DURHAM COLLEGE
SUCCESS MATTERS

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

Date: Wednesday, February 8, 2023, 6:00 p.m.

Location: Durham College 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.

Pages

1. **CALL TO ORDER**

2. **INTRODUCTION OF GUESTS**

3. **CONFLICT OF INTEREST DECLARATIONS**

4. **PRESENTATIONS**

 4.1 Program Spotlight: Community Integration Through Co-Operative Education Program - Ralph Hofmann, Angie Wood, Adam Shapiro (student), Malcolm Thompson (student)

 4.2 Presentation of Good Governance Certificates: Melissa Bosomworth, Kalyan Chakravarthy, Peter Pryce, Atif Usmani

5. **CONSENT AGENDA**

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

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

 5.1 Approval of Board Agenda for February 8, 2023

 Recommendation
 That the public agenda for the February 8, 2023, Board of Governors meeting be approved as presented.

 5.2 Approval of Public Board Meeting Minutes from December 14, 2022   4 - 12

Recommendation

That the public minutes of the Board of Governors meeting of December 14, 2022, be approved as presented.

Recommendation

That the report of the Governance Review Committee meeting of January 18, 2023, be received for information.

6.   CHAIR'S REPORT

7.   CO-POPULOUS GOVERNORS' REPORT

8.   DECISION ITEMS

9.   DISCUSSION ITEMS

10.   INFORMATION ITEMS

11.   UPCOMING EVENTS

- Launch of Student Governor & Administrative Staff Governor Elections - February 13, 2023

- Learn More Series: Understanding the Interconnection of DC's Strategies, Plans and Publications - February 21, 2023 at 6:00 p.m. (MS Teams)

- Applications Due for Advertised Board of Governors Vacancy for the Agriculture/Hospitality Sectors - February 24, 2023

- Board of Governors Retreat - March 10 to 12, 2023, Briar's Resort

- Annual Board Evaluation & Committee Preference Survey - Open Between March 20 to 29, 2023

- Election for Board Chair & Vice-Chair - Nominations (April 10 to 13);

Voting (April 17 and 18)

12. MOVE TO IN-CAMERA SESSION

13. ADJOURNMENT

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

Date:	Wednesday, December 14, 2022
Location:	Durham College Boardroom, A144
Members Present:	Gary Rose, Chair of the Board
	Lisa Allen
	Ian Ball
	Suzanne Beale
	Melissa Bosomworth
	Kaylan Chakravarthy
	Gail Johnson Morris, Vice-Chair of the Board
	Don Lovisa, President
	Kenneth Michalko (entered the meeting at 6:05 p.m.)
	Ian Murray
	Jerry Ouellette
	Peter Pryce
	Dwight Townsend (entered the meeting at 6:10 p.m.)
	Nathan Wilson
Members Absent:	Kelly Doyle
	Elizabeth Cowie
	Atif Usmani
Staff Present:	Scott Blakey, Chief Administrative Officer
	Linda Flynn, AVP, Office of Development and Alumni Affairs
	Peter Garrett, Mgr., Strategic Reporting and Government Relations
	Tara Koski, Dean, Students
	Barbara MacCheyne, Chief Financial Officer/VP, Administration
	Elaine Popp, Executive Vice-President, Academic
	Melissa Pringle, Corporate and Board Secretary
	Janse Tolmie, AVP, IT Services

1. CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Kevin Baker, Executive Dean, Faculty of Business

- Jean Choi, Executive Dean, Faculty of Liberal Studies

- Jenny Cortez-Cordova, Professor, Faculty of Science, Engineering & Information Technology

- Jennifer Cosway, AVP, Human Resources & Equity

- Kayla Goldhawk, Executive Assistant to the AVP, Human Resources & Equity

- Danielle Harder, Professor, Faculty of Media, Art & Design

- Debbie Johnston, AVP, Academic (Enrolment & International Education)

- Thom MacDonald, Dean, International Education

- Debbie McKee Demczyk, Dean, ORSIE

- Rebecca Milburn, Executive Dean, Faculty of Skilled Trades & Apprenticeship and Faculty of Hospitality and Horticulture Science & Principal of Whitby Campus

- Nikki Samuel, Director, Equity, Diversity & Inclusion

- Rogier Ten Kate, Professor, Faculty of Business

3. CONFLICT OF INTEREST DECLARATIONS

The Chair asked if there were any conflicts of interest to declare. None noted.

4. PRESENTATIONS

Governor Michalko entered the meeting.

4.1 DC's Global Engagement Strategy with Thom MacDonald, Rogier Ten Kate Danielle Harder and Jenny Cortez-Cordova

The Board received a video presentation from the Executive Vice-President, Academic, the Dean, International Education, Professor J. Cortez-Cordova, Professor D. Harder, and Professor R. Ten Kate about Durham College's (DC) Global Engagement Strategy and the role of the Global Learning Facilitator.

Governor Townsend entered at 6:10 p.m.

The Board questioned the presenters about how projects and locations for the Faculty-Led Classroom Abroad are chosen, the benefits of internationalization for domestic students, and if our international work correlates to increased enrolment. In response to questions, the presenters explained that many of DC's international projects are driven by passion, industry connections, and the expertise of the faculty involved. They also highlighted the importance of global citizenship for all DC students. Additionally, President Lovisa spoke about the role of CICan in supporting DC's international projects and collaborations.

5. **CONSENT AGENDA**

Moved by Governor Wilson
Seconded by Governor Townsend
"That all items listed under the heading of consent agenda be adopted as recommended." CARRIED

5.1 **Approval of the Board Meeting Agenda for December 14, 2022**

That the public agenda for the December 14, 2022, Board of Governors meeting be approved as presented.

5.2 **Public Minutes of the October 12, 2022 Board of Governors Meeting**

That the public minutes of the Board of Governors meeting of October 12, 2022, be approved as presented.

5.3 **Report of the Governance Review Committee - November 9, 2022**

That the report of the Governance Review Committee meeting on November 9, 2022, be received for information and all actions be approved as presented.

6. **CHAIR'S REPORT**

As part of the Chair's report:

- The Chair acknowledged Kaylan Chakravarthy for recently being recognized for enterprise excellence and innovation in IT by CIO Awards Canada.

- The Chair acknowledged Don Lovisa for completing the Institute of Corporate Directors program as part of the 99th graduating class.

- The Chair acknowledged DC for being named one of the GTA's top employers for the twelfth year.

- The Chair encouraged Governors to complete the Board Retreat Information Form and to attend the *Taste of the Trades* social event in January (January 12, 2023, at 5:30 p.m., Whitby Campus).

- The Chair reported that the first *Highlights from the Board of Governors* newsletter was sent to the college community after the October 12, 2022, board meeting and received positive feedback; the analytics showed that over 700 employees opened the newsletter.

- The Chair reported on the College Employer Council (CEC) Board of Directors meeting he attended on Tuesday, November 29, 2022. Topics discussed included the group insurance report, appointments to the CAAT pension plan and other Committees, the appointment of KPMG as CEC's auditor, and work to upgrade their website.

- The Vice-Chair reported on the DC Foundation Board meeting she attended on Tuesday, December 6, 2022, where the investment portfolio was reviewed and the foundation's future options were discussed. Further, the DC Board was advised that the Chair of the Foundation will attend the Executive Committee meeting in January 2023 to discuss options for the foundation's future.

- Governors Bosomworth, Chakravarthy, Johnson-Morris, and Pryce shared reflections about the Higher Education Summit. Further, the Chair reported that despite having four strong nominations, DC did not win at the Premier's Awards gala.

7.   CO-POPULOUS GOVERNORS' REPORT

There was no co-populous governors' report.

8.   DECISION ITEMS

8.1   New Program of Instruction: Hoisting Technique and Tower Crane Operation - Apprenticeship

The Board received a report from the Executive Vice-President, Academic and Executive Dean, Faculty of Skilled Trades & Apprenticeship and Faculty of Hospitality and Horticulture Science introducing a new program of instruction for approval, hosting techniques and tower crane operation-apprenticeship. In support of the program proposal, the Executive Vice-President, Academic explained the various types of credentials permitted under the Ontario Qualifications Framework and further explained that the report was before the Board again for approval as a DC certificate program because the Ministry did not grant approval to increase the number of program hours.

The Board questioned the Executive Vice-President, Academic and the Executive Dean, Faculty of Skilled Trades & Apprenticeship and Faculty of Hospitality and Horticulture Science regarding the differences between credential types, the competitive advantage for DC, the capital financing required to procure the necessary equipment, and possible issues related to union employers.

Moved by Governor Pryce
Seconded by Governor Ouellette
"That in accordance with Report BOG-2022-69, the Hoisting Techniques and Tower Crane Operation - Apprenticeship Durham College Certificate program be approved." CARRIED

President Lovisa temporarily left and re-entered the meeting.

8.2 New Program of Instruction: Professional Selling & Business Development (1 year & 2-year) and Business Graduate Certificate Cluster (2-year)

The Board received a report from the Executive Vice-President, Academic and the Executive Dean, Faculty of Business, introducing new programs of instruction for approval, Professional Selling & Business Development, Professional Selling & Business Development – Canadian Context and Business Graduate Certificate Cluster – Canadian Context. The Executive Vice-President, Academic assured the Board that the program had gone through the full internal approval process and complied with the Ministry Binding Policy Directives.

Further, the Executive Vice-President, Academic explained that the 2-year graduate certificate is unique in the sector but is appealing to international students looking to qualify for a three-year work permit and immigration status post-graduation.

Governor Rose temporarily left and re-entered the meeting.

The Executive Dean, Faculty of Business reviewed the environmental scan that informed the program, and the program highlights. He spoke about the certificates embedded in the program, including the Canadian Professional Sales Association sales certificate. Additionally, the Executive Dean, Faculty of Business advised that courses share a common first semester and each program will be required to add a program learning outcome to address the Canadian historical context.

The Board questioned the Executive Vice-President, Academic and the Executive Dean, Faculty of Business, about the breadth of Canadian history

being taught as part of the curriculum and if plans were in place to teach the Canadian context across additional disciplines.

Moved by Governor Murray
Seconded by Governor Michalko
"That in accordance with Report BOG-2022-85, the Professional Selling & Business Development, Professional Selling & Business Development – Canadian Context, and Business Graduate Certificate Cluster – Canadian Context, Ontario College Graduate Certificate programs be approved." CARRIED

8.3   New Program of Instruction: Fundraising Management

The Board received a report from the Executive Vice-President, Academic and Executive Dean, Faculty of Liberal Studies, introducing a new program of instruction for approval, fundraising management (Durham College certificate). The Executive Vice-President, Academic assured the Board that the program had gone through the full internal approval process and complied with the Ministry Binding Policy Directives. Additionally, the Executive Vice-President Academic advised that Algonquin College within OntarioLearn hosts all six courses comprising the certificate.

The Executive Dean, Liberal Studies reviewed the program highlights, and target markets. She also summarized the data received by analyzing several job advertisements in the Greater Toronto Area and across the province, asking for fundraising experience.

The Board questioned the Executive Vice-President, Academic and the Executive Dean, Faculty of Liberal Studies, about how the program is advertised and suggested that the staff of rural municipalities may also be a target market.

Moved by Governor Johnson Morris
Seconded by Governor Ball
"That in accordance with Report BOG-2022-84, the Fundraising Management, Durham College certificate program be approved." CARRIED

8.4   Request for Permanent Program Suspension - Programmer/Information System

The Board received a report from the Executive Vice-President, Academic seeking approval to permanently suspend the Programmer/Information System program, which was never launched nor had any enrolment.

Moved by Governor Chakravarthy
Seconded by Governor Allen
"That in accordance with Report BOG-2022-81, the following program be permanently suspended effective fall 2021:

Faculty of Science, Engineering and Information Technology

- Programmer/Information System (core), Ontario College Diploma, (MTCU 50503, APS DURH90007)." CARRIED

9. DISCUSSION ITEMS

9.1 Sexual Violence and Harassment Action Plan Statistics Report

The Board received a report from the Director, Equity, Diversity & Inclusion, about updates to the College's Sexual Violence policy to comply with legislative requirements and statistical information about the number of formal and informal reports received between November 2021 to November 2022. Also, the Director, Equity, Diversity & Inclusion, spoke to the breadth of DC's education and awareness programs.

The Board questioned the Director, Equity, Diversity & Inclusion about the uptick in numbers, the factors that constitute an informal disclosure, and the access to community supports. In response to questions, the Director, Equity, Diversity & Inclusion advised the uptick in reporting is reflective of the return to campus and reported shadow pandemic of gender-based and intimate partner violence.

Governor Ball temporarily left and re-entered the meeting.

9.2 Update on the College's Social Responsibility Initiatives

The Board received a report from President Lovisa and the Manager, Strategic Reporting and Government Relations about the work to track the status and progress of the social commitments DC has signed, including BlackNorth, the Indigenous Education Protocol, the Dimensions Charter, and the Sustainable Development Goals Accord. Further, the Manager, Strategic Reporting and Government Relations spoke to plans to track social commitments in the business plan. He noted that only certain commitments are highlighted in the report because any legislative requirements (e.g., accessibility) or directives by the Ministry are captured and tracked differently. Additionally, President Lovisa advised that the BlackNorth initiative has changed from its original mandate, and now institutions are reflecting on the Scarborough Charter commitments to support anti-black racism and black inclusion in higher education.

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

9.3 Quality Assurance Audit

The Board received a verbal report from the Executive Vice-President, Academic, about the upcoming quality assurance audit. She outlined the steps in the audit process, including preparing a self-study and a two-day site visit from the auditors, who will meet with pre-selected representatives from all areas of the College. Once approved by the Ontario College Quality Assurance Service Board, the final audit report is shared publicly.

Governor Beale temporarily left and re-entered the meeting.

10. INFORMATION ITEMS

The following items were presented for information:

10.1 2021-2022 Audited Financial Statements of the Durham College Student Association

10.2 President's Report - September to December 2022

11. UPCOMING EVENTS

The Chair drew attention to the following events:

- Holiday Campus Closure - December 24, 2022 to January 2, 2023
- Board Social Event - Taste of the Trades - January 12, 2023, at 5:30 p.m., Whitby Campus

12. MOVE TO IN-CAMERA SESSION

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

Moved by Governor Bosomworth
Seconded by Governor Beale
"That the Durham College Board of Governors move in-camera after a 10-minute recess." CARRIED

The meeting recessed at 8:09 p.m. and reconvened in-camera at 8:20 p.m.

The Board rose from the in-camera session at 8:55 p.m.

During the in-camera session, the Board discussed recommendations from its standing committees, the issue of executive compensation, the president's mid-year performance update, the lack of co-populous representation, and issues related to international education and standards of practice.

12.   ADJOURNMENT

With no further business, the meeting adjourned at 8:56 p.m.

PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS PUBLIC MEETING HELD ON FEBRUARY 8, 2023

BACKGROUND

The Governance Review Committee met by videoconference on January 18, 2023.

SUMMARY

1. **Minutes of the November 9, 2022, Governance Review Committee Meeting**

   The Committee reviewed and approved its minutes from the November 9, 2022, Governance Review Committee meeting.

2. **Review of 2021-2022 Board Evaluation Feedback**

   The Committee discussed the feedback received as part of the 2021-2022 Board Evaluation Survey. The Committee identified key themes such as diversity, understanding how the annual plan interconnects with the board's work, and the need to develop a broader understanding of the roles of officers and directors. Other themes identified by the Committee included understanding more broadly how the board addresses poor performance and rethinking how much time is spent discussing informational items at a board meeting.

   Some specific tactics to address the theme of board quality that the Committee discussed included enhancing the board's mentorship program, requiring governors to take the good governance certificate during their first term on the board (and making it a condition for reappointment for a second term) and clarifying the board's scope of decision making.

   Concerning the mentorship program, the Committee suggested creating a framework or checklist for mentors that suggests topics to be covered during the initial conversations such as board expectations around attendance, participation, and education, and sharing in advance the self-assessment criteria in the Board Evaluation Survey.

Further, the Committee discussed the Board Chair's role in addressing poor performance and the importance of keeping these conversations confidential yet assuring the board that the conversations are happening. Additionally, the Committee discussed if it would be helpful to develop a guidance document for the Board Chair that describes expectations about when and how performance concerns would be dealt with. President Lovisa assured the Committee that, based on his experience, conversations were happening to address poor behaviours when necessary.

Further, a discussion ensued about the issue of diversity and board governance and the need to define what diversity means to the board before employing tactics to improve diversity. Additionally, the Committee discussed the need for continued advocacy with the government regarding consideration of the college's skills matrix when making lieutenant-governor-in-council appointments and the lack of influence over internally elected governors. Following the discussion, it was suggested that the Board host a special session with an equity, diversity, and inclusion expert to facilitate a conversation about diversity and board governance and to define what it means at Durham College.

3. **Next Steps: Board Goals Assigned to the Governance Review Committee**

The Committee discussed the board goals for 2022-2023 that were assigned to the Governance Review Committee:

1. The Board receives a mid-year report from the Governance Review Committee assessing the effectiveness of the new governance model and framework, identifying any gaps or questions that require interpretation, and as an outcome, advises on required changes to the governance model.

2. The Board's meeting assessment process is reviewed through the lens of creating a culture where constructive feedback is welcomed and encouraged. The Governance Review Committee will oversee this process to ensure and encourage a culture of continuous improvement.

3. The Governance Review Committee will review the consolidated feedback from the 2021-2022 Board evaluation and provide a report to the Board. Each Committee will implement changes and report on progress to the Governance Review Committee.

Following a brief discussion, the Committee agreed that Goal 2, related to the review of meeting assessments, had been met, and Goal 3 was the subject of the evening's discussion. To advance Goal 1, the Committee decided to

schedule another meeting in advance of the April Board meeting to review and discuss the new governance model before reporting to the board. To prepare for the discussion, the Committee Chair asked members to review the board's governance documents to identify possible gaps.

4.   Board of Governors Retreat

The agenda for the upcoming Board of Governors retreat was presented for information only.

Respectfully submitted,
Elizabeth Cowie, Chair, Governance Review Committee

View all agenda material from this meeting by clicking here.

Public Report

Report Number: BOG-2023-06

To: Board of Governors

From: Don Lovisa, President

Date of Report: January 23, 2023

Date of Meeting: February 8, 2023

Subject: Strategic Management Agreement 3.0 – Year Three Evaluation –
Preliminary Report

1. Purpose

To provide the Board of Governors with a preliminary update on the Year Three
evaluation of the Strategic Mandate Agreement 2020-2025 (SMA3) to the
Ministry of Colleges and Universities, Ontario.

2. Recommendation

This report is being presented for information only.

3. Background

On August 2020, Durham College (DC) and the Ministry of Colleges and
Universities executed DC's Strategic Mandate Agreement 2020-25 (SMA3). This
agreement places a greater emphasis on the College's performance against 10
metrics and outcomes-based funding.

SMA3 is intended to be a key component of the Ministry's accountability
framework for the postsecondary education system that supports differentiation
and improved performance outcomes by:

- Promoting accountability through transparency and improved performance
  outcomes;
- Creating an appropriate balance between accountability and reporting;
- Incentivizing colleges to redirect resources and invest in initiatives that result
  in positive economic outcomes;

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

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

■ Establishment of priority areas and metrics:
   Metrics were established across three priority areas: *Skills & Job Outcomes, Economic & Community Impact,* and *Productivity, Accountability & Transparency.* Of these, the performance of 10 metrics under *Skills & Job Outcomes,* and *Economic & Community Impact* were to affect funding allocations. Two reporting metrics were identified in the category *Productivity, Accountability & Transparency,* which were not tied to funding. The 10 funding-related performance metrics included in SMA3 were to be activated in different years over the five-year period from 2020-21 to 2024-2025.

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

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

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

4.   Discussion/Options

In its initial development, the SMA3 was intended to increase the proportion of funding allocated through the Differentiation Envelope from 25 per cent in Year One, to 60 per cent by Year Five of the SMA3 period, based on performance. However, given the uncertainty regarding impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry delayed the planned activation of the performance-based funding for Year One (2020-21) and Year Two (2021-22) of SMA3. It has now further delayed the planned activation of performance-based funding for the Year Three (2022-23) of SMA3, and has committed to assessing the sector readiness for activation starting in Year 4 (2023-24) at a planned

system-wide proportion of 10 per cent, increasing to 25 per cent in Year 5 (2024-25).

For Year One (2020-21), five metrics were activated for performance measurement. For Year Two (2021-22), an additional three metrics were activated for a total of eight metrics. For Year Three (2022-23), the remaining two metrics were activated for a total of 10 metrics to evaluate performance.

In December 2022, the Ministry initiated the Year Three Annual Evaluation process. DC's Year Three performance for 2022-23 against the 10 metrics included in SMA3 is as follows:

YEAR ONE	TARGET	BAND OF TOLERANCE	ALLOWABLE PERFORMANCE TARGET	ACTUAL
1. Graduate Employment Rate in a Related Field	71.30%	4.67%	67.97%	76.46%
2. Institutional Strength/Focus	33.09%	5.97%	31.12%	38.95%
3. Graduation Rate	68.84%	1.00%	68.15%	67.27%
4. Community/Local Impact of Student Enrolment	11.09%	9.26%	10.06%	10.58%
5. Economic Impact (Institution-Specific)	3,545	10.22%	3,182	3,731
6. Graduate Employment Earnings	$38,975	6.39%	$36,483	$37,690
7. Experiential Learning	67.75%	20.33%	53.98%	76.96%
8. Revenue Attracted from Private Sector Sources	$8,760,568	8.70%	$7,998,832	$7,548,162
9. Apprenticeship Related (Institution-Specific)	98.62%	3.11%	95.56%	94.53%
10. Skills and Competencies	*Assessment based on participation in the KPI Graduate Survey.*			

As illustrated above, seven of the 10 metrics were fully achieved, and three were partially achieved. Although the Graduation Rate, Revenue attracted from Private Sector Sources, and Apprenticeship-related metrics were not fully met, there is no impact on DC's grant in Year Three, in accordance with the Ministry's COVID-19 response. As identified during discussions with the Ministry, SMA3 metrics such as Graduation Rate, and Revenue attracted from Private Sources were adversely impacted by the COVID-19 pandemic. The College continues to offer robust learning and other supports to the students to ensure student success, and continues to focus on building back the levels of revenue from the private sector sources. For the Apprenticeship related metric, the in-class completion

rates continue to be quite high at more than 94% but were slightly impacted due to a policy revision requiring the passing grade for apprenticeship courses to be increased from 60 per cent to 70 per cent.

In Fall 2021, Ministry announced their decision to forego the Education and Skills Online (ESO) tool for the Skills and Competencies metric, and instead, it invited the colleges to identify their own relevant institution-specific metric that would meet the criteria developed by the Ministry. Durham College developed and received the Ministry approval in Summer 2022 for the Skills and Competencies metric based on the essential skills assessed in the Key Performance Indicator (KPI) Graduate Survey. This institution-specific metric is included in the SMA3 Year 3 Annual Evaluation, and the Ministry has indicated that the designated five per cent participation-based weighting will continue to be awarded as planned.

The Year Three annual evaluation process provides institutions with the final opportunity to assess the financial implications, and given the uncertainty of COVID-19 impacts on future results, review and adjust the weightings for each metric for next two years. Durham College SMA3 fiscal assessments and the weighting distribution for the metrics for next year will be presented to the board of governors in April 2023.

The 2023-24 estimated targets for the metrics are as follows:

YEAR FOUR	TARGET	BAND OF TOLERANCE	ALLOWABLE PERFORMANCE TARGET
1. Graduate Employment Rate in a Related Field	77.03%	11.77%	67.97%
2. Institutional Strength/Focus	32.40%	3.00%	31.43%
3. Graduation Rate	68.77%	1.65%	67.64%
4. Community/Local Impact of Student Enrolment	10.93%	4.83%	10.40%
5. Economic Impact (Institution-Specific)	3,753.67	8.63%	3,429.84
6. Graduate Employment Earnings	$39,239	5.02%	$37,270
7. Experiential Learning	73.79%	20.12%	58.94%
8. Revenue Attracted from Private Sector Sources	$8,230,322	6.02%	$7,734,844
9. Institution-specific (Apprenticeship-related)	97.21%	2.40%	94.87%
10. Skills and Competencies	*Based on participation in the KPI Graduate Survey.*		

The two non-funded reporting metrics, which include faculty compensation and faculty activity, were scheduled to be reported starting in Year Three of SMA3. The Ministry shared a draft reporting template in December 2021 and sought consultation from the colleges. Based on the college sector consultations, the Ministry has decided to remove these reporting requirements for the SMA3 period to reduce reporting burden and duplication with other government initiatives.

5.   Financial/Human Resource Implications

There are no immediate financial or human resource implications. The performance/outcomes-based funding for Years Four and Five is expected to be contingent on the level of target attainment for each of the activated SMA3 metrics in a given year. Capital and/or other resources may be required to implement improvement strategies and factored in future budget and planning decisions.

