</i>	May 18, 2022	6 External 3 College Representatives	Blue
Pre-Health Sciences <i>Previously General Arts &amp; Science – Health and Sciences</i>	May 19, 2022	9 External 5 College Representatives	Green

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

**Key Recommendations**

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
General Arts & Science	Find an advising manager from OnTech to join the General Arts & Science program advisory committee.	Suggest possible contacts from OnTech.	Complete	Patricia MacMillan
	Embed content from the Career Development office on the General Arts & Science student communication page.	Nathan Wilson to follow-up with Jennifer Powell on content that can be shared.	In-process	Nathan Wilson
Pre-Health Sciences	Complete and share the details of the Annual Program Review with committee members.	Sean Crowley and Jesse Parsons to complete the Annual Program Review and share the details at the fall program advisory committee meeting.	In-process	Sean Crowley & Jesse Parsons

### Faculty of Media, Art & Design

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	April 21, 2022	8 External 7 College Representatives	Green
Animation – Digital Production and Game Art	May 26, 2022	10 External 5 College Representatives	Green
Broadcasting for Radio & Contemporary Media	March 29, 2022	8 External 4 College Representatives	Green
Contemporary Web Design and Interactive Media Design	April 7, 2022	8 External 7 College Representatives	Green
Fine Arts – Advanced and Foundations in Art & Design	May 4, 2022	7 External 7 College Representatives	Blue
Graphic Design	June 7, 2022	8 External 4 College Representatives	Blue
Journalism – Mass Media and Journalism Creative Writing	June 8, 2022	9 External 7 College Representatives	Blue
Music Business Management/Music Business Administration	May 31, 2022	9 External 4 College Representatives	Blue
Photography and Video Production	April 27, 2022	9 External 7 College Representatives	Green
Public Relations	April 13, 2022	9 External 5 College Representatives	Blue

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## Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Recommend that Accessibility for Ontarians Disability Act (AODA) compliance is taught in the design application courses within the program.	Now being taught in all creative application courses (Design for Print; and Design for Online Advertising 1 & 2.	On-going	Faculty
	Recommend that insertion order and programmatic work is introduced in either the media planning and buying courses or digital strategy (J. MacPherson to explore whether Google or the Trade Desk would be willing to do a demo in a Fall course 2022).	New course (Digital Media Planning) has been added to PoS and will launch in Fall 2023 in ADMM. Currently taught within courses in AVMC.	On-going	Faculty
	Recommend that Advertising Program faculty continue to record their lectures in some capacity (providing audio, video or both based on faculty preference).	Because technology was failing in Fall 2021 and Winter 2022, students are now recording lectures using their own devices. MAD techs will explore a more reliable solution. Power Point lectures will have recorded readings and explanations published.	On-going	Faculty
Animation – Digital Production/Game Art	Recommend Animation program students should emphasis creature animating (especially quads, and six-eight legs), which is very important, because they cannot be mo-capped.	This has been incorporated into existing courses. Rigs have been purchased.	On-going	Faculty

Program area	Recommendation	Action Plan	Status	Responsibility
	Recommend Animation program students avoid doing flying dragons, they have been done too repeatedly.	Will be removed as assignments by the end of the academic year.	On-going	Faculty
	Recommend Blender be added to the software list for the Animation labs as it is needed in the winter curriculum.	This has been completed and has been installed in all Animation & Game Labs.	On-going	Program Coordinators and Executive Dean
	Recommend more critiquing of individual work in front of the whole class in Animation program.	This is gradually being incorporated into studio courses.	On-going	Faculty
	Recommend Animation program monitor these possible industry trends: Adopting Blender for 3D - it may eventually replace Maya, it is also being used for some 2D, storyboarding/animatics, some even prefer it for sculpting over Z-brush Use of Real-Time Rendering engines, such as Unreal, to replace timed rendering - it can also be used for storyboarding/animatics.	This in progress and has been partially completed.	On-going	Faculty
	Growth of Mo-Cap in Animation studios, especially in animation clean-up.	This will accelerate after the MRC2 has been completed.	On-going	Faculty
	Recommend Animation and Game-Art programs monitor this possible industry trend: Replacement for Substance Painter for surfacing (re: industry dissatisfaction with Adobe's purchase of Substance –	Substance Painter has been incorporated into the Adobe Creative and is now free for students (included in the Creative Cloud subscription). The dissatisfaction doesn't	On-going	Program Coordinators and Executive Dean

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
	there are alternatives, but none have a comparably wide adoption).	seem as vociferous now.		
Broadcasting for Radio & Contemporary Media	Recommend that Sports Broadcasting is explored as an addition to the curriculum.	BRCM will be reviewed in depth in this coming academic year during PEQAB (2023-24). This question will be raised at that time.	In-process	PC and Executive Dean
Contemporary Web Design/Interactive Media Design	Explore integrating data and proof of concepts into the curriculum.	Completed in Spring 2022	In process	Faculty
	Recommend that presentation of student designs to their peers is used more in the programs to help students articulate the value of their designs.	Currently being incorporated into program delivery.	In process	Faculty
Fine Arts – Advanced/Foundations in Art & Design	Recommend that the external membership is reviewed.	The membership is currently under review and new members are being approached.	In-process	PC and Executive Dean
	Recommend that virtual publications of student work are explored.	One virtual publication has been completed and more are being.	On-going	Program Coordinators
Graphic Design	Recommend that students explore Figma in the New Media courses.	Decision made that program would not purchase this software. Program decided to use Adobe XD instead.	In-process	Faculty
	Recommend that extensions to projects are explored within the curriculum. This could be done through reflection pieces when projects or campaigns are submitted.	Was implemented in January 2022.	Completed	Faculty