6.   Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7.   Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8.   Relationship to the Strategic Plan/Business Plan

This report relates to the "Our Students" pillar of the Strategic Plan, and the goal to provide students with the best possible learning experiences by delivering high quality programs, and providing experiential opportunities to support strong employment outcomes. It also directly related to the "Our Work" pillar of the strategic plan which states which emphasizes leadership in teaching and learning while responsibly managing resources, and ensuring good governance.

January 23, 2022

Minister Jill Dunlop
Ministry of Colleges and Universities
5th Floor
438 University Avenue
Toronto, Ontario
M7A 1N3

Dear Minister:

Ontario's public colleges are grateful for the work done by your ministry to mitigate the financial effects of the COVID-19 pandemic on the post-secondary sector. The ministry's one-time adjustment to the enrolment corridor model and delaying the implementation of performance-based funding have helped the sector deal with a number of historic challenges over the past three years.

As the government now considers activating performance funding for the remainder of the SMA3 period, it is important to recognize that colleges, like the broader economy, face more uncertainty. The sector is subject to an ongoing tuition freeze while at the same time experiencing demographic changes that have led to a 20 percent decline in domestic enrolment since 2018. Inflation remains persistently high, further lowering the value of colleges' operating grants, reducing colleges' purchasing power, and increasing capital costs. In addition, economists now predict that Canada will enter a recession in 2023, which will result in employers hiring fewer graduates and spending less on research and other investments, while students, particularly those from abroad, may delay their education due to growing financial concerns.

Given the challenging environment colleges are currently operating in, now is not the time to activate an untested funding model that was developed before the pandemic. As noted in a recent ministry analysis, COVID-related factors are expected, regardless of college actions, to negatively affect at least six, and potentially as many as eight, of the ten SMA3 metrics over the next two years. Thus, it is clear that the original SMA3 metrics do not suit the current environment.

In order to help the sector recover from the pandemic and be positioned to quickly respond to emerging workforce shortages in healthcare, the skilled trades, and other critical sectors of the economy, colleges recommend that for the remainder of the SMA3 time period the ministry:

- continue to pause the implementation of performance-based funding;
- hold colleges within their enrolment corridors;
- commit to working with the sector to develop a new funding approach after 2024-25.

We believe this approach provides the sector with the financial stability necessary to ensure colleges can continue developing cutting-edge programs and produce the highly skilled workers needed to support the province's economic recovery.

Sincerely,

_____   _____

Claude Brulé, Algonquin   Daniel Giroux, Boréal
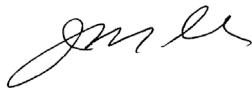
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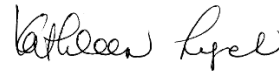Shawn Poland, Cambrian   George Burton, Canadore

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Craig Stephenson, Centennial   Lise Bourgeois, La Cité

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John Tibbits, Conestoga   Kathleen Lynch, Confederation

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Don Lovisa, Durham   Peter Devlin, Fanshawe

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Maureen Adamson, Fleming   Gervan Fearon, George Brown

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Kevin Weaver, Georgian

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Rob Kardas, Lambton

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Ron McKerlie, Mohawk

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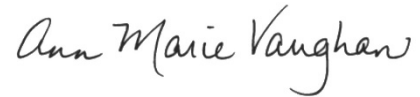
Audrey Penner, Northern

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Glenn Vollebregt, St. Lawrence

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Janet Morrison, Sheridan

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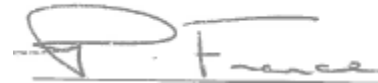
Ann Marie Vaughan, Humber

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Mark Kirkpatrick, Loyalist

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Sean Kennedy, Niagara

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Patti France, St. Clair

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Ron Common, Sault

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David Agnew, Seneca

C: Deputy Fuller, Ministry of Colleges and Universities

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-10

To: Board of Governors

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

Date of Report: January 30, 2023

Date of Meeting: February 8, 2023

Subject: Domestic and International Enrolment Update: Winter 2023 – Day 10 of Classes

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1.   Purpose

The purpose of this report is to provide the Board of Governors with an enrolment update for Winter 2023 at day 10 of classes.

2.   Recommendation

This report is being presented for information only.

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 Winter 2023 enrolment at day 10 is 11,238, which is comprised of 2,529 new and 8,709 returning students. As shown in Table 1, total student enrolment is 95.8 per cent of budget for day 10 of the semester.

Table 1

Total Enrolment	Budget Winter 2023	Day 10 Winter	Per cent of Budget
New Students	2,535	2,529	99.8%
Returning Students	9,190	8,709	94.8%
Total	**11,725**	**11,238**	**95.8%**

The Canadian job market saw its third unemployment rate decline in four months in December, 2022, falling to 5.0 per cent. In addition to this, the Canadian economy gained 104,000 jobs during the same period (N. Mallees, January 7, 2023, *Toronto Star*). The overall strength of the job market continued to entice many prospective students to seek employment opportunities over educational ones.

International students continue to face visa processing delays by Immigration, Refugees and Citizenship Canada (IRCC); however, this is gradually improving. In light of this, achieving 99.8 per cent of the new student budget was considered a positive result.

Table 2 illustrates a high-level snapshot of the total Winter intake over the past three years. When compared to Winter 2022, Winter 2023 total enrolment on day 10 rose by 6.0 per cent.

Table 2

Total Enrolment	Day 10 2021	Day 10 2022	Day 10 2023	Winter 2023 Compared to Winter 2022
Total	11,282	10,603	11,238	106.0%

Table 3 (below) provides a more detailed breakdown of Durham College enrolments during each Winter semester in the past three years. The total enrolment figure of 11,238 (also shown above in Table 2) is broken out into 7,897 domestic enrolments, plus 2 Second Career enrolments, plus 3,339 international enrolments. This group of figures is consistent with how total enrolment numbers have been presented in previous Board enrolment reports. However, there are several additional categories to be considered:

- Figures have been provided to show enrolments in programs that fall outside the corridor funding model – Personal Support Worker – Accelerated, and Early Childhood Education – Compressed.

- Enrolments in the Collaborative Nursing program (which also falls outside the corridor funding model) are reported separately because this is a fully integrated partnership between Durham College and Ontario Tech University. Those enrolments are officially reported by Ontario Tech University rather than Durham College.

- Apprenticeship programs are unique in that instead of having a standard enrolment budget, the figure of 530 represents the seat purchase number negotiated between Durham College and the Ministry of Labour, Immigration, Training and Skills Development.

Table 3

Enrolment Breakdown				
Program	Actual Winter 2021	Actual Winter 2022	Budget Winter 2023	Actual Winter 2023
Domestic Students	9,188	8,155	8,615	7,897
Second Career Program	27	19	0	2
International Students	2,067	2,429	3,110	3,339
Total	**11,282**	**10,603**	**11,725**	**11,238**
Personal Support Worker - Accelerated	0	0	0	0
Early Childhood Education – Compressed	0	0	0	42
Collaborative Nursing	758	859	825	734
Total	**12,040**	**11,462**	**12,550**	**12,014**
Apprenticeship	486	488	530	523

4.1.1 Domestic Enrolment

Durham College Winter 2023 total domestic student enrolment is 91.7 per cent of budget at day 10 of the semester, as shown in Table 4, below.

Targeted recruitment and admissions strategies positively influenced domestic student enrolment levels. However, ongoing demographic shifts such as lower birth rates and an increasingly aging population continue to negatively impact new domestic enrolment levels throughout the province, in addition to a strong employment market.

Table 4

Domestic Enrolment	Budget Winter 2023	Day 10 Winter 2023	Per cent of Budget
New Students	1,481	1,306	88.2%
Returning Students	7,134	6,593	92.4%
Total	**8,615**	**7,899**	**91.7%**

Table 5 (below) compares the change in total domestic student enrolment over three years.

When compared to Winter 2022, total domestic enrolment has declined by 3.4 per cent. Durham College is continuing to explore new approaches to domestic student recruitment to increase the volume of incoming applications. Initiatives such as the use of SMS messaging to alert prospective students to key decision dates, enhancing our "email drip marketing" to continually encourage applicants to confirm their offers, increased presence with the non-direct market in locations such as shopping malls and employment centers, and providing immediate access to individual campus tours and conversations with faculty are just a few of the new initiatives designed to increase enrolment levels among new students going forward.

Returning domestic student enrolment levels also fell year-over-year by 3.4 per cent. This is directionally consistent with year-over-year declines in new student enrolment levels seen in 2022.

Table 5

Year-Over-Year Domestic	Day 10 Winter 2021	Day 10 Winter 2022	Day 10 Winter 2023	Winter 2023 Compared to Winter 2022
New Students	1,480	1,352	1,306	96.6%
Returning Students	7,735	6,822	6,593	96.6%
Total	**9,215**	**8,174**	**7,899**	**96.6%**

4.1.2 International Enrolment

Durham College Winter 2023 day 10 total international enrolment is 3,339, which is above target at 107.4 per cent of budget. Table 6 describes the breakdown of new and returning international student enrolment at day 10.

Table 6

Budget: International	Budget Winter 2023	Day 10 Winter 2023	Per cent of Budget
New Students	1,054	1,223	116.0%
Returning Students	2,056	2,116	102.9%
Total	**3,110**	**3,339**	**107.4%**

Table 7 (below) describes the change in international student enrolment between Winter 2022 and Winter 2023. When compared year-over-year, total international student enrolment increased by 37.5 per cent on day 10.

International new student enrolment on day 10 of the Winter 2023 semester has increased by 50.8 per cent when compared to Winter 2022. Returning international enrolment is 30.8 per cent higher in Winter 2023 when considered year-over-year. This growth
reflects lifted COVID-19 restrictions previously faced by international students, as well as a continually growing interest among prospective students around the world to study in Canada.

However, intense competition across Ontario for international students, largely via college partnerships with private providers (PPPs), continues to make the recruitment of students from other countries challenging.

Table 7

Year-Over-Year International	Day 10 Winter 2021	Day 10 Winter 2022	Day 10 Winter 2023	Compared to Prior Year
New Students	727	811	1,223	150.8%
Returning Students	1,340	1,618	2,116	130.8%
Total	**2,067**	**2,429**	**3,339**	**137.5%**

4.1.4 Summary

Durham College's total Winter 2023 enrolment was 11,238, and 95.8 per cent of the overall budget target at day 10 of the semester. Although below budget, this represents a positive change of 6.0 per cent when compared with Winter 2022 enrolment at day 10.

Total domestic enrolment was 8.3 per cent lower than the budget on day 10. New domestic student enrolment was 11.8 per cent below budget, while returning domestic student enrolment was 7.6 per cent below budget. In contrast to this, total international student enrolment was 7.4 per cent above budget at day 10 of the Winter 2023 semester, with new international student enrolment at 16.0 per cent above budget, and returning international student enrolment at 2.9 per cent above budget.

Overall, Durham College student enrolment counts at day 10 of Winter 2023 remain directionally consistent with system-wide enrolment trends. Domestic enrolments have decreased year-over-year in the majority of Ontario colleges, which has led to an increasing reliance on international enrolment levels to reach financial targets.

5. Financial/Human Resource Implications

As a result of the lower-than-budget total enrolment results for Winter 2023, the financial forecast for tuition revenue has been adjusted accordingly. At this time, no changes are planned from a human resources perspective.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

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

Public Report

Report Number: BOG-2023-11

To: Board of Governors

From: Peter Garrett, Manager, Strategic Reporting and Government Relations

Date of Report: January 30, 2023

Date of Meeting: February 8, 2023

Subject: Second Update on the 2022-2023 Business Plan

1. Purpose

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

2. Recommendation

This report is being presented for information only.

3. Background

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

The Business Plan allows Durham College to plan its operations for the fiscal year (April 1st – March 31th) within the framework outlined in its Strategic Plan (2020-2025), and in support of its mission, vision and value statement. The Business Plan identifies to the public and provincial government the operational outcomes that the college expects to achieve in the fiscal year. The Ministry of Colleges and Universities (MCU) uses the information provided in college business plans for government planning and policy-making purposes.

The Durham College Board of Governors approved the 2022-2023 Business Plan at its meeting of May 11, 2022 (Report BOG-2022-51). 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 People. 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 looked at Our Students, this second update looks 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 fifty-five (55) items completed to date. There are two (2) items marked as On Hold, five (5) Delayed and one (1) item At Risk. The items marked as On Hold, Delayed or at Risk are the result of internal turnover, records not being made available by OCAS to complete provincial survey on student experience, and continued pandemic effects on events.

The year began with the first in-person Academic Kick-off since the pandemic. This event brought faculty and staff together and set the tone for an exciting year ahead. For the 12th year in a row, Durham College has been named one of Greater Toronto's Top Employers for 2023. This acknowledgement is a testament to the dedicated, innovative and expertise of our people. The highlights below are just a few examples of the amazing ways our people have been leading the way.

Academic Kick-off 2022

Key highlights from the scorecard on Our People include:

4.1 Expand the Possibilities 4.0: Young Women in Science, Technology and Trades Conference

- The fourth year of this on-campus event took place in October, featured a series of interactive activities designed to foster a sense of curiosity in science, technology and skilled trades for Grade 7 and 8 girls.
- Keynote speakers for this event featured tech start-up founder and CEO, Jessica Lui and HGTV home renovation expert Kate Campbell.
- Students participated in a number of hands-on workshops including science and technology-themed activities, such as building a robot, investigating pond water under a microscope, and studying candy chromatography, the process of separating colours from candy using science. The event also featured a number of skilled trades learning opportunities, such as plumbing, welding and carpentry.

4.2 Expansion of Scholarship of Teaching and Learning (SoTL) Projects

- This year saw tremendous expansion in SoTL projects which support faculty in investigating teaching and learning challenges to apply innovative new ways to teach in their classes and share the outcomes to improve the student learning experience.

- Some examples of projects for the 2022-2023 year that have been approved include:
  - Impact of a shaping procedure on student utilization of APA 7th edition referencing - This project involves the evaluation of the effectiveness of a shaping procedure (a behaviour analytic teaching method) on students' ability to implement correct use of, and confidence with, American Psychological Association (APA) 7th edition referencing procedures. If the teaching approach is effective, the number of APA errors on submitted work (specifically – annotated bibliography) would decrease, improving the quality of student work. *Sarah Drexler & Mary Helen Leddy, HCS*

  - Closing the feedback loop: Automated assessment for coding education – This project will investigate the impact of using CodeGrade, an automated assessment and feedback tool, on student learning and progress in a foundational computer programming course. This study aims to determine the effectiveness of automated feedback in improving student engagement and positive perception of introductory computer programming, reducing student barriers to success and ultimately reduce attrition. *Kyle Chapman, SEIT*

  - Walk the Talk: the impact of health promotion and wellness curriculum on wellness, motivation, learning and academic success in pre-service fitness and health professionals - This study will determine if there is a correlation between wellness and academic success as well as investigate how wellness measures change as students progress through the new Fitness and Health promotion program at Durham College. We will also investigate how semester 1 measures (motivation, self-directed learning readiness) that were previously investigated through our 2021 SoTL project (The effect of virtual lab delivery on motivation, learning, and academic success) change over the new program of study. *Erin Dancey & Michael Williams-Bell, HS*

4.3   Employee Mental Health and Wellness Framework

- The College Wellness Committee (CWC) was established in 2020 and mandate is to support the mental health and wellness of all

members of DC's campus community and is committed to promoting best practices to foster resilience. In 2021, the committee established a shared framework for student and employee wellness, based on a review of best practices in supporting both students, and employees, in post-secondary education. In 2022, the CWC conducted a thorough review of the supports and services available to DC employees and students. The CWC, with the support of C+M, will launch a wellness directory website located on the Durham College external website. The directory will provide links to all the available wellness supports and services available to the DC community.

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

<u>**Goal:**</u> To educate and inspire students to realize their success.

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.	Launch new programs: • Honours Bachelor of Construction Management degree • Global Supply Chain Management graduate certificate • Interactive Media Design – Web Development • Identify and map out a development plan for 3-year degree opportunities.	• Successfully launch new programs. • Addition of 3-year degrees to the New Program Development 5 Year Plan.	• Executive vice president, Academic	Three new programs successfully launched in fall 2022 (enrolment counts are preliminary day ten numbers): • Honours Bachelor of Construction Management degree (Enrolment: 13 students) • Global Supply Chain Management graduate certificate (Enrolment: 57 students) • Interactive Media Design Web Development diploma - (Enrolment: 62 students) • Bachelor of Paralegal is currently with Postsecondary Education Quality Assessment Board for approval. The site visit is planned for January 16 and 20, 2023	<mark>**On Track**</mark>

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status

				• Seven three-year degrees have been added to the five-year new program development planning 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
				• Three-year Degree Development Plan was presented at the October 12, 2022 Board of Governors meeting as an information item.	

	• Compile, develop and complete DC's Ontario College Quality Assurance Service (CQAAP) submission.	• Develop CQAAP self-study and compile supporting evidence by March 2023.	• Executive vice president, Academic	• Self-study draft and evidence collection in process. Four of six standards sent to OCQAS for an informal review.	**On Track**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Strengthen quality assurance measures by implementing new digital processes.	• Develop digital processes for program change requests and rolling action items by March 2023.	• Executive vice president, Academic	• The full launch of the Annual Program Review App is on track for spring 2023.	**On Track**

	• Develop and execute a comprehensive marketing, recruitment and digital strategy that supports the college in reaching its enrolment targets.	**Digital:**
		• Create 12 new program videos to strengthen Durham College's (DC) program reputation and encourage applicants, by March 31, 2023.
		• 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.
		Degree marketing:
		Generate 100,000 visits to the four existing degree program web pages:
		   • Bachelor of Artificial Intelligence: 25,000.
		   • Bachelor of Behavioural Science: 25,000.
			• Chief administrative officer
			• Associate vice-president, Communications + Marketing
				Digital:
				• Twelve programs, in consultation with EVPA office, were selected in October 2022, and video capturing commenced immediately after.
				• 60 new virtual tour 360-scenes capture at the Oshawa (27) and Whitby (33) campuses have been and are in process of being captured.
				• Launch is targeted for February 2023.
				
				Degree marketing:
				• Successfully implemented an ongoing marketing campaign that includes social and digital media, transit, billboard and newspaper advertising.
				• Q1 to Q3 generated 138,423 unique visits to five-degree program web pages.
				The following is a breakdown of web page visits by program:
					On Track

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• Bachelor of Construction Management: 25,000. • Bachelor of Health Care Technology Management: 25,000. Two new degree programs are pending approval. Once approved, goals will be updated. **Signature and Priority programs:** Continue the Signature and Priority Program digital advertising/marketing campaign. • 200,000 total visits to identified program web pages. • Generate 11,100 first-choice applications for 2022-2023. An increase of 531 over the 2021-2022 first-choice applications of 10,569. **Recruitment:** Enhance lead generation strategies to increase leads by 20 per cent over last year, for a total 9,000 in the recruitment database. • 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.		• HBAI 45,079 • HBBS 43,854 • HBCM 37,554 ○ HBMH 8,163 (launched to market October 1) • HBPL 3,773 (launched to market November 11) • BHCTM *suspended **Signature and Priority programs:** • Successfully implemented a comprehensive spring and summer 2022 campaign to drive prospective students to selected program web pages. • Q1 to Q3 has generated 248,000 signature and priority program page visits, exceeding goal. • Through an extensive program-focused spring, fall and winter campaigns, we've generated a total of 9,407 First Choice applications. • 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.	

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• Q1 through to Q3 we now have over 9,200 leads and have reached our goal to increase by 20 percent. • Although application numbers continue to show a decline, we continue to expand recruitment strategies and increase exposure to prospective students. The team has substantially increased the number of prospective student interactions. • Q1 to Q3, we saw 52,000 prospective students, versus same time last year, we saw 6,600 (this is a result of moving back to in-person events) • The above is an increase of 45,000 or 680 percent We currently have 26,179 applications.	
2. Provide exceptional learning experiences in and out of the classroom.	• 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.	• 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.	• Executive vice president, Academic	• Seven new micro-credentials picked up through OntarioLearn and offered by PPL in winter 2023.	<mark>Completed</mark>

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• 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).	• 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).	• Executive vice president, Academic	• Nine partial secondments posted and filled in fall 2022 and winter 2023 to support CTL activities including EDUC 1104 and EDUC 1105; SFQ faculty resources; flexible delivery; EDI resource development and Advancing Learning Conference planning.	**Completed**

	• Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create work-integrated learning (WIL) opportunities for DC students. Support efforts to extend TeachingCity partnership.
	• Collaborate with CityStudio partners to improve project processes and support project opportunities with Durham Region and lower-tier municipalities.
		• Renew DC participation in TeachingCity Oshawa partnership for additional 5-year term.
		• Targets:
		  o Six City Idea Lab courses by March 2023.
		  o Seven CityStudio projects by March 2023.
		• Explore mechanisms for DC participation in CityStudio summer innovation fellowship in 2023.
			• Executive vice president, Academic	• TeachingCity Oshawa partnership extended for five years. With the City of Oshawa, DC submitted a proposal to CEWIL Canada Conference 2023 to present TeachingCity impacts on WIL and community building. Targets:
				  o Two City Idea Lab courses are complete; five additional courses are underway during Winter 2023.
				  o Three additional TeachingCity projects are planned or in progress.
				• CityStudio Durham - Nine projects developed and in progress. Discussions of summer innovation fellowship are ongoing.
					On Track

	• Implement two Mitacs-funded projects with the City of Oshawa and Durham Region.	• Two Mitacs projects implemented in the year.	• Executive vice president, Academic	• Microhomes project in collaboration with Durham Region and Ontario Tech is ongoing; DC internship portion concluded in August. • Firefighter training VR simulation project with City of Oshawa and Oshawa Fire Services is ongoing, and an additional $13,334 was awarded to the	**On Track**

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				project.	
	• Establish co-op ambassador/peer mentorship program at DC, which will include international students.	• 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. • Develop and pilot co-op peer mentorship opportunities between new and returning co-op students. • Explore peer networking opportunities for co-op internship students. • Identify one or more international student co-op peer mentors and develop international co-op student networking events.	• Executive vice president, Academic	• Co-op ambassador program has been developed; 15 ambassadors were selected and received training and have participated in various on-campus activities, including Fall Open House, two co-op information sessions and 9 class visits in Fall 2022. • Peer-to-peer networking was a component of Fall semester events, connecting first-year students with co-op ambassadors. Planning of Winter semester activities is underway. • Currently exploring creation of MS Teams channels to support networking opportunities for co-op internship for domestic and international students.	On Track
	• 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.	• Successful facilitation of five workshops by March 2023.	• Chief administrative officer • Dean, Students	• 3 workshops have been completed and 3 more planned this year. • Facilitated 10 workshops; sessions were attended by students, employees at all staff levels, board and community members.	Completed

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
3. Be a champion of experiential learning, global engagement and applied research opportunities.	• Develop high-quality work-integrated learning (WIL) options that strengthen connections to industry.	• 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). • Support teams in exploring and, where feasible, developing 16-month internship options that respond to changing needs of industry (i.e. Electromechanical Engineering Technology). • Update Co-op Implementation Plan to include emerging WIL options.	• Executive vice president, Academic	• Supported Faculties in developing work term options for six new two-year graduate certificates: Development of a new work term option for Human Resources Management graduate certificate is in progress. • Exploration of new 16-month internships is underway with relevant Faculty. Current students and employer partners have been consulted for input. • Co-op Implementation Plan updated and approved by ALT in December 2022. The Plan will be managed by ORSIE effective January 2023.	On Track
	• Launch three new co-op/work term options and one 16-month co-op internship option.	• Four WIL options launched.	• Executive vice president, Academic	• All four new WIL options have launched. • Three new WIL programs have student intakes for fall 2022. New 16-month internship is being promoted concurrently with co-op to CPGA students.	Completed

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Support more than 200 students in securing and completing co-operative education and work term opportunities.	• At least 200 students appropriately supported by the completion of their co-op/work terms.	• Executive vice president, Academic	• 120 students supported in securing and completing summer 2022 work terms and 26 students in fall 2022 work terms. • 215 students are being supported for Spring/Summer 2023.	On Track
	• Celebrate student leadership and excellence in WIL by nominating students for Co-op or WIL Student of the Year Awards.	• Issue call for nominations for Experiential & 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 WIL partner, develop and submit nomination package within award timelines.	• Executive vice president, Academic	• Call for nominations was held in Fall semester. ORSIE received two nominations and nomination packages are being developed with employers, students, and the Faculties for submission in January 2023.	On Track
	• Implement international WIL opportunity for DC students, and formalize iWIL process and tracking.	• Establish risk assessment frameworks for opportunities abroad. • Connect students with global partners through remote project-based WIL opportunities; target five projects.	• Executive vice president, Academic	• Initial meeting to explore requirements has taken place. • One course completed and one published to date on DC Project Marketplace; project matching is underway. • Final numbers will not be available until April 2023; however, the number of courses published in the Project Marketplace to date has dropped from the last two years.	At Risk

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Expand Collaboragency to include three additional programs beyond the Advertising and Promotion program.	• Explore both curricular and extra-curricular involvement from Graphic Design, Photography, Video Production and Interactive Media Design programs.	• Executive vice president, Academic	• This objective has been realized, albeit with different programs. Journalism (JOMM & JCW); PR & Strategic Communications (PUBL) and Interactive Design Web Development (IMWD) began working with the Collaboragency (in both curricular and extra-curricular capacities) beginning in winter 2023.	**Complete**
	• Create media content that promotes WIL/co-op opportunities and how they contribute to student success and employer outcomes.	• Issue call for experiential learning success stories to faculty/staff. • Establish process for gathering testimonials from WIL students and employer partners. • Create stories, photos, and videos that can be used in different formats (i.e. website, social media, newsletters, etc.). • To be completed by March 2023.	• Executive vice president, Academic	• Call issued in May 2022, and online form created to capture submissions. • Outreach to WIL students and employers completed following Spring/Summer mid- and final work term feedback reports. Outreach will continue in future work terms. • Numerous interviews filmed and photos captured during Spring semester. Video editing underway. Social media content posted.	**On Track**
	• Implement an automated lead generation campaign by integrating Salesforce with LiveChat by December 31, 2022.	• Complete the integration of Salesforce with LiveChat by October 31, 2022. • Implement an automated lead generation campaign by December 31, 2022.	• Executive vice president, Academic	• Work on the integration of LiveChat with Salesforce has been completed.	**Completed**

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Campus Health and Wellness Centre (CHWC) studying the short and long-term effects of early intervention with International Wellness Checks (IWC) initiative.	• Analyze data collected from the research phase of the project.	• Chief administrative officer • Dean, Students	• More than 95% of students felt either satisfied or very satisfied and 100% would recommend IWC to their peers. • Post-Intervention students were 2.5 times more likely to report increased ability to find and access school resources.	Completed
	• CHWC to analyze data collected post-launch of Canadian Campus Well-Being Survey (CCWS).	• Develop an action plan based on data analysis.	• Chief administrative officer • Dean, Students	• Data received and analyzed. • Information shared. • Following themes recommended for further review: Mental Health, Food Security and Substance Use Education. • Action plan to address main concerns has been put into effect (Increase mental health supports and outreach, designated nurse for substance use, enhanced outreach, food security need has been discussed, information shared and DC Innovate platform question created).	Completed
4. Develop and create opportunities to build student resilience, competence, personal capacity and life-enhancing skills.	• 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.	• Offered four events during the academic year.	• Executive vice president, Academic	• 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 hosted two student targeted events in December 2022 called "MRC Arcade". Two	On Track

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				student teams participating in an upcoming Capture the Flag competition in Toronto. Training will begin soon as well	
	• 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.	• Program launch (September) • Program proposals (November) • Project implementation (November to March 2022) • ISL Summit (March) • Project reflections (April)	• Chief administrative officer • Dean, Students	• Agents of Change framework is available for current and prospective ISL students. Recruitment continues for student participants. • No proposals have been received yet. Date for ISL Summit has been selected and plans are in progress.	**Delayed**
	• 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.	• Stakeholder consultation and content development for modules. • Determine pilot rollout schedule.	• Chief administrative officer • Dean, Students	• In the progress of reviewing the module framework and ensuring it meets the needs of students and campus partners. Content creation to take place over the next few months.	**On Track**
	• Career Development to deliver relevant webinars, podcasts and Instagram live sessions to educate and support career resiliency.	• Develop content for updated programming to be delivered bi-weekly. • Track views/attendees.	• Chief administrative officer • Dean, Students	• New Success on the Job workshop created and delivered through in-class workshops. • IG Live sessions continue. • 49 students attended the international workshop, How to Find a PT job in Canada. • Career development collaborated with the International Office to deliver a Job Search workshop as part of the	**On Track**

DURHAM
COLLEGE
SUCCESS MATTERS

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Graduating International Student Experience (GISE) DC Connect course developed by the International Office • Career Development collaborated with Student Development team to deliver Get Hired: Start Building Your Career Path virtual session for new student orientation session.	
	• Campus Health and Wellness Centre (CHWC) to launch the second phase of Better Together Series.	• Integration of activity-based programming into regular health promotion schedule – weekly events during fall/winter semesters and monthly events in summer.	• Chief administrative officer • Dean, Students	• Formal workshops scheduled bimonthly. Integrated into regular programming. • Sustainability plan discussed and implemented. BTS programming for international students are underway and proposal for grant funding to assist completed.	**Completed**
	• 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).	• Assess the current status of services and identify gaps/duplications and build programming to support student success.	• Chief administrative officer • Dean, Students	• Process well developed and running effectively between departments • ASC has designated ADHD coaching. • Reviewed and revised current ADHD processes to better streamline care. • New Psychiatrist has started. • CHWC Mental Health Nurse opened ADHD clinic on Mondays.	**Completed**
	• College Wellness Committee (CWC) will identify priorities from the gap analysis of the Mental Health and Well-being Framework.	• Develop an action plan for stakeholders from strategic priorities informed by gap analysis data.	• Chief administrative officer • Dean, Students	• DC Wellness Directory micro-site is in development and expected to launch in early February.	**On Track**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Athletics and Recreation to support the goals of the Indigenous Education Protocol by having varsity team captains complete Indigenous Education Modules.	• Completion rates (January 2023).	• Chief administrative officer • Dean, Students	• DC Varsity captains to begin modules in January.	**Delayed**
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.	• 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.	• Offer at least 10 positions each term.	• Executive vice president, Academic	• Fifteen work study students have been hired across our Applied Research Hubs for 2022-2023.	**Completed**
	• Increase the awareness of student research assistant job opportunities across the college.	• Procedure to share job postings to be implemented by June 2022 and gaps to be identified and addressed by November 2022.	• Executive vice president, Academic	• 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. • In-class visits are planned to promote job opportunities in applied research. • Planning annual Students of Applied Research (SOAR) event for March 2023 to share student experience (the first one was held in March 2022).	**On Track**

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Re-introduce the Kit Car project.	• Hire Kit Car team lead and develop a schedule for student involvement for fall and winter semesters.	• Executive vice president, Academic	• Faculty support in place. Kit car work will continue throughout the academic year.	**Completed**
	• Embed resiliency training/competencies into several identified programs.	• 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.	• Executive vice president, Academic	• 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 & Community Services.	**Completed**
	• Create Toastmasters opportunity for students.	• Establish a student-focused Toastmasters club by March 2023.	• Executive vice president, Academic	• DC Chapter established. Liaison with chapter president to promote to business students.	**Completed**

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• First Peoples Indigenous Centre (FPIC) and FastStartDC to provide Indigenous students with opportunities to foster their entrepreneurial interests through session collaborations.	• Session scheduled to take place in late September 2022.	• Chief administrative officer • Dean, Students	• 10 Indigenous students attended session on October 19, 2022 to enhance their entrepreneurial skills.	**Completed**
6. Cultivate relationships with students that extend beyond graduation.	• 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.	• Through Internationalization and Global Engagement committee (I&GE), create an inventory of existing school-based community relations by Spring/Summer 2022. • Increase International Education specific community partnerships by at least two in the fall and winter semester.	• Executive vice president, Academic • Associate vice-president, Development and Alumni Affairs	• Working group established between International Office and DC Alumni Association. Two International Alumni leading conversations around mentoring activities. • Development of a LinkedIn Group for International students and alumni. Faculty-based community partnerships added to Winter 2023 I&GE meeting agenda.	**On Track**
	• Execute recently developed Durham College Alumni Association (DCAA) strategic plan. This plan supports the development of meaningful partnerships with college, industry, government and community. • Promote 100,000th alumni milestone.	• Develop baseline and criteria to measure alumni engagement by Q4. • Host at least two in-person alumni events while continuing successful virtual DCTalks. • Increase alumni app memberships by 10 percent from 5,200 to 5,700. • Develop a fulsome communications plan that celebrates 100,000 DC Alumni and includes the development of profiles for at least one alumnus	• Associate vice-president, Development and Alumni Affairs	• A survey has been sent to all reachable alumni. Results will be calibrated and benchmarked against other institutions to determine engagement benchmark. • Summer Social complete, Oshawa Generals Game complete. • One DCTalks complete and one in the planning stages for March. • App memberships are currently at 56,029. • Social media campaign was developed and executed during the lead up to	**Completed**

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		from each decade.		Convocation week.	
	• First Peoples Indigenous Centre (FPIC) to develop an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.	• Develop a quarterly IAN newsletter. • Host the 1st annual IAN meet-up.	• Chief administrative officer • Dean, Students • Associate vice-president, Development and Alumni Affairs	• Connected with Alumni services to gauge need. • Developed a newsletter template to be used. • Connecting all current students to opt in to further communications to build IAN. • Durham College Alumni Association has created a working group to develop the Indigenous Alumni Network. Meetings have been taking place with FPIC. • The above-mentioned Engagement Survey provides opportunity for self-identification. • Conversations are underway with the registrar to develop a way for Alumni Office to receive names of Indigenous students who self-identify. • Other activities include introduction of land acknowledgements in alumni meetings, establishment of a leadership award specific to	<mark>On Track</mark>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Indigenous students; development of a LinkedIn group for Indigenous students and alumni.	
	• Athletics and Recreation will organize a varsity alumni event for the official grand opening of the new Campus Softball facility.	• To be held fall of 2022 at the Lords Women's Softball home opener.	• Chief administrative officer • Dean, Students	• Successful event took place on Friday September 9, 2022. • Over 30 Alumni softball players attended along with former coach and staff.	**Completed**
7. Champion the necessity and value of life-long learning.	• Increase offerings in Academic Upgrading to provide opportunities for students to earn credits for Academic and Career Entrance (ACE) Certificate.	• Offering a minimum of one course in each during the 2022-2023 academic year.	• Executive vice president, Academic	• ACE Core Math, Apprenticeship Math, Communications, and Self-Management delivered Sept. 2022. Computer Foundations is scheduled for the winter semester.	**Completed**
	• Support industry partners in the development of micro-credentials for their employees.	• Develop and launch at least one micro-credential in partnership with an industry partner by March 2023.	• Executive vice president, Academic	• 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.	**Completed**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Increase open enrolment course options for adult learners.	• Launch at least two new open enrolment courses on CTS's website by March 2023.	• Executive vice president, Academic	• Created a new open enrolment course for adult learners at General Motors of Canada, called "Cadillac Academy." Launched Sept 5, 2022. • Introduced additional testing capabilities, available for open enrolment from July 2022 to June 2023, for adult learners in British Columbia on insurance requirements.	**Completed**
	• 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.	• At least two micro-learning courses will be ready to launch by March 31, 2023. • At least two competency assessments will be launched using VALID-8 by March 31, 2023.	• Executive vice president, Academic	• Chalenj - Courses have been selected and development is on track. Work is being done in collaboration with SCWI. • VALID-8 - Concluded that the tool did not meet the needs for the SCWI learner population.	**On Track**

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
1. Attract and retain highly qualified, creative and collaborative employees.	• 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.	• Provide a minimum of three PD sessions focused on Managing Cognitive Load, Avoiding Death by PowerPoint and Collaborative Learning.	• Executive vice president, Academic	• New Instructional Design Consultant role filled and commenced January 2023. "Avoiding Death by PowerPoint" PD session completed; additional two sessions under development.	**On Track**
	• Build targeted recruitment campaigns for high-growth program areas of the college.	• Work with department leadership to identify areas of expected growth. • Develop a promotional campaign for work at the college. • Update employer branding for external job postings. • Develop recruitment activity metrics.	• Chief administrative officer • Associate vice-president, Human Resources	• New DC Employment website: shell site created by C&M and reviewed by HR. • Content for site ready by end of January, testing phase of new site early Feb and expected to be live by March in time for recruitment season. • New site captures benefits of employment, employee testimonial videos & highlights of working at DC. • Discussion regarding a potential hiring fair for Faculty of STA this spring to take place end of January • HR proposing to support STA in planning and creation of a hiring fair for part time faculty in prep for 2023/2024 academic year. • First recruitment activity metrics report ready for this month (data from full	**On Track**

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				2022 year).	
	• Achieve Top Employer and Greenest Employer designations.	• Strategically identify Durham College (DC) initiatives and milestones for inclusion in award applications. • Promote application highlights to all DC employees through ICE. • Create a new section on DC website and ICE with employee testimonials on why DC is a top employer.	• Chief administrative officer • Associate vice-president, Human Resources	• Testimonials and photos continue to be collected following campus or team events. • Collaborating with C+M to distribute a condensed version of the 2022 application. • Message will be distributed to all staff and posted on ICE. • Employees will be invited to submit photos, testimonials and stories to be featured in the 2023 application. To be completed by January 31, 2023.	On Track
2. Develop teams whose work exemplifies our mission, vision and values.	• The Innovation & Disruption Catalyst Group (IDCG) continues to amplify conversations about innovation and disruption across the college.	• Launch an idea management platform by December 2022. • Design and implement an innovation challenge by December 2022. • Host two think tank sessions.	• President's Office	• The Innovate@DC idea management platform launched in October 2022; work to support the platform is ongoing • Since the launch of the Innovate@DC platform, four challenges have been launched in conjunction with the Bright Ideas hub • A communications plan was created to support the launch of the platform, with activities such as hosting in-person and virtual *Coffee and Conversation* events,	On Track

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				creating newsletter to celebrate the Innovate@DC community, creating news content that features various employees and projects, and engaging with several stakeholder groups across the college • Employee Think Tank 1.0 took place in June; approximately 70 employees participated • Work is underway to host employee Think Tank 2.0 in March 2022	
	• Provide professional development (PD) opportunities for all employee groups.	• Enhance PD opportunities available through the electronic employee development platform, Brightspace. • Integrate training records with HR Banner. • Build Brightspace reporting functions for managers. • Provide a calendar of PD and wellness opportunities for all employee groups. • Implement renewed credential verification and license renewal processes.	• Chief administrative officer • Associate vice-president, Human Resources	• Brightspace reporting structures have been updated. • Updates being made to existing modules. 11 new modules are in process of being recorded and will be uploaded to Brightspace. • Modules will be organized by the following categories: Orientation; Legislated Training; Sun Life Benefits & CAAT Pension Plan; Preparing for Retirement; Well-being; and PD. • Plan to re-launch Brightspace by March 1, 2023. • HR will continue to add more modules and create new categories such as EDI. • Relaunch of PD and Wellness social media accounts. • PD and Wellness program for Winter 2023 announced in December with a new interactive calendar. • Requested from all Faculties to provide HR with list of programs	On Track

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				requiring renewals of licenses/professional memberships/etc. and the list of those faculty. • HR will update Banner records during Spring/Summer 2023 in preparation of creating License Renewal reports for each Executive Dean for Fall and Winter semesters.	
	• 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.	• Update Employee Awards of Excellence Policy. • Promote awards of excellence program. • Chair committee review of nominations. • Co-ordinate Employee Recognition Event to award winners and acknowledge all nominees.	• Chief administrative officer • Associate vice-president, Human Resources	• Reviewing timelines and communication plan for the call for nominations for 2023.	**Completed**
3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.	• 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).	• Survey launched in Fall 2022.	• Executive vice president, Academic	• Survey was administered online; new components added for RDM, applicable to researchers only; EDI questions added. Analysis underway for action planning. Research Coordinators have been sharing results with leadership and faculty. SEIT held a workshop on survey results.	**On Track**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Redevelop the Equity, Diversity & 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.	• Complete course outline and course content for EDUC 1104 - Equity, Diversity and Inclusion in Teaching and Learning.	• Executive vice president, Academic	• Under development. New secondments posted and filled. Course outline to be completed by end of winter 2023. Delivery planned for fall 2023.	**On Track**

	• Introduce programs into Indigenous General Education (GNED) project.	• Introduce eight programs in the faculties of Hospitality & Horticultural Science (HHS) and Science, Engineering & Information Technology (SEIT) into the Indigenous GNED project.	• Executive vice president, Academic	• HHS programs introduced:
				  ○ Horticulture Technician
				  ○ Horticulture – Food and Farming
				  ○ Tourism – Destination Marketing
				• SEIT programs introduced:
				  ○ Chemical Laboratory Technician
				  ○ Biotechnology – Advanced
				  ○ Environmental Technology
				  ○ Water Quality Technician.
					Completed

	• 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.	• Successfully host Young Women in Science, Technology and Trades in Fall 2022.	• Executive vice president, Academic	• Successful conference, returning to in-person format, with guest speakers K. Campbell (Whitby) and J. Liu (Oshawa) more than 360 attendees and 100+ volunteers. Sponsors and attendees saw value in the event and many are excited to participate in our next offering.	**Completed**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status

	• Submit an application for funding to deliver Pre-apprentice training to non-traditional populations – Indigenous.	• Secure funding to deliver the training in summer 2022.	• Executive vice president, Academic	• Successfully secured three pre-apprenticeship training programs
				  o Welding for Women
				  o Electrical for the Indigenous community
				• Plumbing for New Canadians.
					Completed

	• Host Skills Ontario Summer Camp for Girls.	• Successfully host Skills Ontario Summer Camp for Girls event in August 2022.	• Executive vice president, Academic	• Eighteen girls attended the week-long summer camp in August. Camp focussed on introducing the group to a variety of skilled trades.	**Completed**
	• Support the Black North Initiative (BNI).	• Continue to support faculty involvement in Black Student Success Network and Social Justice Week. • Support faculty professional development activities that address diversity, equity and inclusion.	• Executive vice president, Academic	• Faculty time has been allocated and financial support have been provided to BSSN and Social Justice Week through the Faculty of Social & Community Services (SCS). • EDI is entrenched in all divisional meetings. • Social Justice Week is scheduled for January 24 to 26, 2023 with a total of nine speakers on topics ranging from homelessness to Islamophobia, Anti-Asian Racism and Mental Health. All speakers were arranged by SCS faculty.	**On Track**

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Provide college-wide EDI programming for employees and students, on a variety of educational topics as well as recognition events.	• Develop and launch the second year of EDI workplan, building on first-year programming. • Enhance organization communications on work plan and objectives. • Plan an annual calendar of events sponsored by Office of EDI.	• Chief administrative officer • Associate vice-president, Human Resources	• Fall education series complete, winter 2023 programming underway.	On Track
	• Administer Durham College's (DC) second self-ID survey to employees and students.	• Review survey questionnaire and focus on equity data collection. • Promote survey to students and employees. • Develop survey results communications plan. • Work with senior managers on outcomes for data in their areas.	• Chief administrative officer • Associate vice-president, Human Resources	• EDI census is in its final stages of development. • The census will launch on January 23, 2023, beginning with students. • This will be followed by the employee census on February 13, 2023.	On Track
	• Continue to build community connections in support of EDI resources for employees and students.	• Identify and re-engage with academic programs and internal supports to assist Reach, Include, Support and Elevate (RISE) students transitioning to Durham College. • Identify and re-engage with community organizations to support the promotion of pathways to post-secondary through the RISE program. • Establish a community contact list with current and prospective partners for promotion. • Collaborate with Communications + Marketing to develop RISE	• Chief administrative officer • Associate vice-president, Human Resources	• Engagement with community partners underway. Partnership with DDSB and DBEN has strengthened. • Outreach activities planned for Black students, Feb, March & May. • Group coaching session provided to Carea CHC (December 2022). Website re-design and promotional materials are underway.	On Track

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		specific materials and updates to EDI public-facing website.			
	• Provide institutional EDI leadership and support to related activities and groups: Black North Initiative, Black Student Success Network (BSSN), EDI working group, Dimensions Charter.	• Formalize the terms of reference and restructure the format of EDI working group. • 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.	• Chief administrative officer • Associate vice-president, Human Resources	• EDI framework was presented to Committee for feedback in November 2022. • TOR to be finalized at the January meeting. • OEDI hosted a Black employee dialogue in partnership with BSSN. • 15 participants were in attendance, following the meeting two individuals put forward their interest to join the BSSN executive. • Follow-up expected in February 2023.	On Track
	• Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives.	• Provide regular updates on training and EDI institutional commitments.	• Chief administrative officer • Associate vice-president, Human Resources • President's Office	• Presented Sexual Violence report to BoG in December 2022. • Collaborated on key intuitional commitments, which was also presented in December 2022.	Completed

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop a college-wide plan for acknowledging holidays and special days of observance and flag usage at the Oshawa and Whitby campuses.	• 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. • Finalize plan for review by December 1, 2022. • Communicate and launch plan in January, 2023.	• Chief administrative officer • Associate vice-president, Communications + Marketing	• Project resumed after being on hold due to vacancy in Director, Communications role. • New Timeline to finalize plan for review by January 2023. • Communicate and launch plan in February 2023.	On Track
4. Empower and support employees to be entrepreneurial, innovative and strategic.	• Create and increase access to resources for faculty and staff engaged in work-integrated learning (WIL) initiatives.	• Develop field placement manual, process maps, and other resources for training/onboarding staff and faculty engaged in placements. • Update and increase content available on ICE. • To be completed by March 2023.	• Executive vice president, Academic	• WIL Committee has formed a subcommittee to update and increase content available on ICE. Initial review complete and page layout is planned. WIL Committee ToR and various forms have been updated. Content is being created and updated. Updates to WIL health and safety database and collection form are underway. • Project-based WIL resources are in development and calls for project-based opportunities have been distributed.	On Track
	• Support faculty in investigating teaching and learning challenges and innovations in their classes, and share the outcomes to improve student learning.	• 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	• Executive vice president, Academic	• Two new SoTL projects and one extension of a 2021-2022 project are in progress. Results from 2021-2022 SoTL projects presented during fall 2022 Academic PD Day; CTL SoTL website updated.	Completed

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2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		conferences. • To be completed by March 2023.			
	• Design resources to support faculty in transferring face-to-face or Emergency Remote course to quality online courses.	• Build four resources that will support faculty in the process of transferring existing courses into online delivery mode.	• Executive vice president, Academic	• Development of resources during fall 2022 with launch for winter 2023. eLearning and new Instructional Design Consultant will be collaborating on this task.	On Track
	• Open the mentee and mentor application process for a faculty applied research mentoring program.	• Open application process in Fall 2022 with matches. Make SWF commitments by October 31, 2022. • Launch mentoring program in Winter 2023.	• Executive vice president, Academic	• Forms for mentor and mentee candidates have been drafted; manual approved by ALT; mentor and mentee application forms shared with ALT. Rollout delayed, expecting launch of program in next academic cycle.	Delayed
	• Provide Career Development information sessions to employees to promote services for students to better prepare them for post-graduation success.	• Deliver one workshop per semester; record session. • Increase referrals of students to Career Development.	• Chief administrative officer • Dean, Students	• Presented Career Development services at Academic Council. • Communicating with HR to provide scheduled PD sessions to DC staff. • Staffing changes have delayed this project.	Delayed

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status

	• 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 Leadership Team, senior leaders and representatives from key areas of the college.	• 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.
		• To be completed by July 31, 2022.
		• **Toolkit materials may include:**
		  ○ Leading the Way video
		  ○ Leading the Way video trailer
		  ○ Presentation materials
		  ○ Key messages
		  ○ Web features (ongoing)
		
		• Complete a 'Leading the way' corporate-level promotional video and a 30-second trailer by August 2022.
		• Communications access to the toolkit internally in August 2022.
			• Chief administrative officer
			• Associate vice-president, Communications + Marketing
				• Leading the Way video was completed in July 2022, and can be viewed here: https://www.youtube.com/watch?v=RMdeitPzVSI
				• Leading the Way video trailer* was completed in July 2022, and can be viewed here: https://www.youtube.com/watch?v=acM9g_bK86Y
				• January 2023: Premilitary work has begun on creating a second Leading the Way video/commercial. This video will align with current recruitment and marketing strategies and utilized in this tool kit and other digital channels which will be completed in 23-24.
				Web-features:
				• 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.
				• Messaging resumed after being on hold due to vacancy in Director, Communications role.
				• Resource development to be completed by February 2023.
				• Communications access to toolkit to be completed in March.
					On Track

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• 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.	• Minimum of five demonstrated collaborations between DC departments on industry partner relationship management.	• Associate vice-president, Development and Alumni Affairs	• Research of other college approaches is complete. • Two collaborations are underway. • Working closely with President's Office to develop opportunities to "workshop" ideas with DCLT and Corporate Council Q4 timeframe.	**On Track**
5. Strengthen our organizational culture to prioritize the health and wellness of our employees.	• Respond to employee engagement survey results.	• Develop and launch a pulse survey that will be delivered to employees twice to track engagement and identify areas for improvement.	• Chief administrative officer • Associate vice-president, Human Resources	• Collaborating with ORSIE and C+M on employee pulse survey. • Survey to be launched March 1-12, 2023. • Banner will be added to ICE landing page to promote the survey.	**On Track**
	• Expand EDI resources and supports for students and employees.	• Collaborate with college departments to facilitate objectives identified in the Ontario Post-secondary Access and Inclusion Program (OPAIP) funding application. • Focus on expanding mental health supports with EDI focus. • Collaborate with Campus Health and Wellness Center to pilot and expand mental health supports with an EDI focus to students. • Determine opportunities to offer training to mental health counselors on EDI and mental health specific content.	• Chief administrative officer • Associate vice-president, Human Resources	• Available resources for the Inclusive Community Coordinator position were repurposed to fund the EDI Project coordinator position due to recruitment challenges. • This position will develop EDI resources to support the DC community including a repository for identity-base services to support students.	**On Track**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Conduct employee focus groups on wellness programming and special interest groups.	• PD & Wellness Coordinator will host a minimum of two focus groups in Spring 2022 and Winter 2023.	• Chief administrative officer • Associate vice-president, Human Resources	• HR collects feedback continuously from participants of PD and Wellness offerings. • Focus group will be arranged in February 2023.	**On Track**
	• Implement programming in support of the mental health and wellness framework for employees.	• Complete review of wellness framework gap analysis. • Identify programming to address needs. • Utilize employee working group to develop and implement wellness initiative.	• Chief administrative officer • Associate vice-president, Human Resources	• DC's Dimensions of Wellness webpage will serve as a wellness directory for resources and supports available to DC employees and students. • Committee is in the final stages of reviewing content. • Collaborating with C+M on communication plan to launch site in February 2023.	**On Track**