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Journalism – Mass Media/Journalism Creative Writing	Recommend more social media tools be embedded into the curriculum.	This will be incorporated into curriculum during Fall and Winter semesters 2022-23.	In-process	Faculty
	Recommend iPhone kits be added to the Media Loans inventory.	Explored and it was determined that this is not feasible.	A decision was made to NOT proceed with this initiative	Executive Dean
	Recommend the Comprehensive Program Review presented by B. Legree be accepted as written.	This has been accepted by the PAC and was presented to Academic Council.	Completed	Program Coordinator and Executive Dean
	Recommend the proposed 2023 program of studies be accepted as presented.	This has been accepted by the PAC and will be launched in Fall 2023.	Completed	Program Coordinator and Executive Dean
Music Business Management/Music Business Administration	Recommend that the approved marketing video is shared with the membership when finalized.	This has been shared with the Music Business PAC.	Completed	Administrative Coordinator
Photography/Video Production	Recommend that a chair is nominated in the fall meeting.	The meeting is scheduled for October 12 <sup>th</sup> , and this is an agenda item.	In-process	Executive Dean and membership
	Recommend that the program coordinators have the main website updated with the disclaimer that camera equipment is having supply chain issues and students should buy their cameras early for September.	This was posted in early summer.	Completed	Program Coordinators

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Public Relations	Recommend that how to make projects accessible is introduced across the curriculum.	This has been achieved and will be incorporated into curriculum in Fall 2022.	In-process	Program Coordinator
	Recommend that social media releases are introduced earlier in the curriculum.	This will be achieved at the end of the Fall 2023 semester.	In-process	Faculty
	Members would like to be added to the non-profit and corporate field placement lists to be promoted to students.	This will be achieved at the end of the Fall 2023 semester.	In-process	Program Coordinator
	Recommend that a recruitment project is introduced in the curriculum that can be student-led to help both the students and the program enrolment.	This project will be developed in May/June 2023.	On-going	Faculty
	Recommend that Admissions and Recruitment explore attending High School fairs to promote the program and note the differences between Public Relations and Marketing.	This is pending the start of the 2022-23 recruiting cycle.	In-process	Program Coordinator and Executive Dean
	Recommend that the members are sent the course outlines to be reviewed.	This was completed in July 2022.	Completed	Administrative Coordinator

### Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status <sup>1</sup>
Mental Health & Addictions PAC	April 20, 2022	8 External 2 College Representatives	Green

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Red: PAC that requires attention and review of membership.

**Key recommendations**

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Mental Health & Addictions	<p>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, analyzing data/using Excel, courageous conversations, leadership skills, project management (ongoing).</p> <p>Recruit one new external PAC member. Confirm ongoing interest of external members in continuing onto a second term on the PAC.</p>	<p>Launch <i>Managing Responsive Behaviours in Older Adults</i> Stacked Micro-credential in Spring 2022.</p> <p>Recruited one new, external PAC member.</p>	<p><i>Managing Responsive Behaviours in Older Adults</i> Stacked Micro-credential development launched in Spring 2022.</p> <p>Ongoing assessment of opportunities for ancillary professional development - will continue to monitor (and offer) Ontario Learn offerings with this focus.</p>	<p>Manager, Health &amp; Community/Dean Professional and Part-time Learning</p> <p>Manager, Health &amp; Community, Professional and Part-time Learning</p>

		Confirmed ongoing interest of external members in continuing onto a second term on the PAC.	Complete	Manager, Health & Community, Professional and Part-time Learning
	Website navigation by skill, for new professional development section of the PPL website, would be beneficial for employers.	Website navigation by skill, for new professional development section of the PPL website, is moving forward with expected implementation in Fall 2022.	In progress	Manager, Health & Community, Professional and Part-time Learning in collaboration with PPL team



### Faculty of Social and Community Services

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Behavioural Science Programs (Honours Bachelor of Behavioural Science/Autism and Behavioural Science/Behaviour Technician)	April 13, 2022	8 External 4 College Representatives	Green
Child and Youth Worker	May 16, 2022	9 External 5 College Representatives	Green
CICE – Community Integration through Cooperative Education	May 6, 2022	9 External 5 College Representatives	Yellow
Community (Addictions and Mental Health/Social Services Worker)	March 24, 2022	8 External 9 College Representatives	Green
Court Support Services	April 5, 2022	8 External 5 College Representatives	Green
Developmental Services Worker	March 23, 2022	10 External 5 College Representatives	Green
Early Childhood Education	April 6, 2022	8 External 7 College Representatives	Green
Firefighter – Pre-service, Education and Training	February 28, 2022	10 External 8 College Representatives	Green
Fire Life Safety Systems Technician (FLST)	N/A		
911 Emergency & Call Centre Communications	March 3, 2022	10 External 6 College Representatives	Green
Law Clerk Advanced Fast Track and Office Admin - Legal	March 8, 2022	10 External 9 College Representatives	Green
Conflict Resolution and Mediation	February 23, 2022	8 External 6 College Representatives	Blue
Paralegal	March 29, 2022	8 External 9 College Representatives	Green

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Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	March 30, 2022	10 External 14 College Representatives	Green
Victimology	March 21, 2022	9 External 5 College Representatives	Green
Youth Justice & Intervention	March 22, 2022	9 External 4 College Representatives	Green

**Key recommendations**

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Behavioural Science Programs (Honours Bachelor of Behavioural Science/Autism and Behavioural Science/Behaviour Technician)	Sarah Drexler and Mary Helen Leddy to reach out to Dr. S. Levi and Dr. K. Kwan regarding resources Cultural Humility training.	Sarah Drexler and Mary Helen Leddy to reach out to Dr. S. Levi and Dr. K. Kwan.	Complete	Program Coordinators
	Sarah Drexler to connect with Dr K. Kwan’s assistant reach to investigate field placement opportunities.	Sarah Drexler to connect with Dr K. Kwan’s assistant.	Complete	Program Coordinator
	Links for the ORSIE annual report and Social Innovation Hub to be made available to PAC members.	A. Cappon will send links for the ORSIE annual report and Social Innovation Hub to Mary Helen Leddy and Sarah Drexler to distribute to PAC members.	Complete	Research Coordinator, Program Coordinators
	Sarah Drexler will connect with B. Pentland regarding research project opportunities.	Sarah Drexler will connect with B. Pentland regarding research project opportunities.	Complete	Program Coordinator

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Child and Youth Care	L. Roblin will provide updates of the process to embed the new Vocational Learning Outcomes, what changes have been made in the curriculum to do this.	Update to be included on next PAC agenda.	In progress, responsibility transferred to C Harris as new PC	Program Coordinator
	L. Roblin will meet Lumenus, Big Brothers-Big Sisters, Turning Point, Family Court Clinic regarding placement students.	Meetings to occur during spring.	Complete	Program Coordinator
Community Integration Through Cooperative Education	New Chair to be elected.	Call to go out in advance of Fall PAC meeting and included as first agenda item.	In progress	Executive Dean