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.	• 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.	• Lead ETC planning committee for Advancing Learning Conference. The event to take place June 2023.	• Executive vice president, Academic	• Advancing Learning Conference set for May 10 to 12, 2023. Promotional video completed and website launched (Advancinglearning.ca). The call for proposals open. Keynote speakers identified and approvals are being sought.	On Track
	• We will share and celebrate faculty accomplishments across the institution.	• Development of a video presentation to be shared on the Centre for Teaching and Learning (CTL) website. • Highlight Scholarship of Teaching and Learning (SoTL) projects at DC on the CTL website. • To be completed by March 2023.	• Executive vice president, Academic	• SoTL projects highlighted at Fall Faculty PD Day with digital poster presentations. A video presentation on faculty accomplishments is in production for winter 2023.	On Track
	• Resume traditional in-person Convocation ceremony to celebrate legacy and 2022 graduates.	• Plan and execute an in-person convocation ceremony in June 2022.	• Executive vice president, Academic	• In person convocation ceremonies were held in June 2022 for 2020, 2021 and spring 2022 graduates. More than 3,500 students crossed the stage during these ceremonies, and June marked an important milestone with total alumni reaching 100,000 members.	Completed

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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.	• Reporting tool enhanced/developed by August 2022.	• Executive vice president, Academic	• Provincial record-level data has not been made available by OCAS for further dashboard development. Overall reports provided to EVPA and program level information will be embedded in PIPs.	On Hold
	• 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.	• Form an active working group by Fall 2022. • A draft framework is presented to college leadership in Winter 2023.	• President's office	• Report presented to DCLT in December, with an update on social commitments also provided to the Board of Governors. Reporting going forward will take into account recommendations provided by DCLT to monitor activities on an active basis.	Completed
2. Lead in the development of transformational programs, services and systems that enhance the student experience.	• Develop seven digital modules to support student academic success in a virtual environment for faculty to customize for their students' needs.	• 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.	• Executive vice president, Academic	• Learning strategies content and videos are completed; interactive activities to support student learning strategies in DC Connect are in development. Project will be complete and ready for launch in March 2023.	On Track

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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.	• Launch Phase 2 (i.e. admin forms, front end summary form, eligibility logic, and ranking). • Implement new co-op admissions schedule for advanced diploma programs and test in system. • Investigate and develop automation of admissions emails (Phase 3). • To be completed by March 2023.	• Executive vice president, Academic • Chief administrative officer	• Completed and launched for Fall 2022 co-op admissions. • System has been designed to assess semester 1 eligibility for advanced diplomas. • Not yet scheduled but research into options is underway by IT Services.	On Track
	• Launch co-op module on Orbis Outcome.	• Develop student terms and conditions for co-op. • Review and update employer work term agreements. • Initial launch of co-op module by June 2022 for Fall semester work terms. • Test new process for co-op employer document collection using Orbis. • Launch across all co-op/work term programs by September 2022.	• Executive vice president, Academic	• Co-op module launched in September 2022. Student terms and conditions developed. 2023 work term records have been created. • Updated employer work term agreements are drafted and being reviewed. • Co-op employer document collection processes being explored.	On Track
	• Enhance food service options for students and employees.	• Open a Starbucks at the Oshawa Campus. • Continue to revitalize our food service portfolio through innovative engagement strategies for students with our service provider, Chartwells. • Promote and educate students,	• Chief administrative officer • Chief financial officer • Associate vice president facilities and ancillary services	• Durham's first Starbucks successfully opened at our Oshawa campus on September 6, 2022. • Student Service Building (SSB) Tim's Horton underwent an upgrade to offer a full menu. Opening planned for October 3, 2022. • Whitby Tim Horton's and Student	Completed

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		faculty and staff on healthy food options.		Service Building (SSB) Tim Horton's underwent an upgrade to offer a full menu. Opening date was September 6, 2022.	
	• Enhance cybersecurity posture by installing a dedicated appliance for the monitoring and logging of the firewall.	• Design solution. • Purchase equipment. • Implement system by March 31, 2023.	• Chief administrative officer	• Solution designed. • Equipment ordered and delivered. • Solution has been implemented into the system.	Completed
	• Career Development to pilot Symplicity Mock Interview platform.	• Fall semester pilot with selected faculty for mock interviews with students. • Student focus group to provide feedback.	• Chief administrative officer • Dean, Students	• Collaborated with select Program Coordinators to pilot Symplicity's Mock Interviews to students in the fall semester.	Delayed
	• Financial Aid and Awards (FAA) implementation of new processes associated with federal funding updates for students with temporary and persistent disabilities/exceptionalities.	• Develop processes to deliver additional funding and supports for students under this new category (i.e. Funding for reduced course loads, longer study periods).	• Chief administrative officer • Dean, Students	• Process developed, pending final directions from MCU. • Using the recently launched V8 enhanced YTD OSAP file to monitor PPD students to align the process.	Completed

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• FAA to enhance outreach, specifically focusing on traditionally underrepresented groups.	• Create videos, increase social media presence and in-person presentations to promote participation of historically underserved populations in post-secondary education.	• Chief administrative officer • Dean, Students	• Collaborating with communications and marketing re: video requirements and production. • Identifying groups and requirements. • Preparing and confirming outreach, presentations/workshops. • Delayed due to staffing changes.	**Delayed**
	• FAA implementation of new processes associated with offering micro-credentials.	• Develop processes to deliver additional funding and supports for students participating in micro-credentials.	• Chief administrative officer • Dean, Students	• Process under development; meeting with Dean of PPL to identify potential Micro Credential Programs eligible for OSAP funding.	**On Track**
	• Athletics and Recreation to establish a Cricket Club program under the Campus Recreation umbrella.	• Launch scheduled for October 2022.	• Chief administrative officer • Dean, Students	• Formed first-ever competitive cricket team consisting of 16 players that will compete in two outdoor tournaments this season. • Over 60 students belong to the DC Cricket Drop-in club at the Campus Field House.	**Completed**
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	• Design a Flexible Delivery Professional Development (PD) Series to support faculty in teaching flexibly.	• Launch a six-part series focused on flexible course design and delivery and provide faculty opportunities to workshop their flexible teaching skills.	• Executive vice president, Academic	• Launched for the spring 2022 semester with 34 faculty enrolled. Faculty secondment for flexible delivery for fall and winter 2022 to review and revise course content. Fall 2022 and Winter 2023 flexible course series offered. CTL continues to support faculty in their flexible teaching through drop-in	**On Track**

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				support.	
	• Create a guide to support decision-making for digital delivery modes.	• Create and distribute a "Digital Delivery Decision Guide" resource by September 2022.	• Executive vice president, Academic	• 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.	<mark>Completed</mark>
	• Launch two new educational technology tools: - Kahoot! Designed for faculty to implement to engage students in retrieval practice. - Padlet Faculty can implement in their practice to support student collaboration and engagement.	• Collaborate with IT Services to launch tools: o Padlet: June 2022 o Kahoot!: August 2022 • Develop faculty support resources. • Develop PD sessions to train faculty and encourage use. • Ongoing: Spring to Fall 2022.	• Executive vice president, Academic • Chief administrative officer	• 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. • 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.	<mark>Completed</mark>

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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.	• Complete eight projects, train 24 students and develop four partnerships by February 2023.	• Executive vice president, Academic	• Started 19 projects in year 5. Successfully completed 12 projects. Trained 41 students and developed 9 new partnerships.	<mark>Completed</mark>
	• Complete Year Three of three College and Community Social Innovation Fund (CCSIF) grants; and Year Two of one CCSIF grant.	• Successfully conclude Year Three/Year Two of projects by March 2023; obtain extension for 3 projects into Year Four due to pandemic impacts.	• Executive vice president, Academic	• Extensions confirmed for three CCSIFs until March 2024. All projects on track.	<mark>On Track</mark>
	• Successfully complete Year Two of NSERC IE Grant in Cybersecurity, by initiating eight projects, training 20 students and developing four new partnerships.	• Complete eight projects, train 20 students and develop four partnerships by February 2023.	• Executive vice president, Academic	• Started 12 projects, successfully completed 7. Developed 5 new partnerships. Trained 11 students.	<mark>Completed</mark>

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Commission the cybersecurity research lab using Canada Foundation for Innovation (CFI)/ Ontario Research Fund (ORF) grants.	• Lab commissioned and operational by March 2023.	• Executive vice president, Academic	• Infrastructure in place, ready to move in later in mid-February as soon as J Block building occupancy granted. Training occurring in last few weeks of January before fully operational.	On Track
	• 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.	• Complete four projects, train eight students and develop four partnerships by March 2023.	• Executive vice president, Academic	• Five ARTP projects have been completed in the MRC Studio, involving 10 students and 5 partners. Additionally, 2 partners and 2 projects are being explored.	Completed
	• 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.	• 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.	• Executive vice president, Academic	• 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 launches in winter 2023.	On Track

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Renovate J Block building to create a new Innovation and Applied Research Hub.	• Develop and implement engineered designs as appropriately defined by existing space. • Based on completed design, implement facilitation work based on budgeted costs. • Complete renovation by March 31.	• Chief administrative officer • Chief financial officer • Executive vice president, Academic • Associate vice president facilities and ancillary services	• Construction has mostly wrapped up with a few minor items pending which are necessary to achieve full occupancy of the building. Fire system verification was completed last week and a response from the city on partial occupancy of the first floor is pending. New furniture to arrive later in late January with occupant move-in to follow.	On Track
	• Develop a space plan for the former Durham Region Police Services Office space in the Gordon Willey building.	• Determine requirements for the optimum space utilization. • Develop engineered designs as appropriate defined by existing space.	• Chief administrative officer • Chief financial officer • Associate vice president facilities and ancillary services	• DRPS space in Justice Wing has been successfully renovated and is now occupied as of September 2022.	Completed
	• Construction of new Technical Innovation Centre at the Whitby Campus (PROTO).	• 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. • Tender the project. • Complete the project by March 31, 2023.	• Executive vice president, Academic • Whitby Campus Principal • Chief administrative officer • Chief financial officer • Associate vice president facilities and ancillary services	• A few delays in the arrival of some of the base mechanical components as well as glazing delayed the project slightly before the holiday period. Scope has also been increased to include the hallway flooring just outside of the Proto/EV space. Work continues in January with drywalling and finishes with the revised completion date set for the end of February.	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Refine space plan for existing areas within the Gordon Willey building.	• Develop a long-term plan that optimizes the available space based on academic and general college needs.	• Chief administrative officer • Chief financial officer • Executive vice president, Academic	• Future space requirements are in the process of being compiled and reviewed against vacant spaces.	On Track
4. Maximize resources and processes in all aspects of our business.	• Collaborate on backfill planning for shop space – automotive space redesign at the Whitby campus.	• Operationalize the backfill of the learning spaces for the automotive shops.	• Executive vice president, Academic	• Ongoing. The Whitby leadership team is engaged in addressing any of the academic questions that arise from the development of the learning space.	On Track
	• 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.	• Update and create new content for Experiential Learning, Co-op, Field Placement, Employers and Partners and ORSIE web pages by March 2023.	• Executive vice president, Academic	• Initial consultation with web team completed. New EL Hub wordmark created by Marketing & Communications. Team photos taken, and EL Hub added to ORSIE webpage. Video content and testimonials are in development.	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Successfully re-launch the college's strategic plan to educate staff, students and the community on the college's strategic direction and goals.	• Initial presentation to kick-off re-launch at Town Hall in Q1. • A communications plan is developed to support ongoing branding and promotion of the mission, vision, values and goals.	• Chief administrative officer • President's Office	• Presentation delivered at Town Hall which included a video that complimented the Share Your Story Campaign. • Promotional materials that advertise the strategic planning website and documents are actively disseminated beyond staff and students to include community leaders and dignitaries.	On Track
	• Deliver a balanced budget for 2022-2023 that optimizes resources and reduces expenses.	• Monitor revenues and expenses to achieve a balanced budget for March 31, 2023.	• President's Office • Chief administrative officer • Chief financial officer	• The current forecast indicates that the financial results for fiscal 2022-23 are on track towards realizing a surplus.	On Track
	• Enhance students' cybersecurity posture.	• Design a multi-factor authentication solution for DC Mail. • Implement system by March 31, 2023.	• Chief administrative officer	• Solution designed and implemented before start-up. • By mid-September over 25,000 students registered to use it.	Completed

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Complete Building For Skills campaign by raising final $600,000.	• Initiate or continue cultivation of at least 50 major and special ($5-9K) gift prospects. • Conclude open solicitations or conduct solicitations of up to 20 major gift prospects (or as required to conclude the campaign). • Conclude open solicitations or conduct solicitations of up to 25 special gift prospects (or as required to complete the campaign).	• President's Office • Associate vice-president, Development and Alumni Affairs	• Campaign goal of $10 million has been exceeded. • Public announcement to take place week of February 9th.	**Completed**
	• Heighten focus on donor stewardship and innovate practices to engage current and past donors.	• Increased strategic donor communications ensuring 5-6 touchpoints per year. • Deploy honourary credential at the upcoming Fall convocation. • Implement memorial tree planting program if campus activities return to normal by Q4.	• Associate vice-president, Development and Alumni Affairs	• Three communications have taken place so far and the plan for the rest of the year has been completed. • Deferred – there has not been a candidate identified. Conversations underway regarding the purpose and significance of this practice. • Revisiting the viability of this program based on ongoing maintenance costs as well as interest levels.	**On Track**
	• Increase alumni annual giving.	• Develop a pipeline of 60-100 new alumni prospects (less than $500). • Identify prospective alumni who can participate in the Alumni Leader program ($500 plus). • Increase number of alumni leaders by 5-7 (from 24). • Cultivate alumni relationships with major gift prospects ($10,000 plus)	• Associate vice-president, Development and Alumni Affairs	• Raised just over $30,000 for the Student Food Insecurity bursary and International Student Emergency Fund. • The above campaign serves as a tool for the alumni pipeline and leaders' program. • Currently have 30 leaders. • Ongoing – three prospects are in various	**Completed**

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		ensuring 3 major gift prospects are in cultivation or solicitation stages.		stages of cultivation. One was solicited resulting in an introductory gift of $5,000.	
	• Develop plan to migrate Blackbaud Raiser's Edge to SalesForce or upgrade to NXT.	• Develop a comprehensive plan, budget and timeline for conversion including researching processes at other colleges by Q4.	• Associate vice-president, Development and Alumni Affairs	• Several meetings have taken place with the vendor and with IT. • Budget has been approved. • Plan being implemented now to convert over to new software.	Completed
	• Implement the FAST Financial Forecasting module for Fall 2022.	• Create training materials. • Implement new module with budget holders.	• Chief administrative officer • Chief financial officer	• Training documentation/video was created and communicated to budget holders in October for the first completion of Q3 and Q4 forecasts. New Forecasting module was implemented with budget holders.	Completed
	• Implement the new PSAB accounting standard – Asset Retirement Obligation for March 31, 2023.	• Engage consultant to assist with the required valuation. • Record the estimate on the 2022-23 Financial Statements.	• Chief administrative officer • Chief financial officer	• The finance department is working with the Facilities department and the college's external auditors to obtain estimates of this new reporting requirement.	On Track

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Continue the digitization of records project.	• Continue to develop classification and new business processes for DC records. • Implement a process for the digitization of records for additional departments by March 31, 2023. • Investigate phased approach to move away from the shared network drives to a full M365 storage facility with completion by March 31, 2024.	• Chief administrative officer • Chief financial officer	• The addition of new records classification is being completed as identified. New business processes are being developed for departments as they refine their use of electronic records. • 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. • 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.	On Track
	• Enhance the enterprise information technology backup capability.	• Design system that provides for significantly more backup storage at a faster speed. • Purchase equipment. • Implement system by March 31, 2023.	• Chief administrative officer	• Solution designed. • Tape-based backup equipment ordered and delivered.	On Track
	• Develop and promote conservation demand management (CDM) programs in support of DC's sustainability goals.	• Implement Battery Storage Program for Oshawa Campus in partnership with Ontario Tech University. • Implement Combined Heat and Power (CHP) plan for Whitby campus in partnership with Elexicon.	• Chief administrative officer • Chief financial officer • Associate vice president facilities and ancillary services	• Battery storage design options are underway and currently being reviewed by both Durham's legal team as well as On Tech University.	On Track

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
5. Support Effective College Governance	• Provide data and validate metrics for SMA3 2022-23 Year Three evaluation report.	• Report evaluated and feedback provided by February 2023.	• Executive vice president, Academic	• Work underway - first submission of workbook will be completed by Jan 23 deadline.	<mark>On Track</mark>
	• Revise and update comprehensive DC Escan to inform planning and decision making.	• Dashboard prepared and posted on Insights by March 2023.	• Executive vice president, Academic	• Consultation with EAC/EMG to guide the dashboard development to ensure usability. Rollout delayed, expecting completion in next academic cycle (next fiscal year).	<mark>Delayed</mark>
	• Support the work of the Board of Governors by conducting a comprehensive review of the Board's governance processes.	• Governance review completed with new by-laws and policies to be approved by June 2022.	• President's Office	• The Board's governance review was completed in June 2022 and resulted in the approval of refreshed by-laws and Board policies • The Board received a presentation at its October 2022 Board about governance and the role of the Board • The Governance Review Committee is reviewing the new governance structure and will be reporting in April 2022 on any gaps that have been identified over the past year	<mark>Completed</mark>

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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.**	• Confirm community site for new Barrett Centre farm, negotiate MOU and begin farming activities.	• Site selected in collaboration with Town of Whitby. • Agreement signed. • Farming preparation work under way for operation start-up in 2023.	• President's Office • Linda Lynn • Executive vice president, Academic	• Community land site secured and agreement signed with Region of Durham. • Location signage permit signed off/ notarized.	On Track
	• Strengthen relationships and engage community and industry partners in professional development related to WIL during 2022 WIL employer appreciation event.	• Event successfully completed. • Event debrief completed with plans/improvements documented for 2023 event.	• Executive vice president, Academic	• 2022 WIL Employer Appreciation event completed in April. • Planning for 2023 event is underway.	Completed
	• Resume TechTalkDC series.	• Offer six in-person Tech-Talks in total, one each per semester in AI, Cyber and MRC Studio.	• Executive vice president, Academic	• MRC Studio workshop planned for Winter 2023. AI Tech Talks planned for February (Healthcare) and in May (Nuclear Energy).	On Track

• Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate supports for international student populations.	• Comprehensive strategy to ensure community is able to support growing international student population.	• President's Office • Executive vice president, Academic • Chief administrative officer • Dean, Students •	• 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 and again in December. Working groups have been defined and membership within them is currently being established.	On Track
• Complete two Durham RTDS virtual events related to Connected and Autonomous Vehicle Technology.	• Two events hosted by March 2023.	• Executive vice president, Academic	• A collaborative event with the Hamilton RTDS for Nov 3, 2022 was completed. • Completed Challenge #1 introduction in June 2022. Information session in January on Challenge #2 is upcoming.	On Track
• Encourage community participation for employees and students.	• Diversify DC representation at community events. • Increased community involvement for international students (target 50).	• Associate vice-president, Development and Alumni Affairs	• Participated in 26 community events and included representation from across the college. • Provided one opportunity for four international representatives to attend a community gala. Built on the experience to develop a process to ensure meaningful and comfortable experiences.	Completed

	• 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.	• Participate in strategic planning sessions. • Develop a collaborative proposal for submission.	• Chief administrative officer • Dean, Students	• Proposal created jointly and submitted to MLITSD in July 2022. Waiting to hear back from the Ministry on next steps.	On Track
	• CES to build relationships with employers to meet the demands of the local labour market.	• Outreach to existing and new employers to assist with their hiring and training needs.	• Chief administrative officer • Dean, Students	• 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.	On Track
	• CES to support clients in the community with employment and educational needs by fostering resilience, competence, personal capacity and life-enhancing skills.	• A minimum of 35 per cent of clients referred to/from community partners to ensure clients receive the supports they need. • Secure work placements/training opportunities for clients providing $560,000 to employers for incentives and training dollars.	• Chief administrative officer • Dean, Students	• Supporting clients with their Better Jobs Ontario applications (formally known as Second Career). • Providing workshops on Personality Dimensions and life skills with the Youth Job Connection and Youth Job Connection-Summer programs.	On Track
	• Campus Health and Wellness Centre (CHWC) to strengthen partnership with Ontario Shores by collaborating on the delivery of mental health supports to students.	• Offer next phases of the following programs: Dialectical Behavioural Therapy (DBT), Cognitive Behavioural Therapy (CBT) and the MIND Program (Recovery College).	• Chief administrative officer • Dean, Students	• DC and OS continue to collaborate. • OS training MH nurses in DBT skills building course and provide students with this service every Tuesday • MIND program has been re-established and is ongoing. • Partnership for CBT has been renewed and available to all DC students in-	Completed

				person or virtually with OS designated clinician on-site.	
	• 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, and partner agency opportunities.	• Number of students referred to OPG.	• Chief administrative officer • Dean, Students • Associate vice-president, Human Resources	• Team has met regularly to develop a smooth process between all parties. ASC has provided 17 job opportunities to students through this initiative so far, with more opportunities consistently offered.	**Completed**
	• 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.	• Feedback from the ASAD program chair.	• Chief administrative officer • Dean, Students	• Women's Volleyball Program has partnered with the Abilities Centre to deliver clinics and volleyball training for athletes under the ASAD program.	**Completed**

	• 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).	• Increased revenue of <mark>15 per cent</mark> for CRWC facility rentals.	• Chief administrative officer • Dean, Students	• Full transition of summer sports programs to NuStadia. • New focus will be on National and Provincial training camp offerings for Basketball Canada, Basketball Ontario, Volleyball Ontario, Badminton Canada, etc.	**Completed**
2. **Expand opportunities for employees and students to volunteer in our community.**	• Formalize a community-based framework to increase opportunities to integrate international students into the community earlier in their program.	• Through the Internationalization and Global Engagement (I&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.	• Executive vice president, Academic	• 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. • Faculty-based community partnerships added to Winter 2023 I&GE meeting agenda.	**Delayed**
	• Find creative ways to assist community organizations beyond financial contributions.	• Promote work-integrated learning (WIL) opportunities and ways that Durham College (DC) can assist community organizations beyond financial support. • Support internationalization efforts by finding ways to help with community integration.	• Associate vice-president, Development and Alumni Affairs	• Have incorporated these opportunities in all meetings with industry. • Including appropriate people in tours and conversations.	**Completed**

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2022-2023 Business Plan Scorecard

3. **Leverage and grow our positive impact on the communities we serve.**	• Engage with Chambers of Commerce in the Region regarding applied research opportunities.	• Host one Chamber event dedicated to applied research opportunities.	• Executive vice president, Academic	• Detailed planning has not yet started. Event is to take place in winter 2023.	**On Track**
	• First Peoples Indigenous Centre (FPIC) to expand the delivery of the Family Language Program to students and community members. • Deliver Full Moon ceremonies.	• Provide weekly language learning sessions at different levels to encourage the reacquisition of the Anishinaabemowin language. • Deliver Full Moon ceremonies on a monthly basis, inviting Indigenous students, staff and community members.	• Chief administrative officer • Dean, Students	• FPIC has been unable to obtain a language facilitator. Recruitment of language facilitator is ongoing. Monthly full moon ceremonies currently delivered virtually for DC and local community members.	**On Hold**
	• Working with the broader community, the college will establish supports for Ukrainian refugee humanitarian crisis.	• Provide temporary housing solutions through on campus residence.	• Executive vice president, Academic • Chief administrative officer • Dean, Students • President's Office	• Port Hope Community Employment Services has attended 2 community information sessions to welcome Ukrainian refugees and inform them of the services available to them. • 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.	**On Track**

	• FPIC to offer new Indigenous teachings.	• Establish relationship with new Elder and co-ordinate six teaching opportunities. • Conduct four-part series on traditional medicines in the modern world.	• Chief administrative officer • Dean, Students	• Established relationships with new Elders. • Joseph Pitawanakwat has facilitated 4-part series on traditional medicines.	**Completed**
	• 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.	• Hold naming launch event in Summer 2022. • Implement station branding. • 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.	• Chief administrative officer • Associate vice-president, Communications + Marketing	• Announcement took place on October 4, 2022 in partnership with Metrolinx leadership at the Oshawa GO Station. • The announcement is scheduled for Tuesday, October 4. • The station branding plan is on-track to launch in a phased approach, with the first element being unveiled during the announcement. • 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.	**Completed**
4. **Guide students in making meaningful connections with their communities.**	• Develop plan to host summer skills week-long camps for youth trades discovery.	• Develop series of week-long summer camps for youth to attend. • Each week would be a different theme for trades discovery. Develop in 2022, to run in 2023.	• Executive vice president, Academic	• Workshops were built upon the success of the Ontario Summer Camps. Taste of the Trades is run in collaboration with the SCWI, June 6 to 10, 2022 for grade 8 students. More than 150 students attended the week.	**Completed**

				Status
	• 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.	• Offering of TeachingCity GNED.	• Executive vice president, Academic	• Development of this GNED started during the spring semester and an update will be given this fall. GNED is targeted for spring delivery. **On Track**
	• Expand Access to Justice HUB opportunities for Paralegal graduate certificate and January start Paralegal diploma students.	• Minimum of two Paralegal graduate certificate students and two January start Paralegal diploma students participating in HUB for 2022-2023 year.	• Executive vice president, Academic	• Two Paralegal (graduate certificate) (CTAP) students participating in Field Placement 2022 at HUB; opportunities created for January start students for fall 2022. **On Track**
	• First Peoples Indigenous Centre (FPIC) to formalize Indigenous Voices Community Circle (new name to be determined).	• Identify purpose and objectives of the circle. • Determine key circle members. • Identify opportunities for collaboration and community programming.	• Chief administrative officer • Dean, Students	• Durham Indigenous Arts Showcase took place on October 27, 2022. • Key circle members included Durham Public libraries, DCSA, Durham Region, Ontario Tech University and the Robert McLaughlin. Gallery. • Event was well received by community, over 250 people were in attendance. **Completed**
5. **Strengthen our relationships with Indigenous communities.**	• 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.	• Agreement to be signed and implemented for September 2022.	• Executive vice president, Academic	• 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 **Completed**

				2022.	
	• Re-establish Aboriginal Youth Media Bootcamp with partners at Ogemawhaj.	• Develop and prepare to deliver media workshop to community partners in collaboration with Ogemawhaj Tribal Council. • Planning, logistics and recruiting to be complete March 2023 and the bootcamp will be delivered May 2023.	• Executive vice president, Academic	• Original contacts at Ogemawahj have left the Council. Work is currently underway to connect with their replacements to move initiative forward.	On Track
	• Develop learning outcomes for specific to Indigenous objectives.	• Implement the change in Photography and Video Production programs by March 2023.	• Executive vice president, Academic	• Work began in spring 2022, continued during fall 2022. Couse outlines are being modified to include Indigenous objectives.	On Track

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)

Completed
On Track
On Hold
Delayed
Cancelled

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![Durham College logo - SUCCESS MATTERS]

Public Report

Report Number: BOG-2023-08

To: Board of Governors

From: Don Lovisa, President

Date of Report: January 27, 2023

Date of Meeting: February 8, 2023

Subject: Summary of Collaborative Efforts with Ontario Tech University

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1.   Purpose

The purpose of this report is to inform the Board of Governors of the various initiatives and activities where Durham College and Ontario Tech University effectively collaborate.

2.   Recommendation

This report is being presented for information only.

3.   Background

In May 2021, the Durham College (DC) and Ontario Tech University (OTU) boards signed a letter that solidified the institutions' commitment to collaborate in various areas. DC and OTU collaborate and cooperate in the delivery of services and provide unique opportunities for students. Our mission, "Together, we are leading the way," emphasizes the importance of working closely with all external partners to provide as many pathways as possible for students wishing to continue their education. The spring, fall, and winter semesters of 2021-2022 saw 384 students in their first year at DC who had prior OTU experience and 403 students who started their studies at OTU with previous DC experience.

The 2021-2022 business plan refers to an action "to support the strategic discussion of the Board of Governors, and capitalize on the co-location, the leadership teams of DC and OTU will explore opportunities to collaborate." Attachment 1 summarizes various initiatives, events, and activities where DC and OTU work together to benefit both institutions.

4.   Discussion/Options

Refer to Attachment 1 for a detailed overview of the collaborative efforts between DC and OTU.

5.   Financial/Human Resource Implications

There are no financial/human resource implications.

6.   Implications for the Joint Campus Master Plan

There are no implications for the Joint Campus Master Plan.

7.   Implications for Ontario Tech University

DC will continue to work with OTU collaboratively and professionally to enhance our relationship as campus partners.

8.   Relationship to the Strategic Plan/Business Plan

This report fulfills the action under the "Our Work" goal in the 2021-2022 business plan "to support the strategic discussion of the Board of Governors and capitalize on the co-location, the leadership teams of DC and OTU will explore opportunities to collaborate."

Summary of Collaborative Efforts between
Durham College and Ontario Tech University

INTRODUCTION

The following document provides examples of how Durham College (DC) and Ontario Tech University (OTU) collaborate and cooperate to deliver services and provide unique opportunities for students. Our mission, "Together, we are leading the way," emphasizes the importance of working closely with all external partners to provide as many pathways as possible for students wishing to continue their education. The spring, fall, and winter semesters of 2021-2022 saw 384 students in their first year at DC who had prior OTU experience and 403 students who started their studies at OTU with previous DC experience.

In May 2021, the DC and OTU boards signed a letter that solidified the institutions' commitment to collaborate in various areas. Below are the four main collaboration goals that were identified as targets to enhance our position as an education hub in the Durham Region and Northumberland county:

1. *Leverage core academic strengths, knowledge and expertise that position the organizations as leaders in transformative education.*

2. *Leverage existing relationships, joint programs, and initiatives to enhance and create equal value for each institution.*

3. *Leverage IT infrastructures and disruptive technologies to differentiate the two institutions from others with a student-centric approach to enhance learning and service delivery.*

4. *Leverage opportunities to demonstrate combined strengths and make innovative contributions to Durham and Northumberland, Ontario, and Canada's economic, environmental and social health.*

STUDENT EXPERIENCE – EXPERIENTIAL LEARNING

Supports Goals 1, 2, 3 and 4

- The Director of Experiential Learning collaborates with OTU colleagues as a representative on the City of Oshawa's TeachingCity steering committee, as well as the Region of Durham's CityStudio steering committee, to facilitate meaningful experiential learning opportunities for students. One specific example is the development of the tri-institutional "City Idea Lab" course in which students from DC, OTU and Trent Durham learn to address a challenge identified by City of Oshawa partners.

Summary of Collaborative Efforts between
Durham College and Ontario Tech University

- Durham College received two awards from CEWIL Canada's Innovation Hub (iHub), which is funded in part by the Government of Canada's Work-Integrated Learning Initiative. These awards support field placements and other work-integrated learning opportunities at Ontario Tech for students in DC's Fitness and Health Promotion program and Firefighter: Pre-service Education and Training program. This work included building on a multi-phase project to develop unique training programs for elite varsity athletes by introducing new data analysis techniques to students, as well as measuring vital physiological responses during fire simulation experiences to improve health, safety and fitness for future firefighters.

- The Mitacs-funded initiative entitled "Evaluation of a Micro Homes Pilot Project in Ontario: Co-designing Best Practices for the Implementation of Housing Projects to Address Chronic Homelessness" is ongoing, in partnership with OTU and the Region of Durham. The expected completion date for this project is March 2023. A DC student completed a funded research internship as part of a field placement.

COMMUNITY ENGAGEMENT

Supports Goals 2 and 4

- DC and OTU both have representation on the Best Start Network: Research and Knowledge Mobilization Sub-committee, co-chaired by a DC faculty member and a Region of Durham staff member.
- A Mitacs application was submitted and approved for a project with the Region of Durham, involving interns from both institutions. This project is an enhancement to one of the funded College and Community Social Innovation Fund (CCSIF) projects.

PROGRAM COOPERATION

Supports Goals 1, 2 and 4

- The collaborative BScN nursing program continues to be a success. Two hundred students were accepted into the program in 2022-2023, and on average, over 70 per cent of BScN Collaborative program graduates completed the National NCLEX exam.
- The Faculty of Skilled Trades & Apprenticeship and the Faculty of Liberal Studies (LS) are collaborating with OTU to develop and deliver a General Education (GNED) course for DC students in the nuclear area (i.e. Introduction to Nuclear). Once created, LS would have an OTU faculty member deliver the course, with a launch set for fall 2023.
- The Faculty of Business is collaborating with OTU and Trent Durham to develop the Introduction to Higher Education course, funded by eCampus Ontario's Virtual Learning Strategy and offered through Continuous Learning at Ontario Tech. This course is

designed to develop a broad range of knowledge needed for: staff working in colleges and universities; faculty taking on administrative/leadership roles; and graduate students interested in learning more about how institutions operate as they prepare to enter the academic job market.

- There are almost 200 students enrolled in the Faculty of Business' diploma-to-degree pathways with OTU. These six pathways include Accounting, Entrepreneurship, Finance, Human Resources, Marketing, and Supply Chain.

- DC's Computer Systems Technician – OnTech Transfer program continues to attract students. In fall 2022, we had an intake of 43 students (35 domestic and 8 international), while in winter 2023, we were at 19 domestic and 8 international paid at the start of the semester. This program allows students to earn two credentials in four years between the two institutions.

- The Faculty of Science, Engineering & Information Technology is continuing to work with OTU on developing a pathway toward an engineering degree. Progress is ongoing, and the pathway is near completion.

APPLIED RESEARCH

Supports Goals 3 and 4

- DC currently has a College and Community Social Innovation Fund (CCSIF) project in progress involving the assistant coach of OTU's soccer team. The research project is to assess an innovative training technique that may prevent and rehabilitate Canadians from heart disease and diabetes, including higher-risk groups such as Indigenous Canadians and People of Colour. The soccer coach is also our industry partner for this project.

- DC and OTU researchers are collaborating on three other projects funded by the CCSIF. The first is "Raising Resilient Families: Empowering Parents with Cognitive Challenges" and it includes an OTU graduate student. The second project is entitled "Innovation through Co-production: A Holistic Approach to Supporting Social Competency in Pre-school Children", and it involves faculty collaborators. Finally, "Enriching Firefighter Training Through the Development of a Novel Virtual Reality Training Simulation For Personalized, Precision Skill and Resilience Training" has faculty collaborators working on this Mitacs-funded project.

- DC and OTU employees participate in the Ontario Power Generation steering committee to implement and monitor the partnership agreement.

- OTU and DC employees, along with Spark Centre, are collaborating on the provincially-funded Ontario Vehicle and Innovation Network (OVIN). Together, they are currently

working with the Region of Durham to host challenges that may be addressed by local businesses.

- Ontario Tech library staff are members of DC's Research Data Management Working Group, providing support for the College's development of a strategy and related policies and practices.
- Library staff at OTU have also developed workshops to support the training of student research assistants. These workshops are now part of ORSIE's student onboarding process.
- Both institutions are parties to a reciprocal Board of Record agreement, in which collaborative, minimal research involving human participants is reviewed and approved by the Research Ethics Board of the lead researcher's institution.

FASTSTART

Supports Goal 4

- Durham College's FastStart Skills Workshop Series for student entrepreneurs regularly features Ontario Tech employees/instructors who share their knowledge, experience, and insights to create a valuable and relevant learning experience.
- An upcoming Skills Workshop on project research for entrepreneurs is in development with one of the librarians.

SHARED SERVICES

Supports Goals 2 and 3

- A Joint Service Management Agreement results in Durham College and Ontario Tech collaborating and cooperating in the sharing of a number of services in ITS, facilities, security, library, residence, health and safety, and the annual budget creation and financial reconciliation of shared services and resources.

- DC IT Services, Ontario Tech University (OTU) IT Services, the risk management offices of the two institutions and the Office of Campus Safety conducted a joint tabletop exercise focusing on information security.

Summary of Collaborative Efforts between
Durham College and Ontario Tech University

ORIENTATION AND STUDENT LIFE

Supports Goal 2 and 4

- Recreation/Athletics collaborate in many facility improvements through the Campus Recreation and Wellness Centre committee.

- Recreation/Athletics collaborates on Campus Recreation programming, summer sports campus, facility rentals and both varsity leads work together to co-ordinate use of space for competitive play.

- Varsity teams share Athletic Therapy space and some services supporting health student athletes at both institutions

- The DC Student Development team works with the OTU Student Life team to co-ordinate space/time for fall orientation programming.

- DC and OTU student governments cohost social events on campus when possible.

- First Peoples Indigenous Centre (FPIC) co-ordinates programming and events with OTU's Indigenous Education and Cultural Services team.

- Both DC and OTU faculty from the collaborative BScN nursing program participate during student orientation.

CAREER DEVELOPMENT

Supports Goal 4

- Institutions host a joint job fair in the winter and a further education expo each fall.

- DC and OTU co-ordinate on-campus employer visits when the organization is looking to hire both college and university graduates.

HEALTH SERVICES

Supports Goal 2 and 4

- All medical services are offered to both DC and OTU students, including the following programs:
    - International Wellness Check-up programs
    - Mental Health Screening

- o Mental Health focused funded projects – Better Together Series (in collaboration with Ontario Shores Centre for Mental Health Sciences)
- The Residence Outreach Co-ordinator position is jointly funded by the Residence, OTU, and DC.
- Mental Health funding projects are co-ordinated between DC and OUT when possible (i.e. Eating Disorders Support program).

INTERNATIONAL

Supports Goal 2

- Joint offers of admission continue to be given to international students to study at DC and OTU for their English language institute.
- Joint workshops are offered to international students at both institutions, including Express Entry with Immigration, Refugees and Citizenship Canada, Social Insurance Number Clinic with Service Canada, and a Tax session with Canada Revenue Agency.
- The International Community Partnership (ICP) Committee was established to provide a forum for dialogue between Durham College, Ontario Tech U, Trent University-Durham GTA campus, and key stakeholders and service providers in our community. ICP coordinates information exchange and promotes practical conversations about the international student population regarding housing, transportation, employment during studies, medical, social and community services.

SENIOR LEADERSHIP AND GOVERNANCE

Supports Goal 2

- Each member of DC and OTU's senior leadership teams meet regularly with their respective counterpart to discuss and resolve any issues that affect both institutions.
- Co-populous governors help ensure open lines of communication between boards. Currently, no co-populous governor sits on the OTU board.
- Board chairs maintain an open line of communication, and joint board events are held as appropriate.
- The DC-OTU Collaborative Nursing Program Steering Committee meet twice a year. The Executive Dean, Dean, Associate Deans and Finance representatives participate in these meetings, and a summary of financial/revenue updates is regularly shared.
- The Ontario Tech/Durham College/Georgian College Nursing Steering Committee also meet regularly to coordinate program activities.

Summary of Collaborative Efforts between
Durham College and Ontario Tech University

- The Undergraduate Nursing Program Committee (UNPC) meeting takes place monthly and includes the Executive Dean, Dean, Associate Deans and faculty representatives from both DC and OTU. Processes, curriculum design and updates, curriculum delivery, shared responsibilities, and other program-related matters are discussed in these meetings.
- Each year, DC's Institutional Research and Planning team collaborates with OTU colleagues on the collection and validation of data for the preparation of the annual board report on DC-Ontario Tech pathways.

Public Report

Report Number: BOG-2023-09

To: Board of Governors

From: Peter Garrett, Strategic Manager and Government Relations

Date of Report: January 30, 2023

Date of Meeting: February 8, 2023

Subject: Government Relations Update

1.   Purpose

The purpose of this report is to provide a summary of the government relations activities for winter 2023.

2.   Recommendation

This report is presented for information only.

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

With the start of a new year, as well as coming out of a municipal election which saw several new mayors and councilors across the Region, the focus municipally is to reconnect with our local partners. This involves hosting newly and re-elected officials on campus, and creating opportunities for council members to see updates.

On January 9, 2023, we met with Regional leadership including Chair Henry and staff from Economic Development to provide an update on college advocacy and discuss how we can work together in the coming year. Part of this meeting included a presentation from the college which focused on areas of current

collaboration with the community while also emphasizing the realities of fiscal sustainability that the college is facing. We also discussed the Region's new strategic plan and how the college could work with Regional staff to achieve their goals around economic development, talent retention and innovation.

On February 3, Durham College hosted Mayor Kevin Ashe and staff from the City of Pickering for a tour of the Whitby campus. Mayor Ashe is newly elected to the seat of Mayor, but has been on council for several years. The tour brought together key staff from the City of Pickering and provided an opportunity for the college and the city to reconnect and discuss upcoming priorities and areas of collaboration.

Coming up, Durham College will be hosting Mayor Elizabeth Roy and the Town of Whitby on February 23, and continue to reach out to municipalities within the Region.

Provincial

To cap off 2022, Durham College was pleased to host Premier Ford and our local MPP's at the Whitby campus on December 2.

For the 2023-year, provincial advocacy is focusing on several key areas including tuition reform, applied research, and performance-based funding. For budget consultations this year, the focus from Colleges Ontario is on tuition reform, specifically asking the provincial government to lift the freeze on college tuition. Durham College took part in the budget consultations this year, submitting a letter to the Ministry of Finance focusing on the tuition freeze, and presenting this letter before Durham MPP's Barnes, Coe and McCarthy as well as Finance Minister and Pickering-Uxbridge MPP, Peter Bethlenfalvy. The presentation took

place on January 13 at the Abilities Centre in Whitby. Follow-up continues with local offices and MCU.

On January 26, Durham College attended a Red Tape Reduction Roundtable hosted by MPP Lorne Coe in Whitby, with Minister of Red Tape Reduction the Honourable Parm Gill present. At this discussion the college brought forward the S. 28 finance application process, specifically referencing the length of time this took when the college was starting to build the new skilled trades centre in Whitby. Both MPP Coe, and the Minister were receptive of the recommendation to review application times at the ministry level, and several community partners supported the college's work in expanding skilled trades.

March will be a full advocacy month, with the Durham MPP's attending the Oshawa campus on March 3rd for a tour of the new applied research facility. Durham College will also be attending Queens Park for the Ontario Chamber of Commerce's advocacy day on March 6th, and College Day which is currently scheduled for March 23rd.

Federal

Recently, the Government of Canada announced its intention in Budget 2022 to invest $100 million over 6 years in net-zero agricultural research. The Budget specified that this funding would be for "post-secondary" research.

Colleges and Institutes Canada (CICan) has been meeting with NSERC's team regularly to discuss college participation in this opportunity. Recent meetings have revealed that NSERC's current plans are to flow this funding through Alliance Grants. While colleges are eligible as partners in Alliance Grants applications, they are not eligible to lead applications for Alliance Grants. CICan is proposing that the federal government consider splitting this funding, so that a portion goes to the College and Community Innovation Program in which colleges could be lead applicants.

In December 2022 CICan reached out to Durham College to assist with this advocacy. We have reached out to Whitby MP, Ryan Turnbull with a letter outlining these concerns and the proposal from CICan. On January 16 we followed up with MP Turnbull in person who expressed support for the advocacy. We will be following up with his office in the coming months. The ability to apply for these funds presents a significant opportunity for development and programming at the Whitby campus specifically related to horticulture.

5.   Financial/Human Resource Implications

There are no financial/human resource implications in this update.

6.   Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7.   Implications for Ontario Tech University

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

8.   Relationship to the Strategic Plan/Business Plan

This government relations update supports the 2020-2025 Strategic Plan including the Mission, Vision and Values outlined in the Strategic Plan.

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

![Durham College - Success Matters]

Public Report

Report Number: BOG-2023-01

To: Board of Governors

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

Date of Report: January 16, 2023

Date of Meeting: February 8, 2023

Subject: Program Advisory Committees – Semi Annual Report (February 2023)

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

This report is being presented for information only.

3. Background

The Minister's Binding Policy Directive 3.0 Programs – Framework for programs of Instruction, Section C stipulates that 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

PAC	Meeting Date During this Term	Membership	Status[1]
Accounting	Tuesday November 15, 2022	9 External Members 2 College Representatives	Green
Cosmetics & Esthetician	Wednesday November 2, 2022	9 External Members 2 College Representatives	Green
Entrepreneurship & Small Business	Tuesday November 1, 2022	8 External Members 3 College Representatives	Green
Esport Business Management	Monday October 31, 2022	9 External Members 2 College Representatives	Green
Finance	Monday November 14, 2022	9 External Members 1 College Representatives	Green
Human Resources	Thursday November 3, 2022	8 External Members 3 College Representatives	Green
International Business Management	Tuesday November 8, 2022	8 External Members 3 College Representatives	Yellow
Marketing	Wednesday November 9, 2022	8 External Members 2 College Representatives	Yellow
Office Administration	Monday October 24, 2022	8 External Members 3 College Representatives	Green
Professional Selling and Business Development (new/ad-hoc PAC)	Tuesday October 4, 2022	12* External Members *(ad-hoc)* 1 College Representatives	Green
Project Management	Monday November 7, 2022	9 External Members 2 College Representatives	Green
Recreation and Leisure	Wednesday October 19, 2022	8 External Members 1 College Representatives	Green
Sport Administration/Management	Tuesday October 25, 2022	9 External Members 3 College Representatives	Green
Supply Chain and Operations	Wednesday November 16, 2022	9 External Members 2 College Representatives	Green

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

PAC Semi-Annual Report: February 8, 2023

Key Recommendations

PAC	Recommendations	Action Plan	Status	Responsibility
Accounting	Gain more in-depth feedback on the Program of Study from external membership.	Send external members a copy of the Program of Study spreadsheet reviewed in the meeting; external members will review and provide feedback at the next meeting or by email to the coordinator.	Ongoing	Program Coordinator & External Members
	Review the Critical Thinking and Ethics course to ensure all relevant content is being covered.	Send external members a copy of the course outline for their review and input at the next meeting or by email to the coordinator.	Ongoing	Program Coordinator External Membership
Cosmetics & Esthetician	Explore alternative program delivery options that are suitable to this industry.	Program team to review weekend or other three-day block, summer, condensed, specialized courses only, asynchronous, etc. to pilot non-traditional, creative program delivery formats.	Ongoing	Program Coordinator and Associate Dean
	Review and revise the entry immunization and first aid requirements.	Continue to research requirements at other colleges and within the industry (update to be provided at the next meeting).	Ongoing	Student Advisor, Associate Dean and Program Coordinator
	Ensure that make-up kit contains darker shades to accommodate and include all complexions.	Review the kit supplies and/or research alternative options to resolve this.	Ongoing	Program Coordinator

		Contact Ian Ellis to discuss opportunities at future events and/or to add an event.	Ongoing	Program Coordinator and Associate Dean
	Consider doing cosmetics and esthetics events through the Chamber partnership.			
Entrepreneurship & Small Business	Consider new marketing techniques to promote the weekend delivery format.	Review and discuss using social media, QR codes, targeting business owners, run succession planning workshops, partner with the Chambers for events.	Ongoing	Program Coordinator
	Include more interactive and engaging components into course curriculum.	Consider hosting mentorship events, revise the weighting of interactive class assignments, incorporate business etiquette in classes.	Ongoing	Program Coordinator
Esport Business Management	Improve website / program pages to attract more students.	Add testimonials, industry updates and more engaging content to program page.	Ongoing	Program Coordinator
	Incorporate a co-op / internship into the program.	Review the Program of Study and process to add this.	Ongoing	Program Coordinator
	Obtain industry ideas for marketing/recruitment.	Provide ideas in the Padlet link (provided in the meeting).	Ongoing	External Members
	Consider an Esport diploma program and potential overlap areas with the Sport programs.	Discuss options and brainstorm ideas with the Sport Program Coordinator.	Ongoing	Program Coordinator
			Ongoing	Program Coordinator

	Better promote the Esport Arena to make students aware of.	Incorporate Esport Arena in promotions/advertising and consider community events		
Finance	Consider hosting a co-op student for the 2023 semester.	Contact A. De Grauwe with any available positions.	Ongoing	External membership
	Participate in the Job Fair and/or post open positions to help with business recruitment challenges.	Contact Career Development or A. De Grauwe with any questions or available postings.	Ongoing	External membership
	Gain more membership feedback for course concepts and learning outcomes.	Provide a draft copy to external members for their review; members to provide input by email or at the next meeting.	Ongoing	Program Coordinator & External Members
	Consider having a guest speaker from a Chamber of Commerce at a future meeting.	Reach out to Chamber/Board of Trade with guest speaker opportunities.	Ongoing	Program Coordinator
Human Resources	Consider new marketing techniques to promote the weekend delivery format.	Brainstorm marketing strategies to target potential students.	Ongoing	External Members & Program Coordinator
	Review the field placement requirement for the weekend flex.	Consider making placement optional and/or using a capstone as a substitute.	Ongoing	Program Coordinator
International Business	PAC did not meet quorum. Per Kevin, they will host an extra meeting in the Spring.	N/A	N/A	N/A