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Community (Addictions and Mental Health/Social Services Worker)	Dan Blomme to contact Jennifer Iantomasi and follow up regarding student professionalism and knowledge-base issues that she has noticed during interview processes.	Completed immediately after PAC meeting. Follow up strategy to be developed at program team meetings with implementation over 2022/23 academic year.	Complete	Dan Bloome (faculty)
	ADMH program to pursue greater involvement and presence at community events.	Utilize existing community contacts to become aware of community event opportunities as they become available in the post-pandemic environment. Standing agenda item at program team meetings. Jennifer Iantomasi will let Dan Bloome know when Two PM group is running again in her agency.	In progress	Program Coordinator and team
	Membership to provide feedback in regards to external certifications that would enhance student hiring opportunities e.g. non-violent crisis intervention.	Included as agenda item at Fall PAC. Program team to follow up with ED/AD.	In progress	Program Coordinator, Executive Dean
Court Support Services (CTSS)	Follow up on creation of a digital Graduate Resume Booklet to send to court managers.	Determine if this is a feasible addition/replacement to the hard copy.	In progress	Program Coordinator
	Update regarding whether fillable pdf forms could be obtained.	Obtain pdf fillable court forms.	In progress	Program Coordinator

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Developmental Services Worker	Continue virtual PAC meetings as opposed to returning to in person to allow save PAC members extended travel time with the option to schedule in person meetings on an AD HOC basis with a hybrid option for those who cannot attend.	PAC meetings to continue in virtual format.	Complete	Executive Dean
	Possibly record these meetings so people can review.	Follow up with Privacy Officer regarding privacy issues and feasibility.	In progress	Executive Dean
	Reinforce to students that having a driver's license is beneficial for the purposes of field placement and hiring.	To be included in start-up agenda as well as Field Placement Preparation class.	Complete	Program Coordinator

Early Childhood Education	Updated Program of Study to be shared with PAC membership.	To be included with minutes.	Complete	Admin Asst.
	Janine Keith to follow up with the Child Development Program presentations.	Janine Keith to share with program team.	Complete	Janine Keith
	Information re workshops and resource Library to be shared with the program team and students.	Program Coordinator to share.	Complete	Program Coordinator
	New placement opportunities and process to be shared with Field Placement Officer.	Program Coordinator to share.	Complete	Program Coordinator
	Link for consolidation day to be forwarded to PAC membership for consideration of participation.	Program Coordinator to share.	Complete	Program Coordinator
	Update of Rainbow Plate curriculum implementation to be provided to PAC membership.	To be included in Fall PAC agenda.	In progress	Admin Assistant/Program Coordinator
	Program team to consider paid placement options for students.	Update to be provided at Fall PAC meeting.	In progress	Associate Dean/Program Coordinator
	Diane Kotsopoulos to share with Tracey Hull Gosse and Gillian Dunn the new form being used to ensure students compliance	Diane Kotsopoulos to share.	Complete	Diane Kotsopolous

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
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)	Implement career planning and interview preparation information for students.	Evaluate how this information can be included in the curriculum in the short and long term.	In process	Program Coordinator/ Program Team
	Increase fitness skills for students earlier in the program.	Investigate ways to promote healthy lifestyle and fitness earlier in the program.	ONGOING	Program Coordinator/ program team
	Provide additional practice time for students outside of class time.	Investigate offering students additional access to equipment outside of class time.	In Process	Program Team/Associate Dean
911 Emergency & Call Centre Communications (EMCC)	Connect with J. Wichman as a resource for technology changes.	Consider any additional technology that should be incorporated into curriculum.	In process	Program Coordinator/J. Wichman
	Incorporate information on GPS coordinates for students.	Ensure students are capable of understanding GPS coordinates if technology fails.	In process	Program Coordinator and Program Team



<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Law Clerk Advanced and Law Clerk Advanced Fast Track (LCAD/LCAF)	Obtain updated information for the field placement list.	Ensure updated information provided to students for their search for a field placement.	In process	K. Stewart
	Investigate implementation of database training and entity management.	Investigate Athennian software.	Ongoing	Program Coordinator/Program Team
Conflict Resolution and Mediation (CRMD)	Evaluate other option courses to provide for Semester 2.	Program team will evaluate opportunities to increase breadth of option courses.	In process	Program Team
	Investigate a connection between the Community HUB and CCRS.	E. James-Charles to investigate creating a connection for additional experiential learning opportunities for students.	Ongoing	E. James-Charles
Paralegal - Diploma and Grad Cert (CTA/CTAP)	Implement additional networking opportunities.	Assess the possibility of creating additional networking opportunities for students.	In process	Program Team
	Integrate a connection to a live court room directly within a classroom into one or more courses.	Investigate scheduling of live court into courses.	In process	Program Coordinators/Program Team
Advanced Law Enforcement & Investigations/Police Foundations/Protection, Security & Investigation - PSI (POFD)	Provide an update on the results of CPR.	Share results of final CPR reports for POFD, PSI and LAW.	In process	Program Coordinators
	Ensure students are aware of the ISL program.	Advertise extra-curricular activities such as the ISL program.	In process	Program team

<b>Program area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Victimology (VICT)	Include advocacy curriculum or training.	Investigate the inclusion of advocacy training in the program.	In process	Program team
	Re-evaluate the placement format.	Evaluate alternate field placement models to meet organization needs.	In process	Program Team
Youth Justice & Intervention (YJI)	Update field placement host list.	Ensure list provided to students is updated and accurate to support students securing placements.	In process	Program Team/Placement Officer
	Investigate a community tour day for students.	This has been postponed due to pandemic restrictions but could be investigated at this time.	Delayed	Associate Dean/Program Coordinator