Marketing	PAC did not meet quorum. Per Kevin, they will host an extra meeting in the Spring.	N/A	N/A	N/A
Office Admin.	Change the sign-off process for field placement to bi-weekly to improve efficiency.	Review the current process and consult with the team.	Ongoing	Student Advisor & Program Coordinator
	Have students focus more on technical formatting, accessibility and privacy rules of business document preparation.	Review the business document curriculum to ensure these areas are being met.	Ongoing	Program Coordinator
Professional Selling & Business Dev. *(ad-hoc PAC)*	Include, leverage or highlight the work-term as a Program Learning Outcome for both learning and marketing purposes.	Review the advanced diplomas to compare the language of the PLOs.	Ongoing	Program Coordinator and CTL
Project Management	Continue to review courses and overall program for areas of improvement based on industry input.	Share one course outline each upcoming PAC meeting for suggestions.	Ongoing	Program Coordinator
	Consider participating in PM conferences, events and competitions.	Invite the past President of PM Association of Canada to the program team meeting to discuss participation options.	Ongoing	Program Coordinator
	Explore the I2PD within the Project Management and Supply Chain programs.	Meet with the Supply Chain Program Coordinator to discuss I2PD.	Ongoing	Program Coordinator & Supply Chain Program Coordinator

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	Advertise new project management internship opportunities available to college students.	Post to the Hired Portal, contact Career Development and/or participate in the DC Job Fair.	Ongoing	External membership
Recreation and Leisure Services	Use external membership networks to help increase awareness and interest of the program.	Send personalized invites for Open House to external members for them to share with their networks.	Complete	Program Coordinator and Membership
	Have students apply to field placements earlier to secure more desirable positions.	Review the program and placement process.	Ongoing	Program Coordinator
	Highlight potential employers and alumni success stories in recruitment.	Display organization list and alumni at Open House.	Complete	Program Coordinator
Sport Admin/Mgmt.	Obtain industry input on program learning outcomes and program of study potential changes.	Provide external members with a copy of the potential changes to the PLO & POS.	Complete	Program Coordinator
	Provide students and alumni with job opportunities.	Forward available postings to Coordinators or Career Development.	Ongoing	External Membership
	Promote the DC Open House to help increase enrolment.	Share details with networks and contacts.	Complete	External Membership
	Gather input from external members for the program anniversary celebration.	Provide suggestions and recommendations for the	Ongoing	External Members & Program Coordinator

		fiftieth anniversary celebration.		
Supply Chain and Operations	Consider hosting a co-op student for the 2023 semester.	Contact A. De Grauwe with available positions.	Ongoing	External Members
	Receive more in-depth input from external members on the course outlines from each program.	Provide external members with copies of the course outlines from each Supply Chain program.	Complete	Administrative Assistant
	Become more familiar with the courses offered in each Supply Chain program.	Review course outlines for each program and provide feedback to the Program Coordinator by email and/or at the next PAC meeting.	Ongoing	External Members

Faculty of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Culinary	October 25, 2022	7 External 6 college representatives	Blue
Food and Farming	November 9, 2022	10 external 5 college representatives	Blue
Horticulture	October 25, 2022	6 external 3 college representatives	Blue
Hospitality - Hotel & Restaurant Operations Management - Hospitality Skills - Event Planning - Tourism	October 26, 2022	10 external 4 college representatives	Green

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 Blue: Active and engaged PAC; membership requires review.
 Yellow: Moderately active and engaged PAC with reasonably diverse membership.
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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary (CMGT) (CSKS)	Assist local industry in addressing labour shortage in the culinary/hospitality field.	Continue the recruitment efforts – to increase the number of graduates to meet the needs of the industry's shortage.	Ongoing	K. O'Brien/ D. Hawey
	Emphasize the importance and benefits of obtaining Red Seal certification to students.	Continue discussion and education on the requirements and benefits of becoming a Red Seal.	Ongoing	K. O'Brien/ D. Hawey
	Continue to explore ways at incorporating horticultural conventional and organic practices in culinary studies.	Review and update curriculum to incorporate horticulture & organic practices to address global environmental issues.	Ongoing	K. O'Brien/ D. Hawey
Food and Farming (AAGR)	Obtain restaurant sustainability accreditation from a Canadian organization for the Galen Weston Centre for Food.	Meeting with Canadian Accreditation for Sustainability in Restaurants (LEAF).	Ongoing	K. O'Brien/ M. Appleby/ P. Lernihan
Horticulture (HORT)	Share updated PLO's developed as part of the CQAAP review with PAC Members for feedback.	Email Updated PLO's to PAC Members.	Completed	K. O'Brien/ M. Appleby
	Include Food Waste Management & Upcycling to the curriculum and PLO's for Food Processing courses.	Develop food waste/upcycling unit for the Food Processing course and update course outline & PLOs.	In Progress	M. Appleby and W. Smith
	Explore opportunity to include a Co-Op option for students in the AAGR program.	Meet with the Office of Experiential Learning to discuss the viability of adding of a Co-Op option to AAGR.	In Progress	K. O'Brien/ M. Appleby
Hospitality / Tourism/ Event Planning (HROM) (HSK) (EVPN)	Increase staffing for pantry and Bistro '67.	Share job postings link to PAC Membership.	Complete	K. O'Brien/ C. Baily
	Explore ways of increasing domestic recruitment following fall 2022 College Fair (Open House Nov 12 2023).	Work with Marketing & Recruitment to develop an outreach plan for 2023-2024.	Ongoing	K. O'Brien/ C. Baily

Program area	Recommendation	Action Plan	Status	Responsibility
(TOUR)	Membership requested information regarding Tourism program Costa Rica Experiential Trip planned for Winter 2024.	Program proposal to be forwarded to membership for more collaborative efforts with the industry.	Ongoing	K. O'Brien/ C. Baily
	Women in trades and trades encouragement in general with more presence in events and creation of initiatives.	Recruit students to volunteer and participate in hosting sessions for participants in the Young Women Career Exploration Events and Women in Skilled Trades events on campus.	Ongoing	K. O'Brien/ C. Baily

Faculty of Health Sciences

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Animal Care	November 17, 2022	10 External 3 College Representative	Green
Communicative Disorders Assistant	October, 26, 2022	9 External 3 College Representatives	Green
Dental Programs (DA/DH/Dental Reception and Administration)	October 28, 2022	8 External 12 College Representatives	Green
Fitness & Health Promotion	October 5, 2022	11 External 4 College Representatives	Green
Massage Therapy Program	September 29, 2022	8 External 3 College Representatives	Green
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	October 25, 2022	8 External 5 College Representatives	Green
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	October 11, 2022	9 External 4 College Representatives	Green
Pre-Health	November 10, 2022	10 External 5 College Representatives	Green
Practical Nursing/Personal Support Worker and Critical Care Nursing*	September 21, 2021	8 External 6 College Representatives	Yellow

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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 based on student member feedback.	Schedule professional development and curriculum review meetings and activities to identify areas to further enhance and align curriculum	Completed	Program Coordinator
	Explore Animal care related Micro credential opportunities.	Create a confidential survey to obtain information from community partners and graduates around students experiential learning in field placements.	In Progress	Program Coordinator/Field placement Officer
Communicative Disorders Assistant (CDA)	Redevelopment and enhancement of audiology curriculum to provide more experiential learning in the area of audiology and ensure relevance of the course to the role and scope of a CDA	Re-development of the audiology courses including in-person, experiential lab activities.	Completed	Associate Dean/Program team
	Confirm and expand community partners beyond Durham Region to support students completing FP in their third semester.	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)	Share proposed curriculum and program of study changes with external stakeholders for input and review.	Incorporating newer technologies into curriculum as well as identifying that equity, diversity and inclusion is threaded throughout the programs	In process	Program team/Associate Dean
	Explore opportunities for students to be involved in interprofessional wellness activities within the community.	Consider having students holding Bp screening clinics.	Complete	Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
Fitness and Health Promotion (FITS_FHP)	Enhance experiential learning opportunities as well as exposure to research for students through varsity training clinics and the Pre-Employment VO2max Clinic with the PFET program.	Continue to explore new community connections and industry expertise to present sessions to students.	Completed	Program Coordinator
		Recruit student participation in research studies examining the impact of wellness in the curriculum on their progress and well-being.	Completed	Program Team
		Offer placement opportunities in varsity clinics and VO2Max clinics.	In progress	Program Team
Massage Therapy (MAST)	Examine areas of opportunity within the curriculum for incorporating new technologies, alignment of curriculum with professional scope of practice standards and optimizing students' preparedness for entry to practice.	Program team reviewed course outlines, content and delivery of diverse experiences during spring program review.	In Progress	Program Team
		Consider administrative rotation in clinical experiences.	In Progress	Program Team
		Review comprehensiveness of treatment planning in delivery of client care.	In Progress	Program Team
		Survey students at end of placements to further improve student experiences.	In Progress	Program Team
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	Community outreach to secure new placement partnerships for both OT and PT placements.	Certain courses incorporating indigenous and trauma-informed content into the curriculum.	Completed	Program Team
	Support professionals in community by offering micro credential certification courses in areas such as taping and cupping.	Explore needs for the development and delivery of a micro credential in 2023	In Progress	Program Coordinator/AD

Program area	Recommendation	Action Plan	Status	Responsibility
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	Support community partners to support the current staffing crisis being experienced by increasing enrolment while ensuring quality experiential learning is not compromised.	Assess space and equipment needs that would need to be met to support increased enrolment.	Completed	Program Team
		Assess further opportunities to run point of care micro credential.	Completed	Program Team
		Circulate student feedback to program team for ongoing quality improvements.	Completed	Program Coordinator
Pre-Health Sciences	Assess strategies within the program curriculum to best prepare students for College studies and the health programs that they aspire to enter.	Examine the delivery changes made to the curriculum with asynchronous vs synchronous lectures.	Complete/In-process	Program Coordinators
		Consider exam simulation activities to prepare students who have been learning online for the past two years.	In progress	Program Team
		Gather data from students and graduates for ongoing curriculum revision and improvements.	In Progress	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)	Recorder to email membership for completion and return	Completed	Recorder
	Elect a chair.	PC to discuss with specific external members and elect at next meeting. The person offering to accept the chair position did not attend the last meeting. We continue to seek out a new chair.	In Progress	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
	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
	Consider adding multi-tasking and time management into the curriculum.	Add to agenda of next PN/PSW program meeting	In Progress	Program Coordinator

Faculty of Liberal Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
General Arts & Science *Previously General Arts & Science – Liberal Arts*	November 9, 2022	10 External 5 College Representatives	Green

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Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	Look into offering an additional orientation session in mid-September for late GAS registrants so they are aware of the services available.	Program team to meet to discuss the planning and implementation of a mid-September orientation for late registrants to the GAS program.	In-process.	Program team
	Find alumni from General Arts & Science to attend future PAC meetings.	Contact the alumni office to connect with previous GAS alumni and invite them to future PAC meetings.	In-process.	Nathan Wilson

Faculty of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	December 1, 2022	9 External 5 College Representatives	Green
Animation – Digital Production and Game Art	November 17, 2022	8 External 4 College Representatives	Green
Broadcasting for Radio & Contemporary Media	September 27, 2022	10 External 3 College Representatives	Green
Interactive Media Design/Interactive Media Design – Web Development	October 6, 2022	7 External 4 College Representatives	Blue
Fine Arts – Advanced and Foundations in Art & Design	October 19, 2022	8 External 3 College Representatives	Green
Graphic Design	November 29, 2022	10 External 3 College Representatives	Green
Journalism – Mass Media and Journalism Creative Writing	December 6, 2022	9 External 4 College Representatives	Green
Music Business Management/Music Business Administration	November 22, 2022	9 External 4 College Representatives	Green
Photography and Video Production	December 7, 2022	7 External 7 College Representatives	Blue
Public Relations	November 3, 2022	8 External 3 College Representatives	Green

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Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Explore: adding a module on the back end of website design in the curriculum (Digital Strategy or Emerging Trend courses may be appropriate for this inclusion); adding more video; and introducing module on agency compensation. Ensure accessibility standards and creative guidelines for content creation are included in relevant courses (Design production and Advertising Law within Marketing Research and Planning may be appropriate courses).	Course Outlines to be modified in Spring 2023 and a module in back-end web design will be included (likely in Digital Strategy) to add recommendations. Course outline will be modified to add this in the Marketing Research course in Sem 3 and students will apply in all creative application courses.	Active/to be completed Spring 2023 Active – for winter 2023, changes implemented in Marketing Research. Ongoing to be completed in Spring 2023	Faculty – S.Cone D. Salter M. Lavender
Animation – Digital Production/Game Art	Recommend in person or hybrid for future delivery of ZBrush in Animation. Recommend all students learn basic Rigging, to support other classes. NOTE: Animation students learn rigging from 2nd semester, for Game-Art it starts in 4th. Recommend that 2D and 3D – crowd fx generation be added into the Game Art curriculum, perhaps a grad certificate or micro-credential to address this	Will implement in semesters 3 and 4 Animation: no action required, already in place Game: Faculty will discuss the possibility of introducing simply and/or automated rigging tools earlier in the 2nd and 3rd semester. Game: the program team will integrate crowd/fx and dynamics into curricula, possibly in the 2nd year of the program	Animation: Completed for semester 5; ongoing for semester 3 and 4 as of Fall 2022 Animation: Complete Game: Ongoing – during the spring 2023 project in January 2023. Animation: Active and ongoing. Game: Active and ongoing. Students currently learn and work with studio	PC and Executive Dean Faculty Faculty Faculty PC and Faculty

Program area	Recommendation	Action Plan	Status	Responsibility
	technical artistic element or add-on courses for 2nd year Game Art students.		libraries and plug-ins in the 2nd and 3rd year	
Broadcasting for Radio & Contemporary Media	Recommend that students explore the film industry for field placement opportunities.	Students invited to and attended the on-campus Film Career Day, which was held on November 10th 2022.	Complete	PC
Interactive Media Design/Interactive Media Design – Web Development	Recommend that the membership is reviewed, and new members added for the spring meeting.	Program Coordinators (Linda Cheng and Wade Clarke) will contact potential PAC members	Active/Ongoing	PC's and Executive Dean
	Recommend that an introduction to accessibility is explored within the curriculum. This could be done by bringing in guest speakers.	Guest speakers in industry preparation course will be invited. Will utilize accessibility resources shared at January 2023 MAD divisional meeting.	Active/Ongoing	Faculty
Fine Arts – Advanced/Foundations in Art & Design	Recommend that online discussion boards are used for students to post their work and receive critiques from peers and professors.	Developing plan foxpansion in next academic year.	1: On going	Faculty
	Recommend that students learn how to render their work for exhibition spaces.	Being addressed in Digital Drawing course.	Winter '23	J. Bedford
Graphic Design	Recommend that more motion graphic projects are explored within the curriculum.	Following the November 2022 PAC meeting, NMED 4 was revamped for the Winter 2023 semester (addendum) to include a priority focus of motion graphics.	Complete	Faculty

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Program area	Recommendation	Action Plan	Status	Responsibility
	Follow-up with internship flexibility for mature and/or working students.	Will be addressed at February program meeting.	Active/ongoing	Field Placement supervisors and Executive Dean
Journalism – Mass Media/Journalism Creative Writing	Explore using a variety of equipment for filming stories within the curriculum.	Investigating the cost and potential to purchase video cameras via Media Loans that will be taught and used, in addition to the DSLR cameras already in use.	Active/Ongoing	PC's and Dean Faculty
Music Business Management/Music Business Administration	Recommend that the students explore hosting a "Bollywood" event through Oshawa Music week.	Planning underway for Music Week and will determine programming	Ongoing	Faculty
Photography/Video Production	Quorum was not met	Video Production – Although quorum was not met some interesting items provided topics of discussion in our recent Video Production meeting: • Students appreciate the Industry experience brought to the classroom • Faculty adding increased critical assessment detail provided in assignments • Working on expanding PAC	Ongoing	Faculty

Program area	Recommendation	Action Plan	Status	Responsibility
Public Relations	Introducing Indigenous partnerships within the curriculum.	Working on non-profit placement or other potential partnerships	Ongoing	Faculty

Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Mental Health & Addictions PAC		8 External 2 College Representatives	Blue

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Mental Health & Addictions	Continue to support the growth of qualified RNs, RPNs and other healthcare staff.	Launch the *Internationally Educated Nurses (IEN) pathway of the Nursing Transformation Initiative (NTI) offering* – (Ontario Government, College of Nurses (CNO), Ontario Colleges collaboration)	Ongoing – Initial Launch complete. Additional course development in progress.	Manager, Health & Community / Executive Dean Professional and Part-time Learning
	Continue to assess and develop opportunities for professional development in the following areas: Physical assessment; Dual diagnosis; Increasing complexity of patients; De-escalation techniques; Data Analysis and technology skills; Leadership skills; Project management (etc)	Explore opportunities to offer short physical assessment professional development opportunities.	In Progress	Manager, Health & Community / Executive Dean Professional and Part-time Learning
	Recruit two new external PAC member.	Identify and recruit two new, external PAC members.	In Progress	Manager, Health & Community / Executive Dean Professional and Part-time Learning
	Website navigation by skill, for new professional development section of the PPL website, would be beneficial for employers.	Launch *PPL Professional Development Website* for Winter 2023 to market the broad offerings of the PPL portfolio. .	Complete	Professional and Part-time Learning

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Faculty of Social and Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Conflict Resolution & Mediation (CMRD)	October 5, 2022	10 External 6 College Representatives	Green
Community: Addictions and Mental Health Grad. Cert (ADMH), Social Service Worker (SSW)	October 12, 2022	6 External 11 College Representatives	Green
Firefighter – Pre-service, Education and Training	October 17, 2022	10 External 7 College Representatives	Green
Child and Youth Care (CYCA)	October 24, 2022	8 External 5 College Representatives	Green
Developmental Service Worker (DSW)	October 26, 2022	8 External 7 College Representatives	Green
911 Emergency & Call Centre Communications	October 27, 2022	10 External 7 College Representatives	Green
Law Clerk Advanced	November 1, 2022	9 External 10 College Representatives	Green
Community Integration Through Co-operative Education (CICE)	November 4, 2022	9 External 4 College Representatives	Green
Youth Justice & Intervention	November 7, 2022	8 External 8 College Representatives	Blue
Victimology	November 7, 2022	8 External 8 College Representatives	Blue
Behavioural: Autism & Behavioural Science (ATBS), Behaviour Technician (BHTN), Honours Bachelor of Behavioural Sciences (HBBS)	November 9, 2022	10 External 9 College Representatives	Green
Early Childhood Education (ECE)	November 17, 2022	10 External 7 College Representatives	Green
Paralegal, Diploma and Grad. Cert (CTA/CTAP)	November 17, 2022	12 External 8 College Representatives	Blue

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Police Foundations (POFD) Protection, Security & Investigation (PSI) Advanced Law Enforcement & Investigations	November 23, 2022	10 External 13 College Representatives	Green

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Conflict Resolution & Mediation	Increase awareness for students of job opportunities in Northern communities.	Share information about how to find these postings with students and the benefits of working in Northern communities for career development.	In progress	Program Team
	Evaluate potential opportunities to provide community programming with Tropicana Community Services.	Connect with R. Guiste to investigate ways that CRMD students can get involved.	In progress	Program Coordinator/Program Team
Community Addictions and Mental Health (ADMH) Social Service Worker (SSW)	Share information with program teams regarding interactive course delivery methods.	Ensure program teams have opportunities for information sharing of best practices as well as PD for interactive course delivery methods.	In progress	Associate Dean/Program Coordinators
	Consider a customer service model for decisions surrounding field placement structure.	Consider implementing more flexibility surrounding field placements for students who have previous experience or who are working full time.	In progress	Associate Dean/Program Coordinators
Pre-Service Firefighter – Education & Training	Consider implementation of more opportunities for students to practice practical skills.	Look at ways to increase opportunities for students to practice either within program hours or after hours.	In progress	Associate Dean/Program Coordinator
	Implement career preparation information in the program curriculum.	Investigate ways to include more career preparation in the program curriculum during CPR.	In progress	Program Coordinator/Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
Child and Youth Care	Obtain and share summary of feedback from external member survey regarding POS changes.	Survey sent to members asking for feedback on POS changes will be summarized and shared at next meeting.	In progress	Program Coordinator
	Share volunteer opportunities with students.	Send out any volunteer opportunities to students to help them gain practical experience.	In progress	Program Coordinator/Program team
Developmental Service Worker	Share information with placement hosts regarding skills that students have gained and can utilize during their placement.	Program team will make sure hosts understand the capabilities of placement students so that they can be fully utilized and grow their skills.	In progress	Program Coordinator/Placement Officer
	Investigate the possibility of students securing call-in positions to help with staffing shortages.	Work with external stakeholders to determine if call-in positions might be available for students.	In progress	Program Team
911 Emergency & Call Centre Communications	Provide an update on the NFPA 1061 certification being implemented into the program curriculum.	Program Coordinator has obtained approval from OFM to include this, and is currently assessing how this will be offered.	In progress	Program Coordinator/Program team
	Review the delivery of the Customer Service and Ethics courses and mix of in person/online hours.	Re-evaluate student feedback regarding the mix of in person and online hours for these courses, and possibly adjust.	In progress	Program Coordinator/Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
Law Clerk Advanced	New program development should focus on building student knowledge in fundamental areas.	Program development team will re-evaluate program changes with this lens in mind.	In progress	CTL and K. Machado
	Include training on Athenian software in the program.	Associate Dean will connect with Athenian.	In progress	Associate Dean
Community Integration through Cooperative Education	Investigate potential workshops or intramural events for all abilities.	Arrange some extra-curricular events for students.	In progress	A. Wood and M. Greenwood
	Follow up on partnership and field placement opportunities with Community Living Oshawa Courtice.	Strengthen connection to create additional student opportunities.	In progress	A. Wood and J. Dewland
Youth Justice & Interventions (Joint PAC Meeting with Victimology)	Consider combining courses focused on specific populations to be able to fit more topics or content.	The program change to Victimology can consider developing a course to focus on multiple populations, allowing space for additional more broad topics.	In progress	Associate Dean/CTL
	Ensure that the updated program of study continues to include a focus on human trafficking.	Make sure that this is fully considered with the upcoming program changes.	In progress	Associate Dean/CTL

Program area	Recommendation	Action Plan	Status	Responsibility
Victimology (Joint PAC Meeting with Youth Justice & Interventions)	Consider combining courses focused on specific populations to be able to fit more topics or content.	The program change can consider developing a course to focus on multiple populations, allowing space for additional more broad topics.	In progress	Associate Dean/CTL
	Ensure that the updated program of study continues to include a focus on human trafficking.	Make sure that this is fully considered with the upcoming program changes.	In progress	Associate Dean/CTL
Behavioural Sciences Autism and Behaviour Sciences Behaviour Technician Honours Bachelor of Behaviour Sciences	Implement training for students to develop applied writing skills in all behavioural sciences programs.	Implement training in the programs to strengthen applied writing skills.	In progress	Program Team
	Consider implementing a synchronous or asynchronous class component to the HBBS placement block.	Implement additional flexibility into the timetable for students.	In progress	Program Team
Early Childhood Education	Provide update on return to industry pilot.	Program Coordinator will be connecting with industry partners to make arrangements for this pilot.	In progress	Program Coordinator
	Ensure students are aware of professional practices.	Share information with students about the requirements of professionalism when they enter the workforce.	In progress	Program Coordinator

Program area	Recommendation	Action Plan	Status	Responsibility
Paralegal Diploma and Grad Cert (CTA/CTAP)	Discuss re-starting classroom to courtroom.	D. Burger and J. Hunt to explore options.	In progress	D. Burger and J. Hunt
	Review and ensure course outlines are up to date and accurate by discussing clarity and consistency.	Make sure outlines are consistent and clear for all courses.	In progress	Program Coordinators/Associate Dean
Police Foundations, Protection Security & Investigations, Advanced Law	Provide update on implementation of Situational Awareness simulator.	Program Coordinators will give update on the implementation of this simulator.	In progress	Program Coordinators
	Provide students with more opportunities for career coaching and interview practice.	Investigate ways to provide students with additional preparation for entering the workforce.	In progress	Program Team

Faculty of Science, Engineering and Information Technology

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Architectural Technology	October 24, 2022	7 External	Blue
Biomedical Engineering Technology	November 24, 2022	7 External	Blue
Biotechnology – Advanced and Fast-track	Unexpectedly postponed	5 External	Blue
Chemical Engineering Technology	October 17, 2022	7 External	Green
Chemical Laboratory Technician	November 14, 2022	6 External	Blue
Civil Engineering Technician/Technology	October 20, 2022	10 External	Green
Computer Programming cluster	November 15, 2022	10 External	Green
Computer Systems	November 17, 2022	9 External	Green
Electronics Technician/Technology	November 3, 2022	8 External	Green
Electromechanical Engineering Technology	November 1, 2022	9 External	Green
Emerging Technologies	November 9, 2022	8 External	Green
Environmental Technology	September 29, 2022	7 External	Blue
Environmental Health and Safety Management	October 6, 2022	6 External	Blue
Health Care Technology Management	November 10, 2022	8 external	Blue
Mechanical Engineering Technician/Technology	November 7, 2022	10 External	Green

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PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Mechanical Engineering Technician - Non-Destructive Evaluation	October 25, 2022	7 External	Blue
Pharmaceutical Science + Pharmaceutical and Food Science	October 26, 2022	8 External	Green
Water Quality Technician	November 17, 2022	8 External	Green

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Architectural Technology	PAC members encouraged to take part in Ministry Standards review.	Members will be invited to be part of process as details are shared by Ministry.	In-process	Associate Dean/ Dean
	Pursue opportunity for new articulation agreements.	Program team to review potential university pathways.	Winter	Program team
Biomedical Engineering Technology	Send placement and permanent job posting details to members.	Share specific DC resources for posting all types of student and grad work opportunities.	Fall	Program Coordinator/dean
	Invite guest speakers to address customer service side of industry, along with those working in dialysis.	Identify appropriate speaker for invite in winter.	Winter	Program Coordinator
Chemical Engineering Technology	Review opportunities to take on placement students.	Share details about placement process with members.	In-process	Program Coordinator/External members
	Consider social media recruitment strategies to increase applications.	Review opportunities to utilize SEIT presence on LinkedIn.	Fall/Winter	SEIT administration team.
Chemical Laboratory Technician	Determine opportunities for student tours.	Members asked to review if they can offer student tours.	Ongoing	External members
	LIMS knowledge gathering.	Members asked to share how they are using LIMS in their organizations as new course is developed.	Fall	Faculty team
Civil Engineering Technician/Technology	Committee members asked to share any drawings and site visit opportunities for student learning.	Committee members to contact M. Minelli if they have drawings they can share with the program or opportunities for site visits.	Ongoing	Committee members

Program Area	Recommendation	Action Plan	Status	Responsibility
	Review terms and make-up of PAC membership.	Review membership and share years of service.	Winter meeting	Dean/Admin assistant
Computer Programming	Support search for IT Expo speaker.	Members encouraged to share suggestions for consideration.	Fall	Program Coordinator
	Examine launching IT student social event.	Determine costs and available budget, and then determine whether to move forward.	Fall and winter	Program Coordinator
	Review API for potential inclusion in the program.	Consider as part of annual program review.	Spring	Program team
Computer Systems	Examine the impact on remote working and customer service skills in the industry.	As part of Annual Program Review, consider if more need to be done to build soft skills for new world of remote support.	Spring	Program team
	Update on new Program of Study.	Share notes on response to new POS at next PAC meeting.	Winter	Program Coordinator
Electronics Engineering Technician /Technology	Review opportunities to add soldering skills into the curriculum.	Consider as part of annual program review process.	Spring	Program team
	Share details of new Internet of Things program	IoT program of study to be shared at spring meeting.	Spring	Program coordinator
Electromechanical Engineering Technology	Survey of external committee members to rank CLOs used in industry from CIRE courses.	Program coordinator to draft survey and send out electronically.	Winter semester	PC

Program Area	Recommendation	Action Plan	Status	Responsibility
Emerging Technologies	Raise awareness among Cybersecurity students about the need by many employers for a criminal background check prior to work terms.	Include in documents shared with students pursuing work term.	Winter	Program team/placement officer
	Identify potential work term opportunities for students.	Members asked to review to see if they can develop work term positions for graduating students.	Ongoing	External membership
Environmental Technology/Fast-track	Introduce winter networking event.	Review establishing networking event for PAC members, students, alumni and others.	Winter	External members/program coordinator
	Identify new PAC members to replace members with expiring terms.	Put out call to current membership for suggestions on additions. Work with program coordinator to identify potential new members.	Fall and winter	External members/program coordinator
	Discussion about software used in industry.	PC to review where certain skills or tasks could be incorporated into current POS, as part of annual program review.	Spring	PC
Environmental Health and Safety Management	Review opportunities to include the impact on health and safety in the growing prevalence of employees working from home.	Consider as part of annual program review.	Spring	Program team
	Identify placement opportunities for students.	Members to review their own organizations and share with	Ongoing	External members

Program Area	Recommendation	Action Plan	Status	Responsibility
		industry colleagues to foster greater number of opportunities for students.		
Health-Care Technology Management	Share information and enrolment details about Biomedical Engineering Technology program, as the Health-Care Technology Management Program winds down in the coming years.	Provide current enrolment and other Biomedical details at upcoming PAC meetings.	Ongoing	Dean/Associate Dean
Mechanical Engineering Technician and Technology	Set-up on-campus tour for PAC members.	Select date and plan tour that will demonstrate facilities and resources for students.	Winter	Program team
	Identify new PAC members to replace members with expiring terms.	Put out call to current membership for suggestions on additions. Work with PC to identify potential new members.	Fall and winter	Members and program team
	Consider participation in industry student competition.	Review information from members about established event and how students could participate.	Winter	Members and program team
Mechanical Engineering Technician – Non-Destructive Evaluation	Review opportunities to include financial competency into curriculum to better prepare students for professional success.	Consider opportunities as part of annual program review.	Spring	Program team
	Explore opportunities for students to gain better understanding of construction and mining sites, including work below ground.	Consider opportunities as part of annual program review.	Spring	Program team
			Winter	External members

Program Area	Recommendation	Action Plan	Status	Responsibility
	Student placement opportunities.	Members asked to share if they have opportunities, or share with industry contacts.		
Pharmaceutical Science, and Pharmaceutical and Food Science	Update Pathway agreement with Trent to reflect change in Food Science program name change.	Reach agreement on recognizing agreed pathway and support affected students.	Complete	Associate Dean
	Review opportunities for student participation in industry job fairs.	Committee will share as they become available.	Ongoing	Program team
	Review opportunities for introducing basic Excel skills.	Include as part of program review process.	Spring 2022	Program team
Water Quality Technician	Curriculum analysis in wake of program suspension.	Examine in-program certifications and training to see if any can be delivered in other formats, such as micro-credentials, PPL or through other post-secondary programs.	In-process	Program coordinator/Associate Dean

Faculty of Skilled Trades and Apprenticeship

PAC - Program / Program Cluster	Last Meeting Date	Membership	Status[1]
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	Meeting scheduled for January	7 External 6 College Representatives	Blue
Crane Operation, Rigging & Construction Techniques (CORC)	Meeting scheduled for January	8 External 5 College Representatives	Yellow
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	December 8, 2022	8 External 5 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Meeting scheduled for January	7 External 3 College Representatives	Blue
Mechanical Technician – Millwright (MTMW)	November 30, 2022	10 External 5 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	Meeting scheduled for January	7 External 4 College Representatives	Blue
Mechanical Technician – Plumbing (MPLU)	December 14, 2022	5 External 2 College Representatives	Blue
Motive Power Technician (MPTN)	Meeting scheduled for January	6 External 4 College Representatives	Blue
Power Engineering Technician (PETN)	December 7, 2022	6 External 3 College Representatives	Green

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

Welding Techniques (WETN)	December 12, 2022	4 External 4 College Representatives	Blue

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Ensure program curriculum provides the required training for students to use current industry technology and equipment.	Review course outlines and equipment used in practical training to ensure it meets current industry standards.	Ongoing	M. Jones/G. Gray
	Add a Co-Op option to the EETN Program.	Meet with the Office of Experiential Learning to begin planning for the addition of a Co-Op option.	Ongoing	M. Jones/G. Gray
Mechanical Technician – Millwright (MTMW)	*The Level Up!* skilled trades career fairs occurred in Fall 2022; Melanie Winter suggested more of a presence for the next time.	Work with C+M to plan for larger presence and interactive demos for the 2023 event	In Progress	R. McLeod
	Melanie has some EV industry connections for Durham College	Forward contacts from the EV Industry.	In Progress	R. McLeod / M. Winter
	Following previous PAC a proposal for more capital and AEG	Prepare a prioritized list of capital & AEG asks for MTMW	Completed	R. McLeod / C. Cornish
Mechanical Technician – Plumbing (MPLU)	Add workplace professionalism, business etiquette to curriculum.	Review current curriculum to determine most applicable course to add workplace etiquette to the curriculum.	In Progress	R. McLeod/E. Logan
Power Engineering Technician 4th Class (PETN)	Explore the viability of adding a third class to the DC Portfolio	Include review as part of 2023-2024 Enrolment Planning for budget.	Complete	R. McLeod / R. Milburn

	Host a roundtable discussion to gather program feedback from PETN Students in 2023.	Host a roundtable discussion in the Winter 2023 term.	In process	V. Vithiyalakan/R. McLeod/L. Iantomasi
Welding Engineering Technician (WETN)	Review program course outlines PLOs to ensure the PLOs are specific and clear.	Review PLOs to ensure they meet industry standards.	Ongoing	M. Jones/M. Keith
	Add workplace etiquette to a course curriculum.	Review current curriculum to determine most applicable course to add workplace etiquette to the curriculum.	Ongoing	M. Jones/M. Keith
	Co-Op should be required for all WETN students, not optional.	Meet with the Office of Experiential Learning to explore marketing opportunities to encourage enrolment in Co-Op program.	Ongoing	M. Jones/M. Keith
	Aluminum Welding course should be added to curriculum as EV emerges as an industry requirement.	Review current program to determine most applicable course to add Aluminum Welding curriculum.	Ongoing	M. Jones/M. Keith

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-07

To: Board of Governors

From: Don Lovisa, President

Date of Report: January 27, 2023

Date of Meeting: February 8, 2023

Subject: President's Report – December 2022 to January 2023

Purpose

The purpose of this report is to provide an update on the President's activities and significant college initiatives from December 2022 to January 2023.

1.   Our Students

Durham College grad named Canada's Top Chef

Canada's new *Top Chef* is a proud Durham College (DC) graduate.

Trevane 'Tre' Sanderson, a 2015 graduate of DC's Culinary Management program, claimed victory last month on the hit show *Top Chef Canada*, after facing off against 10 of Canada's best chefs.

Studying the culinary arts at DC was an easy choice for Tre, who has nurtured a love of food and cooking ever since childhood. He and his classmates were the very first to learn their trade at the W. Galen Weston Centre for Food. Tre cited the unique education he received there, including DC's field-to-fork and sustainable business practices, as a big factor in the success he has achieved so far.

The up-and-coming chef's career has been on the rise ever since he graduated, with successful stints at notable Toronto restaurants like Baro, Hotel X and Vela. Fresh off his *Top Chef* triumph, he hopes to return to DC in the near future and give back to the school and its students. Plans aren't finalized yet, but he'd like to work with the current Culinary Management students, and even set up a pop-up restaurant, hopefully in time for Black History Month in February. As for his own future, Tre has big plans, and opening his own restaurant will be just the beginning.

DC welcomes new first-year students during 2023 Winter Orientation

DC welcomed more than 2,000 students to Winter Orientation in early January to mark the beginning of a new year and educational journey.

Students participated in program orientations as well as a variety of fun events to help them adjust

to college life. New students had the opportunity to meet employees and faculty members, discover campus services and learn more about their new programs all while making connections and friendships with fellow attendees. Over 900 international students also received programming to assist with adapting to the Canadian classroom, part-time employment opportunities and more.

Following both campus program orientations, students enjoyed Winterfest where they received new DC swag, played interactive games and indulged in free food truck fare. Winter orientation events continue throughout the month of January, including an open mic night and a free late-night skate at the Campus ICE Centre.

2. Our People

DC Board of Governors celebrate a Taste of the Trades

On Thursday, January 12, 2023, the DC Board of Governors gathered at the Whitby campus to experience some of what the trades programs have to offer. The event began with a social reception where the board socialized, enjoyed hors d'oeuvres prepared by Bistro '67, and had the chance to enjoy a DC Lords Ale. The Board was then separated into smaller groups and toured several hands-on trades stations. Faculty and students from trades programs facilitated these

workshops with enthusiasm and excitement. It was clear that they were passionate about their careers and their skills.

Kevin Keays and Lukasz Buckowski walked us through the crane simulator; Gary Pratt and John Turner hosted the highly-competitive fastener challenge; Paolo Del Grosso and students from the Automotive Technician program demonstrated the kit car project room and showed us how to create a double flare for a break line. Finally, faculty member Mike Keith, assisted by first-year welding student, Merlinda, got everyone set up with the welding simulator. With an impressive score of 92/100, Governor Melissa Bosomworth came out on top.

The event successfully brought together the board of governors in a social setting and offered a glimpse at the facilities and training available to DC trades students.

Durham College to honour outstanding alumni

DC is now accepting nominations for its Alumni of Distinction award, which recognizes graduates who make extraordinary contributions to society while also achieving career success.

Numbering over 100,000, DC's alumni are leading the way at home and abroad. Since 1990, over 100 of them have received the Alumni of Distinction honour. Recipients of the award are chosen for their professional, community and personal accomplishments, contributions to the advancement of DC, and the scope of impact for their achievements. Winners have ranged from respected medical practitioners and educators to accomplished broadcasters and engineers.

3.   Our Work

Durham College recognized for ninth time as one of Canada's Top 50 Research Colleges

DC is leading the way in applied research and has been named one of Canada's Top 50 Research Colleges by Research Infosource Inc. for the ninth time.

The college secured first place among medium-sized colleges in the percentage of social sciences funding from the Social Sciences and Humanities Research Council of Canada (SSHRC) over a three-year period, and second place among medium-sized colleges for the number of paid student researchers.

DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE), facilitates applied research initiatives at the college and helps solve industry and social challenges with innovation and collaboration. Notable research accomplishments for this year include:

- Winning bronze at the World Federation of Colleges and Polytechnics (WFCP) World Congress for DC's Centre for Cybersecurity Innovation, elevating the college's ongoing commitment to applied research and cybersecurity on the international stage.
- Securing $4.2 million of shared research funding dedicated to COVID-19 recovery that helped boost the economy post-pandemic while working collaboratively with industry partners.
- Hosting an interactive gaming event at the Mixed Reality Capture (MRC) studio to celebrate applied research success and student talent.

Durham College receives Greater Toronto Top Employer award for 12th time

DC is proud to be named one of Greater Toronto's Top Employers for 2023 marking the 12th time the college has received this honour.

This year's application also highlighted some of the amazing initiatives underway at DC. From launching the Social Impact Hub, the Centre for Organic Regeneration and the Barrett Centre of Innovation in Sustainable Agriculture, to opening campus facilities like the Ontario Power Generation Centre Skilled Trades and Technology, DC and its employees truly are leading the way.

The selection committee acknowledged DC for its:

- **Diversity and inclusion** – A number of initiatives, including a college-wide census, providing learning experiences that embrace the Indigenous ways of knowing and acknowledge the history of Indigenous Peoples in Canada and supporting the Black North Initiative, are among the work designed to support and encourage diversity across DC.
- **Family-friendly policies and excellent maternity and parental leave benefits**, which include paid leave for mothers, 35 weeks of paid leave for partners and adoptive parents, and 93 per cent salary top-up benefits.
- **Tuition assistance** for employees and their dependents.
- **Defined benefit pension plan** with employer-matched contributions.
- **Retirement planning assistance** and maintained connections through the Retiree Association**.**

Interactive gaming event showcases Durham College's innovative approach to applied research

Five video games were showcased at DC on Friday, December 2 during the *MRC Arcade*, an interactive event which provided insight into the projects DC's Mixed Reality Capture (MRC) Studio produces with local game designers, students, researchers and industry experts.

The MRC Studio offers organizations access to technical expertise and state-of-the-art gaming equipment and technology to create solutions that increase productivity and growth, while placing the student experience at the forefront of it all. The MRC Studio is home to one of only three Captury Live motion capture systems in Canada, offering students unique experiential learning opportunities to boost their future employability.

DC's expertise and co-development of the five games shared during *MRC Arcade* are proof of the amazing collaboration between DC students, researchers and industry partners. As one of five applied research centers at the college, the MRC Studio diversifies the college's applied research offerings and capabilities, blending the physical and online worlds to explore human interaction within the virtual space.

Transformational Gift from Canerector Foundation Enables Durham College to Continue to Lead the Way in Skilled Trades Education

DC is welcoming a transformational $500,000 gift from the Canerector Foundation that will provide scholarships to as many as 100 students enrolled across Durham College's 13 skilled trades programs each academic year, over the next five years and support the expansion and revitalization of our skilled trades facilities on the Whitby campus.

Colleges Ontario forecasts that by 2030, Ontario will face a skilled labour shortage of more than 500,000 workers. The Canerector Foundation Scholarships in Skilled Trades and funding towards expanding and enhancing DC's new Ontario Power Generation Centre for Skilled Trades and Technology will help to make room for and attract more students to careers in the skilled trades.

Durham College will identify recipients for the Canerector Scholarships in the Skilled Trades during the winter 2023 semester.

DC Office of Development and Alumni Affairs Celebrates $10 Million in Community Support through the Building for Skills Campaign

DC is nearing the end of the fourth phase of its Whitby Campus revitalization, which has included completion of the 60,300 sq. ft. Ontario Power Generation Centre for Skilled Trades and Technology (CSTT). Renovation and re-purposing of the pre-existing space is now underway. This expansion is allowing the campus to accommodate an increased enrolment in skilled trades and apprenticeship programs.

Generously partnering with DC to help fund the expansion with transformative support are Ontario Power Generation (OPG), the Region of Durham, the Town of Whitby and the Durham College Student Association (DCSA). With this support and gifts from individuals, corporations and foundations, the Building for Skills

campaign has raised $10 million in community support required to fully fund the construction, furnishings and equipment for the CSTT.

Congratulations to Rebecca Milburn, Linda Flynn and the Office of Development and Alumni Affairs on this accomplishment.

4. Our Community

Premier Ford Visits DC's Whitby Campus

DC welcomed Premier Doug Ford to the Whitby campus on Friday, December 2 to highlight a number of innovative facilities and programs in our Faculties of Hospitality and Horticultural Science and Skilled Trades and Apprenticeships.

The Premier was accompanied by Peter Bethlenfalvy, Minister of Finance and member of provincial parliament (MPP) for Pickering-Uxbridge, and Lorne Coe, MPP for Whitby and Parliamentary Assistant to the Premier.

The group toured the greenhouse space where they learned about the Nutrient Film Technique (NFT) growing system, a hydroponic growing technique adapted to aquaponics. Other highlights included the Zip Grow Farm Wall and the Freight Farm hydroponic system that grows up to 700 heads of lettuce a week.

Horticulture students Abigayle Hamilton and Paul Fritzsch shared some of their knowledge and experience with the guests, and the Premier rolled up his sleeves to plant some parsley.

Finally, they visited the Centre for Skilled Trades and Technology where they saw the elevator lift used to train students in the Mechanical Technician – Elevated Devices program and took a photo with a group of Level 1 plumbing apprentices and faculty member Peter Sutus.

DC hosts provincial STEM challenge for hundreds of elementary students

More than 800 Grade 4 to 8 students from across the province gathered at DC's Oshawa Campus Recreation and Wellness Centre to put their engineering skills and LEGO-based robots to the test during the 2023 *FIRST* LEGO League (FLL) Challenge Ontario East and West Provincial Championships, this past weekend.

In preparation for the challenge, 76 student teams – guided by adult coaches – designed, built and programmed their robots using LEGO MINDSTORMS and LEGO SPIKE Prime technology. At the event, each team's robot competed for the championship title by navigating a themed playing field and completing assigned missions and tasks.

As one of Canada's Greenest Employers and repeat gold level FLL sponsor, Durham College was the perfect location for this year's SUPERPOWERED challenge theme, which encouraged participants to think creatively and critically to research and develop innovative solutions that improve the ways in which energy is captured, stored, distributed and used.

5. **Key Meetings Involving the President's Office (December 14, 2022 to February 8, 2023)**

- Scugog Chamber President's Social – December 19, 2022

- College Employer Council Management Board Meeting – January 5, 2023

- College Employer Council Human Resources Steering Committee – January 5, 2023

- Innovation and Disruption Catalyst Group Meeting – January 10, 2023

- Departmental Budget Meetings – January 11 – 13, 2023

- Colleges Ontario Presidents Meeting – January 23, 2023

- Pacific Alliance Education for Employment Program Forum in Mexico City – January 24 – 25, 2023

- Dialogue with Don Administrative Employees Meeting – January 25, 2023

- Innovation and Disruption Catalyst Group Innovation Ambassadors Meeting – January 30, 2023

- College Employer Council Management Board Meeting – February 2, 2023

- College Employer Council Human Resources Steering Committee – February 2, 2023

Public Report

Report Number: BOG-2023-04

To: Board of Governors

From: Scott Blakey, Chief Administrative Officer

Date of Report: January 20, 2023

Date of Meeting: February 8, 2023

Subject: Report of the Chief Administrative Officer – February 2023

1. Purpose

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

2. Recommendation

This report is being presented for information only.

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

| | Full-Time | | | Contract | | | | | |
As of	Admin	Faculty	Support	Admin	Faculty	Support	Regular PT	Students	Total
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
December 31, 2022	155	308	340	58	65	245	36	203	1410

Turnover Rate:

Full-Time											
As of	Total Ft Head Count	Admin	Turn over	%	Faculty	Turn over	%	Support	Turn over	%	Total
2018-2019	841	150	9	6.00%	336	3	0.89%	355	7	1.97%	2.26%
2019-2020	848	151	6	3.97%	337	1	0.30%	360	9	2.50%	1.89%
2020-2021	789	140	17	12.14%	321	1	0.31%	328	7	2.13%	3.17%
2021-2022	785	141	10	7.09%	312	2	0.64%	332	34	10.24%	12.04%
Total			**42**			**7**			**57**		
2022-2023											
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%
As of Aug 31, 2022	803	148	5	3.38%	314	1	0.33%	341	3	0.88%	1.12%
As of Sep 30, 2022	806	152	1	0.66%	314	0	0.00%	340	1	0.29%	0.25%
As of Oct 31, 2022	806	156	1	0.64%	311	0	0.00%	339	2	0.59%	0.37%
As of Nov 30, 2022	809	157	0	0.00%	310	1	0.32%	342	2	0.58%	0.37%
As of Dec 31, 2022	803	155	1	0.65%	308	0	0.00%	340	1	0.29%	0.25%
YTD Total			**12**			**2**			**19**		

Projected Retirements:

Projected Retirements - 2022-2026
For Durham College

caat
PENSION PLAN

Durham College Projected Retirements																
	DBprime Retirements					DBplus Retirements					All Retirements					
	Calendar Year					Calendar Year					Calendar Year					
Occupation	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	
Total	28	29	31	34	35	20	20	25	24	28	48	49	56	58	63	

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.*

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
2022-2023				
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
As of Aug 31, 2022	803	0	2	1
As of Sep 30, 2022	806	0	2	1
As of Oct 31, 2022	806	1	1	0
As of Nov 30, 2022	809	0	0	0
As of Dec 31, 2022	803	0	1	2
YTD Total		**9**	**11**	**8**

*Voluntary retirement incentive program year

Durham College – Confirmed Retirements:

Confirmed Retirements for 2022-2023			
	January	**February**	**March**
Administration	0	0	0
Faculty	1	2	0
Support	1	0	0
Total	**2**	**2**	**0**

Human Resources Information System (HRIS)

- Faculty and Partial Load pay increases processed for October 1, 2022

- Annual College Employer Council Staff Survey completed December 23, 2022

- Ontario Public Sector Workforce Data Transparency Survey completed December 16, 2022

- Supported BDO IT Audit

- Provided fiscal planning reports

- Completed Banner upgrade Nov 18-20

Employee + Organizational Development

- Updated and implemented the Medical Leave, Return to Work and Workplace Accommodations policy and procedures.

- Employee Awards of Excellence recipients were announced on September 28, 2022 via video announcement. The 2022 EAE recipients include:
  - Jason Vassell, Faculty Award of Excellence
  - Visal Chea, Support Staff Award of Excellence
  - Thomas Bezruki, Administrative Staff Award of Excellence

- 2022 Employee Milestone Celebration was held on September 29 at the Oshawa campus and October 4 at the Whitby campus. A total of 176 full-time employees received service milestone awards this year.
  - 35 years of service: 2 Employees
  - 30 years of service: 1 Employee
  - 25 years of service: 6 Employees
  - 20 years of service: 28 Employees
  - 15 years of service: 46 Employees
  - 10 years of service: 44 Employees
  - 5 years of service: 49 Employees

- DC branded jackets were distributed to 51 employees upon retirement between September – December 2022.

- Winter 2023 PD & Wellness programs are now promoted in an updated PDF newsletter and live interactive website. 22 PD and Wellness programs offered during Fall 2022 and 19 PD and Wellness programs are scheduled for Winter 2023, with many led by DC employees.

- 15 employees completed the Mental Health Aid two-day training program offered in October and December 2022. Additional two training dates are scheduled for Winter 2023.

- PD & Wellness social media accounts have reset and are now in use for enhanced promotion of programs:
  - Instagram – dc_pdw
  - Twitter – dc_pdw
  - Facebook page – @pdatdc

- Facilitated two Enrolment Management Group brainstorming sessions to support the members with identifying short-term and strategic priorities to support domestic and international enrolment. October 14 and 18, 2022.