## Faculty of Science, Engineering and Information Technology

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Architectural Technology	April 6, 2022	7 External	Blue
Biomedical Engineering Technology	April 28, 2022	7 External	Blue
Biotechnology – Advanced and Fast-track	March 29, 2022	5 External	Blue
Chemical Engineering Technology	March 24, 2022	7 External	Blue
Chemical Laboratory Technician	April 12, 2022	6 External	Blue
Civil Engineering Technician/Technology	April 7, 2022	10 External	Green
Computer Programming	March 29, 2022	9 External	Green
Computer Systems	April 8, 2022	9 External	Green
Electronics Technician/Technology	March 23, 2022	8 External	Green
Electromechanical Engineering Technology	April 12, 2022	9 External	Green
Emerging Technologies	April 5, 2022	7 External	Blue
Environmental Technology	March 10, 2022	7 External	Blue
Environmental Health and Safety Management	March 31, 2022	6 External	Blue
Mechanical Engineering Technician/Technology	March 31, 2022	10 External	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	March 30, 2022	8 External	Green
Pharmaceutical Science + Pharmaceutical and Food Science	April 6, 2022	9 External	Green
Water Quality Technician	April 21, 2022	8 External	Green

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

## Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Architectural Technology	PAC membership review.	Provide PAC years of service to each member. Bring forward to next meeting.	In-process	Associate Dean/ Administrative Assistant
	Increase PAC member awareness of field placement process.	Share field placement process with PAC members for broader understanding of opportunities to engage students and for sharing within their professional networks.	Share details at next meeting	Program team
	Global competency.	Review where the program may be able to increase student knowledge of working in the industry globally.	In-process	Program team
Biomedical Engineering Technology	PAC membership review.	Provide years of service on PAC to members. This was moved to the next meeting.	In-process	Associate Dean/ Administrative Assistant
	Increase PAC member awareness of field placement process.	Share field placement process with PAC members for broader understanding of opportunities to engage students and for sharing within their professional networks.	Share details at next meeting	Program team
Biotechnology – Advanced and Fast-track	Access for prospective employers.	Provide a pamphlet or brochure that is easy access for potential or prospective employers to see the benefit of engaging with Durham College. Program Coordinator and Associate Dean will look at the program cards to see if that would be suitable or provide specific	In-process	Program Coordinator/ Associate Dean

Program Area	Recommendation	Action Plan	Status	Responsibility
	Guest speakers.	<p>contact information or different ways individuals can engage.</p> <p>SEIT welcomes participation from industry members to become a guest speaker/industry voice in the Programs. Ideas for collaboration can be sent to Program Coordinator.</p>	Ongoing	External members
	Candidates for committee.	<p>Industry members are encouraged to recommend qualified candidates for the committee and to communicate with Program Coordinator.</p>	Ongoing	External members
	Faculty professional development (PD).	<p>Industry members are encouraged to continue sharing opportunities. Please email Administrative Assistant, Program Coordinator as they come up.</p>	Ongoing	External Members
Chemical Engineering Technology	Networking opportunities and professional development seminars.	<p>The inquiry to have external members share names of associations the faculty can join to establish networking opportunities and join PD seminars, will be modified to be presented in a more comprehensive manner. Question will be distributed via email to gather more feedback and will report what was received in the next meeting.</p>	In-process	Program Coordinator/External members

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Chemical Laboratory Technician	Micro-credentials.	Members interested in micro-credentials or those with suggestions are asked to communicate with Program Coordinator.	Ongoing	Industry members
	Professional development (PD) opportunities.	Industry members are encouraged to continue sharing professional development (PD) opportunities faculty can participate in. Members will share a current list of faculty resources.	Ongoing	External members
	Industry member and alumni testimonials.	Share references and statements with Program Coordinator.	In-process	External members
	Industry PAC member recommendations.	Please send contact information to Program Coordinator.	Ongoing	External members
	PAC membership review.	Look at years of service for external members to see how many years external members have been in involved in the PAC meetings.	In-process	Administrative Assistant/Dean
	Election of new chair.	Election of new chair at the next meeting and have any external members who would like to volunteer to contact the Faculty.	In-process	External members

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Civil Engineering Technician/Technology	PAC membership.	Review PAC membership years of service.	In-process	Dean/Administrative Assistant
	Drone licensing.	Provide Associate Dean with drone licensing information.	Ongoing	Program Coordinator
	Program Advisory Committee member.	External members will connect with Associate Dean and Program Coordinator if they know anyone who specializes in GIS who would like to become a Program Advisory Committee member.	In-process	External members
Computer Programming	External membership to attend and participate in the DC IT Student Expo.	Program Coordinator to send PAC members a calendar invites for the DC IT Student Expo.	Completed	Program Coordinator
	Have external members participate as keynote/guest speakers.	Program Coordinator to email membership with details and extend the invitation.	Completed	Program Coordinator
Computer Systems	Continue to promote and utilize the IT Student Expo.	Continue to provide and build on opportunities for students to experience real-world simulations (e.g., IT Expo).	Ongoing	Program Coordinator
	Present new Program of Study to PAC members.	Present finalized Program of Study to PAC, the new POS will be introduced to students in Fall 2022.	Ongoing	Program Coordinator
	Continue to expose students to digital business communication tools	Continue to introduce and utilize this technology in group projects and	Ongoing	Program Coordinator

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
	(Zoom, Teams) as it is now an industry-standard.	assignments so students have these skills.		
Electronics Engineering Technician /Technology	PAC membership review.	Provide list of years of service on PAC.	In-process	Associate Dean/Administrative Assistant
	PAC Chair.	Members will send email to the Associate Dean if anyone is interested in becoming Chair of PAC, prior to spring meeting.	In-process	External members
	Guest Speaker and project-based assignments.	Faculty will reach out to industry members if they need a guest speaker or if they would like more content for project-based assignments.	In-process	Industry member/Associate Dean
Electromechanical Engineering Technology	PAC membership review.	Associate Dean and Administrative Assistant to provide number of years of service on PAC to members.	In-process	Administrative Assistant/Associate Dean
	Increase PAC member awareness of field placement process.	Share field placement process with PAC members for broader understanding of opportunities to engage students and for sharing within their professional networks.	Share details at next meeting	Program team



<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Emerging Technologies	Consider expanding workshops and information sessions to university students and/or external participants.	Explore the possibility and ability to expand the workshop / information sessions.	Ongoing	Program Coordinator
	Continue to consider applied research partnership opportunities with the college	External members to contact program team if they are interested in more information	Ongoing	External membership
	Have a clearer, concise brochure for external members to understand, use and promote co-op and work terms.	Revise marketing materials and create a simplified brochure prior to the next PAC meeting.	Ongoing	Co-operative Education Coordinator/Program Coordinators
Environmental Technology/Fast-track	Student recruitment.	To assist with student recruitment, industry members willing to participate in video recording of their work environment. They are requested to communicate with Program Coordinator. External members and Program Coordinator will work on this further to find more effective methods to increase recruitment, interaction, and understanding of methods within the program.	Ongoing	External members/Program Coordinator
	Networking event.	A program-specific networking event would be very beneficial in which industry members can meet with students in a virtual platform. Interested members are asked to connect	In-process	External members

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
		Program Coordinator. Input this item on the agenda for the next meeting when there are more members present.		
Environmental Health and Safety Management	Work integrated learning.	Program team is encouraging industry members to collaborate, where permitted, with giving students practical industry experience through site inspections, processes, or projects. This being for the whole group or individual student(s). Interested members are asked to connect with Program Coordinator.	In-process	External members
	Field placement students.	Industry members interested in taking a field placement student are asked to connect with Program Coordinator.	Ongoing	External members
	External members contact details.	Program Coordinator will pass along contacts of external members for students to reach out.	In-process	Program Coordinator/External members
Mechanical Engineering Technician and Technology	Gap analysis.	Discuss possible gaps between industry requirements and program content.	Ongoing	External members/Program Coordinator
	Site visit arrangements.	Explore site visit of campus facilities and industry sites of METY when able to do so (within Covid-19 protocols).	In-process	Associate Dean/External members

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
	PAC membership review.	Provide list of years of service for external members for next meeting.	In-process	Associate Dean/Administrative Assistant
Mechanical Engineering Technician – Non-Destructive Evaluation	PAC membership review.	Defer to the next meeting for years of service among external members on the PAC.	In-process	Associate Dean/Administrative Assistant
	New chair election.	Election of new Chair will be reviewed again in the Fall.	In-process	External members
Pharmaceutical Science, and Pharmaceutical and Food Science	Pathway with Trent University.	Follow-up to have a pathway with Trent University.	In-process	Associate Dean
Water Quality Technician	Gap analysis.	Program Coordinator will work on innovating ways to bridge the gap from High School to College, create a hybrid approach of going into schools, working with the students through using the materials and incorporating water within the curriculum.	In-process	Program Coordinator/Associate Dean

### Faculty of Skilled Trades & Apprenticeship

<b>PAC - Program / Program Cluster</b>	<b>Meeting date during this reporting period</b>	<b>Membership</b>	<b>Status<sup>1</sup></b>
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	March 1, 2022	8 External 4 College Representatives	Blue
Crane Operation, Rigging & Construction Techniques (CORC)	April 13, 2022	9 External 3 College Representatives	Yellow
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	March 31, 2022	9 External 3 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	March 30, 2022	6 External 2 College Representatives	Blue
Mechanical Technician – Millwright (MTMW)	May 17, 2022	10 External 2 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	March 29, 2022	8 External 2 College Representatives	Green
Mechanical Technician – Plumbing (MPLU)	April 19, 2022	5 External 3 College Representatives	Blue
Motive Power Technician (MPTN)	April 12, 2022	7 External 3 College Representatives	Blue
Power Engineering Technician (PETN)	April 13, 2022	6 External 2 College Representatives	Blue
Welding Techniques (WETN)	May 17, 2022	5 External 2 College Representatives	Blue

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

## Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) & Carpentry and Renovation Technician (RENO)	Increase the diversity of the PAC and membership.	Reach out to the building community to invite new members.	In process	M. Jones D. Fishley
	Review programs/course outlines to ensure that time is spent on educating the student on clauses with respect to cost increases (labour and material) to include with their estimates and quotes.	Review course outlines.	Complete	A. Doyle
Crane Operation, Rigging & Constructions Techniques (CORC)	Create the opportunity for a “shadow” day/co-op/field placement day each semester to allow the students practical field experience.	Investigate opportunities within the craning community.	Ongoing	K. Keays R. McLeod
	Investigate with Welding program to see if they have the torquing tools for introduction/basic knowledge for the student.	Review program of study and opportunities to include this training.	Ongoing	L. Buczkowski K. Keays
	Provide membership with course outlines for program.	Share the course outlines.	Complete	L. Ogg
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Schedule in person visit/tour of campus for PAC membership.	Target a tour to include in the next PAC meeting.	Ongoing	L. Ogg M. Jones
	Schedule meeting for PAC membership regarding apprenticeship.	Target to include in the next agenda.	Ongoing	L. Ogg M. Jones
	Membership recommends adding a co-op component to the program.	Begin the paperwork to include this option in future POS for the EETN program.	Ongoing	M. Jones

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Heating, Ventilation, Air Conditioning Techniques/ Gas Technician 2 (HVAC/GFIT)	Chris Hall to send any training information for electrical and hydronics to membership.	Email.	Complete	C. Hall
	Secure and offer 313B licensing training at Durham College.	Investigate.	Ongoing	R. McLeod
Mechanical Technician – Millwright (MTMW)	PAC Membership to review at the course learning outcomes provided and provide feedback on if the outline outcomes meet the knowledge needs of industry.	Provide course outlines to the PAC membership.	Complete	S. Brathwaite
Mechanical Technician – Elevating Devices (MTED)	Membership recommends students be exposed to the various employment opportunities within the industry aside from mechanic.	Review course outlines.	Ongoing	G. Noordstra
	Membership recommends increasing awareness by way of guest speakers.	Investigate opportunities within current POS, share with faculty teaching team.	Ongoing	Program Team R. McLeod
	The metallurgy course is being evaluated and perhaps a new course would be created.	Investigate and update POS.	Ongoing	G. Noordstra R. McLeod
Motive Power Technician (MPTN)	Include more soft skills in the Interpersonal Skills course.	Review course outline.	In process	R. Ruffo
	Membership recommends including more guest speakers in the program.	Investigate opportunities within current POS, share with faculty teaching team.	In process	R. Ruffo M. Jones
	Membership recommends that an additional course through PPL with respect to upholstery/interior.	PPL will investigate.	Ongoing	PPL