- Facilitated CliftonStrengths workshop for the Registrar's Office, International Education and Office of the Associate Vice President, Academic (Enrolment and International Education) on November 10, 2022. A total of 51 employees participated in the assessment.

- Facilitated Personality Dimensions assessment for the Faculty of Health Sciences Administrative Staff and Support Staff in November 2022. The workshop has been rescheduled to May 2023.

- Collaborated with C+M and the Faculty of STA & HHS to host grade 9 students from across the Region for the Take Your Kids to Work Day event on November 2, 2022.

- Collaborated with C+M with DC's announcement and awards publication for Greater Toronto's Top Employers Award.

- Monthly campus tours are available for all employees, specifically focusing on new employees. The schedule alternates between Oshawa and Whitby.

Office of Equity, Diversity and Inclusion

- The launch of Equity, Diversity, and Inclusion Census formerly known as the Diversity Self-Identification survey is scheduled for January 23 (students) and February 13 (employees).

COUNT YOURSELF IN

HELP US IMPROVE SUPPORTS AND SERVICES ON CAMPUS THAT MEET YOUR DIVERSE NEEDS.

LEARN MORE ABOUT DC'S EQUITY, DIVERSITY AND INCLUSION CENSUS.

Concerns Management

- Five concerns of discrimination and harassment have been received from students during the period of October 2022 – January 2023.

Education & Training

- The first installment of the DC You Belong Equity & Action Dialogue Series launched in October 2022. The number of participants in attendance was 117. The second installment is scheduled for January 26, in recognition of International Holocaust Memorial Day. The third installment is being finalized at the time of this report.

- PD sessions are scheduled with Faculty of Science, Engineering & Information Technology (SEIT) and Faculty of Business during reading week.

- Start-up presentations for Winter 2023 held at Whitby campus. The presentation provided tools and resources to support faculty in responding to disclosures of sexual violence.

Sexual Violence Awareness & Supports

- OEDI is actively recruiting for a new Sexual Violence Education and Support Coordinator. At this time the office continues to provide support to the community.

- Sexual Violence Report Form is in its final stages of development with an expected launch in Fall 2023.

RISE Coaching + Outreach

- EDI Program Advisor position was filled in November 2022. Outreach activities have commenced.

- Group coaching session held with Career Community Health Centre in December. The session provided high school students with information on potential careers and pathways to higher education.

- Congress of Black Women Durham and RISE have partnered to launch a Black-focused mentorship event with Black high school students from across the Durham Region. This event is expected to take place during Black History Month.

- Durham Black Educators Network and RISE are collaborating to relaunch the Cypher conference. The Cypher is meant to support Black male-identified students from grades 8-10 to grow confidence, and build skills that can be used to ensure their success.

- Plans are underway with Black graduation coaches at the DDSB to offer a pilot initiative to support Black high school students Grade 10-12.

- OYAP presentations were held in November 2022 and January 2023 at the Whitby campus to provide information on support and services for students.

Update Coaching

- There has been a notable decline in 1-1 coaching between September – January. RISE has received six requests for access and transition support. Efforts to increase engagement in this area are currently underway.

5. Facilities Management

Portfolio Realignment

- We've recently aligned all facilities services functional areas under the same leadership. Functional areas such as custodial services, logistics, mail and courier, and grounds services now fall under the purview of our director, Facilities Management. To support these added areas of responsibility, we will be hiring a new manager, Facilities Services to lead these teams. Parking Services and Corporate Sustainability will be added to the portfolio of the director, Ancillary Services, as we build on existing synergies in our ancillary portfolio.

Capital Projects

- **J-Block Refresh:** Recently renamed to the Center for Innovation and Research (CIR), construction is complete on the future home of our AI Hub, Cyber Security Center, a second MRC studio, Experiential Learning Hub, Social Impact Hub, and the office of Research Services, Innovation and Entrepreneurship (ORSIE). Although construction has mostly wrapped up, we're awaiting the arrival of code-required fire dampers, which are necessary to achieve full occupancy. Fire system verification was completed, and we're currently awaiting a response from the city on whether they will permit partial occupancy of the first floor only. New furniture arrives early February. Occupants will move in once approved by the city.

- **Bio-Digester Program:** Construction is now underway on the building that will eventually house the new biodigester in support of our Horticultural Food and Farming program. Having received our building permit and MTO approval in mid-December, has led to a slight delay in the initial phases of construction. Once we did get the green-light from the town of Whitby, unfortunately some of the milder weather we saw in late December/early January created some very mudding site conditions which delayed the excavation/foundation phase of the project. Revised completion date is scheduled for the middle/end of February with the digester equipment set to arrive around the same time.

- **Technical Innovation Center (PROTO)**: Now in the final weeks of construction, this 7700 sq. ft. unique maker space is designed for students to work on their many class projects and collaborate with their peers. A few delays in the arrival of some of the base mechanical components as well as glazing delayed the project slightly before the holiday period. In addition, we also increased the scope of the project to include the hallway flooring just outside of the Proto/EV space. Work continues this week with drywalling and finishes and our revised completion date on Proto is now set for the end of February.
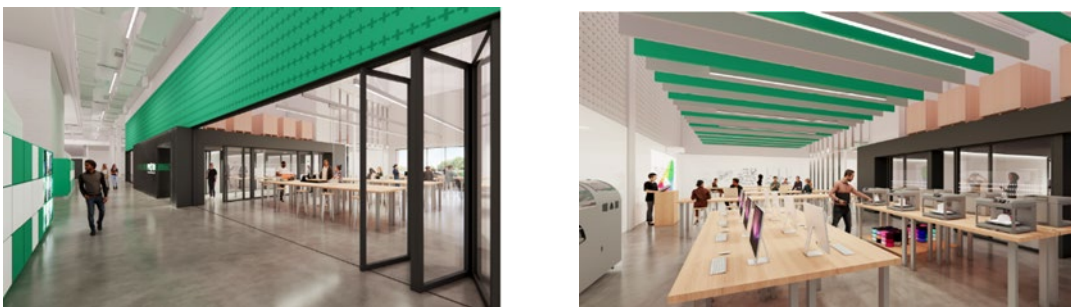
- **Electric Vehicle (EV Shop)**: This 2500 sq ft facility was designed to support new academic programs in areas of hybrid and electric vehicle repair and maintenance and features a variety of specialized equipment. Since this project is being constructed on the same timelines as our Proto project, we're also expecting completion around the end of February.
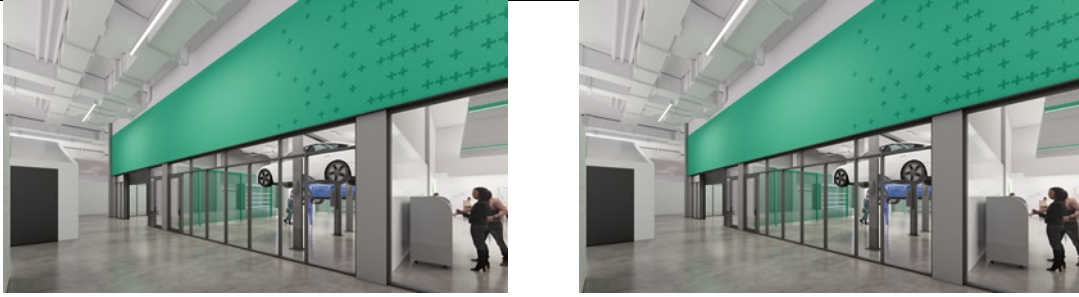
- **Riot Radio**: This project is funded entirely by the Durham College Student Association and includes a full refresh and expansion into a neighbouring space. This project was on track to be completed at the end of the last calendar year but last-minute delays in glazing and long-lead furniture items and fixtures as requested by the student association have us now expecting a hand-over in about four weeks' time. The hoarding around the space has been removed as the team works to complete the final phase of this project.

Custodial Services

- Following a three-week strike at the beginning of the academic year, operations have now returned to normal. The development of a new RFP for custodial services is now underway as our current contract with GDI expires on June 30th, 2023.

Food Services

- SSB Tim Horton's – After several construction delays, our new full service Tim Horton's located in the Student Service Building is now operational.

Campus Store

- After a two-year reduction in revenue from the COVID-19 pandemic, fall semester sales are now close to pre-pandemic levels supported by an increase in the sale of course specific supplies. Supply-chain delays have impacted the arrival of several items (specifically branded merchandise) and our team is currently working with alternate suppliers, when possible, to limit the impact.
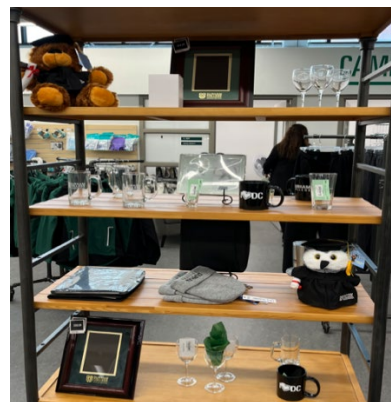
6. Communications & Marketing

Marketing campaign strategies executed in spring and summer

- o Degrees
- o Start this September and Start this January
- o Signature and Priority programs digital marketing
- o Fall Open House and Program Information Nights
- o Graduate Certificate Programs
- o Professional and Part-time Learning (PPL)

Off-campus recruitment strategies executed this fall

- From September to November, the recruitment team attended 174 off-campus events seeing over 45,000+ total attendees.

Events

- Successfully executed 16 events between September and December, including the Harvest Dinner, Metrolinx Announcement, Convocation, Open House and the MRC Arcade.
- Ran a strategic marketing campaign that resulted in 2000+ guests attending our Fall Open House in November.

Digital:

- Meet a Governor video series: In collaboration with the President's office, Communications and Marketing helped capture and edit the Meet a Governor series in October 2022. This informative series allowed employees to a put a face-to-a-name with our current Board of Governor members. It also allowed each member to share why they are part of the board, and how they contribute to DC leading the way. Each governor video can be viewed below:

    o Gary Rose
    o Ian Ball
    o Dr. Gail Johnson Morris
    o Lisa Allen
    o Nathan Wilson
    o Dwight Townsend
    o Kelly Doyle

> Melissa Pringle, MA · 1st
> Corporate and Board Secretary/Office Manager at Durham College
> 3mo ·
>
> Meet Gary Rose, the chair of the Durham College (DC) Board of Governors who is #DCProud. In this video, Gary shares why he joined the board, what he loves about DC, and how we are #LeadingTheWay.
>
> **Durham College Meet A Governor Gary Rose**
> youtube.com

Virtual Tour:
Our virtual tour platform continues to be utilized by prospective students and visitors around the world. Below is a recap of stats from 2022

- Over 91,500 unique visitors from 175 countries

- On average, each user spent 7 min and 27 seconds navigating through our tours

- Nursing Lab, HVAC Shop and Dental Clinic tours were the top three locations viewed.

2022 Social Media Activity Summary

- 78.7 M Impressions 48.2% increase

- 689 K Engagements 19.7% increase

- 345.7 K Link clicks 37.4% increase

- 18,414 New followers increase of 46.7%

- 155,379 Total followers increase of 14.3%

- 20,335 Messages (DMs and comments) increase of 11%

- Soft-launched a TikToc account in the late Spring and have 450 followers to date

Communications

- **DC Blogs**: Implemented a blog strategy to increase engagement with our audiences by developing more intentional content with a more substantial alignment to recruitment goals and business objectives. From November 1, 2022 to January 11, 2023, DC Blogs received more than 3,410 page views, with the top-performing blog – Six Great Programs to Start in January – receiving more than 1,000 page views

Prepare for these five in-demand careers at DC!

Posted on January 20, 2023 at 11:18 am.

The job market is always changing, and a number of industries are experiencing rapid growth. You need an education that will equip you to step into the vacancies that employers are desperate to fill.

Durham College (DC) offers a number of programs that will give you the knowledge and skills you need to enter one of these in-demand professions.

Human Resources – Business

If you enjoy working with people and helping them solve their problems, you will never be short on job options. No matter the industry, the need for Human Resources (HR) remains constant.

HR professionals play an important role in maintaining the health, engagement and productivity of a company's employees by helping to create effective processes and a positive workplace culture. In this program, you'll learn about conflict resolution, recruitment, training and development and other important skills.

Start this program in May and you could graduate as early as fall 2024.

Mechanical Engineering Technician

With a background in engineering, your knowledge will be sought after in a number of sectors, from energy generation to the automotive industry and beyond.

Public Report

Media Coverage: (Secured 114 media stories between November 1, 2022 and January 12, 2023

- Print/Digital = 114 hits for a reach of 95M

- Signature & Priority program media coverage = 9 media stories for a reach of 1.7M

The breakdown of our media coverage by subject matter/topic:
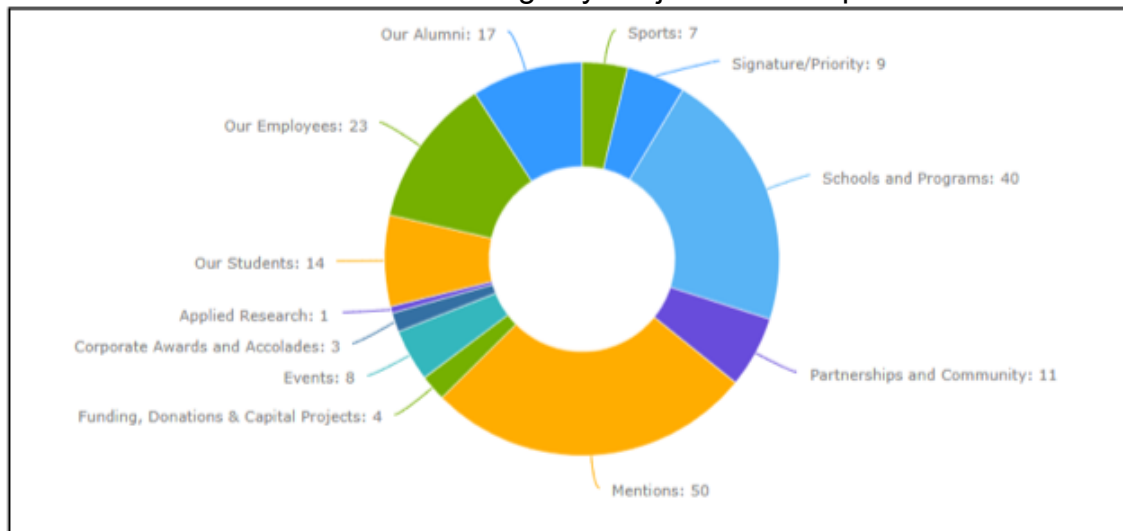
NOTE: coverage may be allocated to more than one bucket, depending on the nature of the story.

Recent Coverage Highlights

OUR STUDENTS

Tre Sanderson named Canada's Top Chef

- https://deleciousfood.com/top-chef-winner-taste-canada-champions-bring-dcs-whitby-chef-show-to-the-big-stage/

Durham College grads celebrated at Fall Convocation ceremonies

- https://www.durhamregion.com/news-story/10754758-durham-college-grads-celebrated/

DC pair leading the way as Canada's best new student chefs

- https://educationnewscanada.com/article/education/level/colleges/2/990925/dc-pair-leading-the-way-as-canada-s-best-new-student-chefs.html

OUR WORK

DC named one of Greater Toronto's Top Employer for 12th time

- https://www.insauga.com/whitbys-ontario-shores-durham-college-and-opg-make-the-cut-for-the-top-gta-employers/

Durham College launches new programs to address industry skills gap

- https://www.academica.ca/top-ten/durham-launch-programs-address-industry-skills-gaps
- https://www.academica.ca/top-ten/durham-launches-honours-bachelor-paralegal-degree

DC's MRC Arcade showcases innovative and collaborative approach to applied research

- https://educationnewscanada.com/article/education/level/colleges/2/994407/interactive-gaming-event-showcases-durham-college-s-innovative-collaborative-approach-to-applied-research-through-game-development.html

Premier Ford visits DC's Whitby campus

- https://educationnewscanada.com/article/education/level/colleges/2/994209/premier-ford-visits-dc-s-whitby-campus.html

OUR COMMUNITY

Black & McDonald supports skilled trades facilities expansion at Durham College

- https://www.ebmag.com/black-mcdonald-supports-skilled-trades-facilities-expansion-at-durham/

Durham College connects girls to STEM and trades

https://www.durhamregion.com/news-story/10752305-durham-college-connects-girls-to-stem-and-trades/

7. Student Affairs

Athletics and Recreation

- On January 16, the DC eSports team made the cross-campus trip to Ontario Tech for a best-of-seven Rocket League series to mark the first eSports Campus Cup. Durham College won 4-1 and took home the championship belt.

- DC and Ontario Tech Athletics and Recreation departments are participating in an initiative to introduce adaptive sports and education opportunities to post-secondary campuses. The goal is to provide all students the chance to be included in sports and physical activities through the diversification of programs and services.

- To start, we will offer Adaptive Boccia, Goalball and Sitting Volleyball.

- Activities will lead up to the Parasport Games in early February in Durham Region.

- DC Women's Volleyball team capture the DC Adidas Cup on January 7, 2023.

Career Development collaborations

- Collaborated with the International Education Office to deliver "How to Find a Part Time Job in Canada" webinar for new January-start students and launched the Graduating International Student Experience (GISE) course on DC Connect.

- Partnered with various Durham Region Automotive Industry employers to host a Networking Event at Whitby campus.

Access and Support Centre (ASC) and Campus Health and Wellness Centre (CHWC)

- ASC has seen a rise in students requiring attention deficit hyperactivity disorder (ADHD) assessments and have administered 4x as many screening tools than any other year.

- There has been a 5% rise in ADHD diagnoses in the past 2 years.

- To address this trend, the ASC is piloting an Executive Skills Coach position as part of a retention strategy.

- In addition, the CHWC has opened an ADHD clinic on Mondays to assist with diagnosis and medication management.

- Individual and group supports are available to students through these initiatives.

First Peoples Indigenous Centre

- **September 30:** Orange Shirt Day

    o Heard from residential school survivor, Elder Dr. Shirley Williams

    o Provided Every Child Matters lawn sign for participants to take home

    o 120 participants

    o A special naming stone has been installed in the Naanaagide'endamowin Courtyard, honouring the first National Day of Truth and Reconciliation, held on September 30, 2021. This stone will welcome people to the space and encourage introspection as visitors seek knowledge by using the QR codes throughout the garden to learn more about Truth and Reconciliation and the work of the FPIC

- **Indigenous Art Collective:** Highlighting the local Indigenous talent.

  o Collaboration with Durham Region, Durham Public Libraries, Ontario Tech University, Durham College, and the DCSA was hosted in Oshawa at the Robert McLaughlin Gallery

  o Including Indigenous arts and resource vendors

  o Featured local Ingenious Caterer Carrier Anne Peacock

  o Over 250 participants

Financial Aid and Awards (FAA)

- **OSAP:** As of January 17, 2022, the FAA has conducted assessments of over 50 million dollars. 72% of DC's FT domestic post-secondary students are in receipt of OSAP supports

- **Awards, Scholarships and Bursaries:** FAA, awarded and disbursed $1,357,262 in Awards, Scholarships and Bursaries to 1,060 students, this includes $84,100 for the Food Insecurity Bursary assisting 457 students experiencing financial hardship during the December 2022 holidays

- **DC Works** – On Campus Employment Program:

  o Jobs approved 313 = Total $1,622.457

  o Students hired = 230

- **Enriched Academy Competition: November for Financial Literacy Month**. Enriched Academy is an online Financial Literacy platform, which all DC students have access to. Students who completed the modules in the month of November were entered into the competition. FAA collaborated with the international office for prizes and awarded 2 x 250 grocery gift cards to 2 international students, and 2 x 250 grocery gift cards to domestic students; 680 students completed the modules.

Student Development

- Winter transitions programming launched on November 30 with 57 students attending the live introduction to PREP 1000 & Navigating Your First-Year session and 97 YouTube views post-session.

- Throughout December, the Student Development Office hosted 20 virtual sessions and 11 Oshawa and Whitby Tours.

- Introduced "Find My Class", a drop-in personalized wayfinding experience based on a student's schedule.

- Over 1000 new students attend the Whitby Winterfest event.

- 120 First-year students attended Whitby Winterfest.

- Over 200 students took flight in the Gym to watch Top Gun Maverick.

8. Campus Safety

- From Monday, January 9, until Friday, January 13, the Office of Campus Safety (OCS) hosted Durham College's Campus Safety week.

- As part of its commitment to promoting a safe and healthy learning, living, social, recreational and working environment for all members of the community, the Office of Campus Safety created information videos and other resources that highlight campus safety services and how various areas and initiatives across the college help keep DC safe. Helpful Links for:

  o Student Conduct – Campus Safety Week

  o Campus Emergency Response Team (CERT) – Campus Safety Week

  o Alertus App - Campus Safety Week

  o Secure & Hold and Lockdown Procedures – Campus Safety Week

  o Campus Walk & Safety Walk programs – Campus Safety Week

  o Security – Campus Safety Week

## ALERTUS APP – EMERGENCY MASS COMMUNICATION TOOL

- Alertus is DC's emergency mass notification app that is used to inform students and employees of high priority, active threats on campus that have the potential to affect their immediate safety (i.e., a violent aggressor, secure and hold or urgent evacuations).

- In the case of an emergency, the app is used to notify the college community as quickly as possible of a potential threat. Subsequent communications are then distributed by the Emergency Management Response Team through existing channels – the campus status website, social media accounts, the DC Mobile App, and emails to students and employees.

- Students and employees who have not downloaded Alertus are asked to follow these instructions, or scan the QR codes below, to download the app.

- Please note, the Alertus App is not a replacement for the DC Mobile App. Students and employees are encouraged to download both. Alertus provides immediate information related to high-risk threats. The DC Mobile App is your source for institutional information where you can receive important notifications, access to academic information for students, DC

Mail, DC Connect, services on campus and more. Working in tandem, both will help ensure the campus community remains up-to-date on college news.
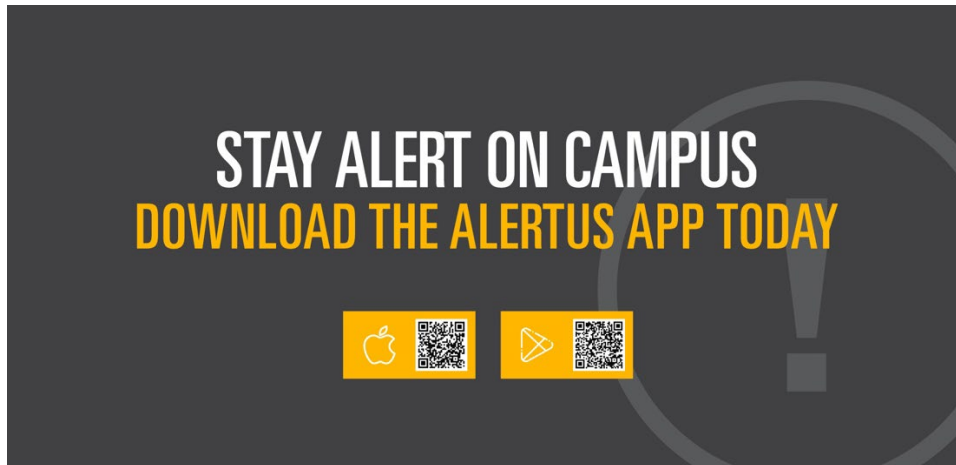
9.   IT Services

- The graph below shows a typical week of DC Connect usage at Durham College. The Y-axis shows the number of users that are simultaneously using the LMS in the period January 9-16, 2023. The vertical dotted red line represents 12am. Notice how many users are still working after midnight.
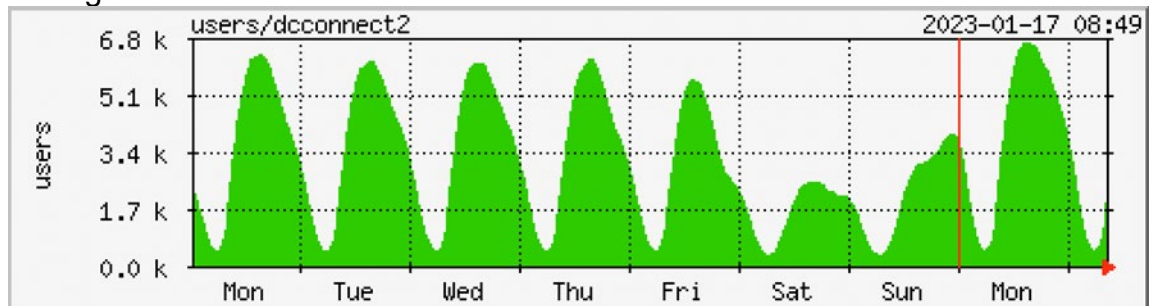
- Durham College went through the annual PCI (Payment Card Industry) assessment. We achieved the compliance attestation in November 2022.

- We use a state-of-the-art malware protection, called CrowdStrike, on the enterprise servers. The CrowdStrike prescription has been extended to include 24/7 monitoring of the server environment via CrowdStrike's SOC (Security Operations Centre).

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.