<b>Program Area</b>	<b>Recommendation</b>	<b>Action Plan</b>	<b>Status</b>	<b>Responsibility</b>
Power Engineering Technician 4 <sup>th</sup> Class (PETN)	Invite PAC members for a tour and trial with the VR program.	Target a tour to include in the next PAC meeting.	In process	R. McLeod
	Review COMMS course for inclusion of more program specific material.	Recommendation will be shared with the Faculty of Liberal Studies.	In process	R. McLeod
	Chair recommends that D. Beals and R. McLeod attend the Gathering of Colleges.	Attended the province wide meeting.	Completed	R. McLeod
	Membership recommends brining Alumni and Industry professional in to speak to students in a panel format.	Investigate opportunities within current POS, share with faculty teaching team.	Ongoing	Program Team
	D. Beals to connect with Craig Graham with respect to the students touring his facility.	D. Beals to follow up.	In process	D. Beals
	D. Beals and R. McLeod to investigate public recognition for those who partner with us for placement.	Investigate recognition opportunities.	In process	D. Beals R. McLeod
Welding Engineering Technician (WETN)	Expose the students to more situations where they can use their critical thinking skills in setting up their machines to the task at hand.	Recommendation will be shared with the Faculty of Liberal Studies.	Ongoing	M. Jones Program coordinator
	PAC Membership recommends the installation of an automated welding cell(s).	Investigate.	Ongoing	M. Jones Program coordinator
	Build a schedule that would allow a student to work in industry while attending the program.	Investigate.	Ongoing	M. Jones

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**To: Board of Governors**

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

**Date of Meeting: October 19, 2022**

**Subject: Scholarship of Teaching and Learning Projects: Update**

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## **1. Purpose**

To provide an update on Durham College's (DC) Scholarship of Teaching and Learning (SoTL) projects to the Board of Governors.

## **2. Background**

DC developed a SoTL framework that provides faculty with a formal mechanism to conduct educational research focused on improving student learning and engagement. SoTL is the purposeful inquiry to explore, understand and improve student learning by strengthening instructional approaches and practices. It brings a scholarly lens to the intersection of student engagement and learning, professional reflection and practice, and the integration of innovation and development to teaching.

## **3. SoTL Projects: Update**

DC launched its new SoTL framework in 2021-2022. [Five projects](#) were approved in its inaugural year. Four of the five projects were completed; the fifth project did not engage students, although it did provide the faculty member with valuable insights into how to revise her approach for future engagement.

Faculty researchers will share their project results with the DC community at the Fall Academic PD Day on October 26, 2022. A notable accomplishment in this round of projects includes a presentation at an international conference in spring 2022 by Erin Dancy and Michael Williams-Bell; their project focused on the effects of blended learning on motivation, self-directed learning readiness, academic success and retention. Another research team plans to submit a presentation proposal to the Education and Cognition conference, hosted by McMaster University in spring 2023.

Two new projects involving six faculty researchers were approved for the current academic year. The projects include the examination of a coding feedback program on student performance, and the impact of health promotion and wellness curriculum on wellness, motivation, learning and academic success in pre-service fitness and health professionals.





Innovation & Disruption Catalyst Group  
Annual Report For 2021-2022  
August 1, 2022

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## Innovation and Disruption Catalyst Group Annual Report for 2021-2022

### Section 1: Background

Driven as a priority of the president, the Office of the President established the Innovation and Disruption Catalyst Group (IDCG) in June 2021.

To launch the initiative, the president identified a core group of employees with input from the executive team to form a steering committee to help structure and guide the process.

The IDCG's steering committee members were (job titles at the time of initial appointment):

- Don Lovisa, president (administration)
- Debbie Johnston, dean, Centre of Professional and Part-Time Learning (administration)
- Janine Knight-Grofe, manager, International Education (administration)
- Rogier Ten Kate, professor, School of Business & IT Management (faculty)

Next, at the virtual Employee Town Hall on June 14, 2021, the president announced the steering committee members and made a call for expressions of interest for additional employees who wanted to join the group. The steering committee received emails from fifteen employees interested in participating in the group.

After careful consideration, the steering committee selected an additional four employees to form the IDCG (job titles at the time of initial appointment):

- Shauna Moore, adviser, equity, diversity and inclusion (support)
- Jonathan Carrigan, program coordinator, School of Business, IT & Management (faculty)
- Justin Christie, multimedia specialist, Communications and Marketing (support)
- Danielle Harder, professor, School of Media Art & Design (faculty)

Through a series of initial meetings, the IDCG established a mandate, roles and responsibilities, and guidelines for how the group would operate, which are documented in its terms of reference (**Attachment 1.0**).

### Section 2: Mandate

The mandate of the IDCG is:

The Innovation and Disruption Catalyst Group (IDCG) will serve to inspire and amplify conversations about innovation and disruption throughout Durham College, thereby supporting a transformative change to the college's organizational culture. With a focus on purposeful innovation that supports DC's four pillars, the group's role is to be an enabler of others rather than to identify innovations directly. As such, the IDCG will remove barriers to innovation, stimulate creativity and discussion across the institution, and make recommendations to DCLT and the Board of Governors as appropriate, in order to ensure that every employee feels confident and empowered to champion opportunities for innovation.

### **Section 3: Roles and Responsibilities**

According to its terms of reference, the roles and responsibilities of the IDCG are as follows:

- To analyze Durham College's current culture using the Hofstede survey and, based on the findings, develop recommendations that will advance a culture of innovation.
- To build a shared language of innovation across DC to act as a frame of reference that will positively influence how people think about and talk about disruptive innovation.
- To create a framework of measurement that creatively articulates the value achieved by major innovation initiatives throughout the college.
- To develop a series of measures that will be used to assess the IDCG's effectiveness.
- To establish a communications strategy that keeps the organization talking about and actioning innovation. As part of this, craft stories that inspire the courage to innovate.
- To sponsor analyses of DC's "big data" to build deeper insights into factors that impact innovation at DC. Based on this analysis, take steps that will remove barriers, strengthen existing enablers and introduce new means of igniting innovation.
- To prepare recommendations for modifications to existing processes and practices that will help to reinforce a culture of innovation.
- To review innovation proposals that require funding and make adoption recommendations.
- To champion purposeful disruptive innovation by influencing and inspiring others at all levels of the organization.

### **Section 4: IDCG Membership Moves & Shakes**

Shauna Moore left the college earlier this year, and Justin Christie's employee status changed from support staff to administration. As such, Amanda Banning was appointed to the group after self-identifying as interested in the role to ensure representation from the support staff group. Additionally, the president announced another expression of interest at the support staff dialogue session on May 12, 2022. The IDCG received emails from eight support staff employees interested in joining the group. On May 30, 2022, the IDCG met to discuss the expressions of interest and selected Lucy RomaoVandepol as the newest member.

### **Section 5: Governance**

Since June 2021, the IDCG has met ten times and hosted several activities and special events. Further, the work of the IDCG was captured in the 2021-2022 business plan and continues to be a priority of the Office of the President.

### **Section 6: Summary of IDCG Activities for 2021-2022**

The following report summarizes the work accomplished by the IDCG over the 2021-2022 academic year.

## 6. 1 Hofstede Cultural Survey

Led by Rogier Ten Kate and Jonathan Carrigan, one of the first activities sponsored by the IDCG was the roll-out of the Hofstede Cultural survey to all full-time College employees, including partial-load faculty. The cost to administer the survey was approximately \$7500, excluding staff time.

### *Why Hofstede?*

Hofstede Insights is an exclusive group of culture and management professionals who specialize in international consulting with a strong focus on creating cultural competence and increasing the effectiveness of organizations around the world.

- Hofstede has worked with a clear and scientifically established distinction between values at work and values in other circumstances.
- Hofstede has been measuring organizational culture for 30 years, long before its importance became realized by the corporate world.
- Hofstede approaches organizational culture as a tool of management, which improves effectiveness of organizations.
- Through experience and research, Hofstede has come to analyze organizational culture as an interaction of the cultures of its sub-groups.

Hofstede's model states that an organization's core vision and values are defined by the very organization and are the exclusive prerogative of its founders, executives, directors, and other strategy-making levels. Therefore, Hofstede does not define vision, mission, or core principles. Hofstede measures to what extent the vision and value statements at the college are culturally congruent with the prevailing national culture values throughout the organization. With this analysis, DC can make modifications and/or change formulations of its statements to achieve better resonance with the hearts and minds of its stakeholders - as this is what makes a winning culture.

As part of the survey, the project team identified fourteen subgroups to be able to compare the organizational culture of each subgroup against the college's organizational culture as a whole:

1. School of Business, IT & Management
2. School of Health & Community Services
3. School of Hospitality & Horticulture Science
4. School of Interdisciplinary Studies
5. School of Justice & Emergency Services
6. School of Media, Art & Design
7. School of Science & Engineering Technology
8. School of Skilled Trades, Apprenticeship & Renewable Technology
9. Academic Services, to include:
  - Office of the Executive VPA
  - Campus Library
  - Centre for Teaching and Learning

- Professional & Part-Time Learning
  - Corporate Training Services
  - Test Centre
  - International Education
  - Office of the Registrar
  - Research Services, Innovation & Entrepreneurship
  - Student Academic Learning Services
10. Administrative Services, to include:
- Office of the President
  - Office of the CAO
  - Office of Development & Alumni Affairs
  - Campus Safety
  - Communications & Marketing
  - Facilities and Ancillary Services
  - Financial Operations
  - Health and Safety
  - Human Resources and Equity
  - IT Services
  - Records Management
11. Student Affairs, to include:
- Office of the Dean, Students
  - Access and Support Centre
  - Campus Athletics and Recreation
  - Campus Health and Wellness Centre
  - Career Development
  - Employment Services
  - Financial Aid and Awards
  - First Peoples Indigenous Centre
  - Student Development
12. Faculty
13. Administration
14. Support

Hofstede administered the survey to approximately 1000 employees between Tuesday, October 12, 2021, and Friday, October 22, 2021, and the IDCG received a response rate of approximately 50%, which was considered a success.

See **Attachment 2.0** for the college-wide survey results.

In addition to assisting with the survey administration, facilitators Rogier Ten Kate and Jonathan Carrigan hosted three workshops with the Durham College Leadership Team (DCLT).

- Workshop #1 was held on September 1, 2021, before the survey launched to identify the optimal culture from the perspective of the leadership team
  - See **Attachment 3.0** for documents supporting this discussion
- Workshop #2 was held on November 24, 2021, to discuss the levers of change identified by Hofstede
  - See **Attachment 4.0** for documents supporting this discussion
- Workshop #3 was held on February 2, 2022, and focused on identifying a change strategy based on the change levers identified as a priority
  - See **Attachment 5.0** for documents supporting this discussion

After carefully analyzing the results, IDCG member Debbie Johnston prepared a high-level summary to be shared with employees at Dialogue with Don sessions hosted between March and May 2022. See **Section 6.3** for additional information on the outcomes and themes that emerged from the dialogue sessions held with administrators, support staff, and faculty.

For the April 6, 2022, DCLT meeting, the leadership team was asked to rank their priority action items **see Attachment 6.0**. Note: The leadership team has not advanced any action plans from the Hofstede cultural survey results.

## **6. 2 Share Your Story Campaign**

Next, in January 2022, the IDCG launched Phase 1 of the *Share Your Story Campaign* to encourage dialogue and storytelling with a kick-off video message by the president. For this campaign, the IDCG asked employees to post a digital story about the creative and innovative things happening at the college. As an incentive, a draw for three \$1,000 gift cards occurred at the administrative dialogue session on March 7, 2022. As a bonus, as part of the communications plan for this activity, entrepreneur and venture capitalist Bruce Croxon filmed a video about the importance of innovation and encouraging participation in the campaign.

Phase 1 of the campaign closed on February 18, 2022, and garnered 38 submissions. The winners of the draw for a \$1,000 gift card were Kevin Jones (administration), Jennifer Powell (support), and David Hawey (faculty).



With Phase 1 deemed an overwhelming success by the IDCG, the group decided to keep the conversation and momentum going and launched Phase 2 of the *Share Your Story Campaign*, which saw a new window to post content.

Phase 2 of the campaign closed on April 8, 2022, and garnered 33 submissions. A second draw for three \$1,000 gift cards occurred on April 11, 2022, and the winners were Linda Flynn (administration), M. Minelli (faculty), and Stuart Sackler (faculty).



See **Attachment 7.0** for a summary of the stories submitted to the padlet for this campaign.



Below is a summary of the total statistics for the *Share Your Story Campaign*.



Following the close of the *Share Your Story Campaign*, the Office of the President created social media content featuring the stories submitted for posting on the president's LinkedIn and Twitter accounts. These stories have generated significant interest. See **Attachment 8.0** for a summary of social media statistics from LinkedIn.

Below is a summary of the impressions and engagement that these stories accumulated on the LinkedIn platform:



### 6.3 Dialogue Sessions

After reviewing the Hofstede cultural survey data, the IDCG felt it was essential to communicate the high-level results to employees and engage in additional conversations about how each employee group could start thinking about innovation.

As a result, the Office of the President scheduled a series of virtual dialogue sessions:

- Dialogue session for administrators – March 7, 2022 (approximately 100 attendees)
- Dialogue session for support staff – May 12, 2022 (approximately 191 attendees)
- Dialogue session for faculty – May 20, 2022 (approximately 156 attendees)

Each session included a high-level summary of the Hofstede survey results co-presented by IDCG member Debbie Johnston and the president. Additionally, participants engaged in a breakout discussion and a report back to the larger group during each session.

The question asked in the breakout discussion was:

- For administrators:
  - What can we do as leaders to actively shift our organizational culture to one that encourages innovation?
- For support staff:
  - What can each of you do as support staff within DC to contribute to an environment of innovation, and what support will you need in order to accomplish this?
- For faculty:
  - What can each of you do as DC faculty to contribute to an environment of innovation, and what support will you need in order to accomplish this?

The discussion from these sessions was rich and robust, and it was captured in a series of padlet posts that were summarized and analyzed for themes and trends.

See **Appendix 9.0** for a summary of themes from the administrative dialogue session.

See **Appendix 10.0** for a summary of themes from the support staff dialogue session.

See **Appendix 11.0** for a summary of themes from the faculty dialogue session.

Additionally, the Office of the President prepared a comparative analysis of themes across all three employee groups, attached as **Appendix 12.0**.

## Employee Town Hall

To amplify conversations about innovation and disruption at the college, members of the IDCG were invited by the Office of the President to participate in a panel discussion at the in-person Employee Town Hall on May 2, 2022. This panel discussion gave IDCG members a chance to discuss what innovation means to them in an organic and unstructured forum.

Anecdotally, IDCG members have shared how this panel discussion has spurred additional conversations with employees across the college.



Further, at the Employee Town Hall, the president announced the IDCG's upcoming Innovation Think Tank sessions. Employees were encouraged to register for the morning (9 a.m. to noon) or afternoon (1:00 p.m. to 4:00 p.m.) session on June 2, 2022.

## Innovation Think Tanks

On June 2, 2022, the IDCG hosted two in-person Innovation Think Tank events in the global classroom. Approximately 50 employees participated in the morning and 45 in the afternoon.



The format for the day included opening remarks from the president, breakout discussions facilitated by members of the IDCG, and then a report back to the larger group.

For each session, attendees were divided into four zones (yellow, blue, green, and red), ensuring a cross-section of representation from each employee group – administrative, support, and faculty.

Attendees in each zone spent 80 minutes discussing two in-depth questions. The IDCG identified the questions posed during the breakout discussions as emergent themes from the past year.

The questions discussed were:

1. Your team has been asked to design and launch an innovation challenge to encourage employees to share their new ideas.
  - Consider:
    - How is the challenge structured?
    - What resources are required for the challenge to be successful?

- How will you motivate people to participate?
  - Would you offer incentives, and if so, what?
2. Innovation can be a by-product of failure. Your team has been asked to develop 3 to 5 recommendations for consideration by the senior leadership team on creating and supporting a culture of risk-taking.
- Consider
    - How can leaders contribute to a culture that recognizes (and supports) failure as part of the innovation process?
    - What systems could DC implement to help employees test new ideas?
    - What are the current barriers to taking risks and testing new ideas, and how can they be reduced or eliminated?
3. Your team has been asked to design and launch an innovation challenge to encourage employees to share their new ideas.
- Consider:
    - How is the challenge structured?
    - What resources are required for the challenge to be successful?
    - How will you motivate people to participate?
    - Would you offer incentives, and if so, what?
4. Innovation often requires collaboration. Your team has been asked to develop 3 to 5 recommendations for consideration by the senior leadership team to improve cross-college collaboration.
- Consider
    - How can DC foster and support more inter-departmental collaboration?
    - How do we appeal to various personality types (e.g., introvert/extrovert)?
    - How do we begin to break down silos or reduce hierarchy?
    - What are the current barriers to cross-college collaboration, and how can they be reduced or eliminated?

The IDCG received positive feedback about the sessions, and attendees seemed to have enjoyed connecting, creating, and sharing their feedback with colleagues in an open forum. By all accounts, the toys and candy were also a big hit!

See **Attachment 13** for a summary of the data collected at the Innovation Think Tank events.

### **Idea Management Platform**

On January 28, 2022, the IDCG launched a request for proposals (RFP) for an idea management system. The RFP closed on February 18, 2022, and one submission was received from a company called QMarkets. The project team evaluated the RFP, was impressed with the product demonstration, and ultimately awarded the RFP to QMarkets, executing a contract in April 2022. The cost to procure the platform was approximately \$32,500.

A project implementation team is currently working on setting up and implementing the platform to launch it college-wide in the fall of 2022. The overall purpose of the platform is to facilitate a transparent process for submitting ideas (for a structured campaign or randomly) that will be evaluated and reviewed through an established workflow, which the submitter and system administrators can track. Additionally, the platform supports cross-college collaboration by connecting employees, encouraging comments, discussing and contributing to posted ideas, and upvoting ideas. Anyone interested in an idea can follow it as it moves through the review and evaluation process. The platform also includes several gamification features to incentivize participation. This platform will address a number of themes identified in the dialogue sessions and the Innovation Think Tanks about the desire to have a platform to share and collaborate on ideas transparently and openly.

Over the summer, in consultation with the IDCG, the Office of the President will determine the initial campaign question to launch the platform and prepare a series of communications to support the launch.

### **IDCG's Next Steps**

Over the coming year, the IDCG will:

- Look at its membership and approve terms of appointment for existing members to support a turnover of members in a structured way;
- Review its terms of reference, including mandate, roles and responsibilities, and how to measure the IDCG's effectiveness
- Consider how the Hofstede cultural survey results can be acted on to drive organizational culture change;
- Support the implementation of the QMarkets idea management platform and the launch of the first college-wide campaign;
- Plan a fall event(s) to build on the momentum of the Innovation Think Tank events;
- Identify ways to build on the momentum achieved in its first year to engage in continued conversations with employees;
- Identify strategies to showcase the college's stories of creativity and innovation.