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

Date: Wednesday, April 12, 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. **CONFLICT OF INTEREST DECLARATIONS**

3. **PRESENTATIONS**

3.1   Service Spotlight: Financial Aid and Awards Department

Presenters: Elaine Catell, director, Financial Aid and Awards, Celeste Coles, manager, Financial Aid and Awards, Geenathy (Geena) Sivakumar, student, Law Clerk Advanced - Co-op-Year 2

3.2   Governance Framework Refresher - E. Cowie

4. **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.

4.1   Approval of Public Board Agenda for April 12, 2023

Recommendation
That the public agenda for the April 12, 2023, Board of Governors meeting be approved as presented.

4.2   Approval of Public Minutes from the February 8, 2023, Board Meeting   4 - 9

Recommendation

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

4.3 Report of the Governance Review Committee - February 27, 2023

Recommendation

That the report of the Governance Review Committee from February 27, 2023, be received for information and all actions be approved as presented.

5. CHAIR'S REPORT

6. CO-POPULOUS GOVERNORS' REPORT

7. DECISION ITEMS

7.1 New Program of Instruction - Law Clerk, Ontario College Diploma - E. Popp & R. Hofmann

Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2023-19, the Law Clerk Ontario College Diploma program be approved.

7.2 New Program of Instruction - Public Relations, Ontario College Graduate Certificate - E. Popp & B. Waite

Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2023-20, the Public Relations Ontario College Graduate Certificate program be approved.

7.3 Public Report of the Audit & Finance Committee (2023-2024 Operating and Capital Budget) - March 27, 2023

Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report FIN-2023-09:

1. The 2023-2024 balanced operating budget and the 2023-2024 net capital budget of $9,287,236 be approved; and,

2. That the pre-budget request for $3.5M to advance capital projects in 2024-2025 be approved; and,

3. That this report be released publicly and the operating and capital budgets be reviewed and approved by the Durham College Board of Governors during its public session on April 12, 2023; and,

4. That the approved 2023-2024 operating and capital budgets be

submitted to the Ministry of Colleges and Universities by the deadline.

7.4   Post-Election Report & Ratification of Election Results: Student &
Administrative Staff Governor - D. Lovisa

(Not in the consent agenda due to conflicts of interest)

Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2023-22:

1.   That the Board of Governors ratify the results of the student governor
election, and **Aakash Chib** be confirmed as the student governor for a
one-year term effective September 1, 2023; and,

2.   That the Board of Governors ratify the results of the administrative
staff governor election, and **Kelly Doyle** be confirmed as the
administrative staff governor for a three-year term effective
September 1, 2023.

8.   DISCUSSION ITEMS

8.1   Final Results of the 2022-2023 Business Plan - P. Garrett

9.   INFORMATION ITEMS

9.1   Government Relations Update - Spring 2023

9.2   President's Report - February to April, 2023

9.3   Summary of Committee of Presidents Meeting - March 20 to 21, 2023

10.   UPCOMING EVENTS

•   CICan World Congress - April 23 to 25, 2023 (Montreal, QB)

•   Centre for Innovation & Research Grand Opening - April 27, 2023 from
2:00 p.m. to 5:00 p.m.

11.   MOVE TO IN-CAMERA SESSION

12.   ADJOURNMENT

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

Date: Wednesday, February 8, 2023

Location: Oshawa Campus, Durham College Boardroom, A144

Members Present: Gary Rose, Chair of the Board
                    Lisa Allen
                    Ian Ball
                    Suzanne Beale
                    Melissa Bosomworth
                    Elizabeth Cowie
                    Kalyan Chakravarthy
                    Kelly Doyle
                    Gail Johnson Morris, Vice-Chair of the Board
                    Don Lovisa, President
                    Ian Murray
                    Jerry Ouellette
                    Peter Pryce
                    Dwight Townsend
                    Atif Usmani
                    Nathan Wilson

Members Absent: Kenneth Michalko

Staff Present: Tara Koski, Dean, Students
                    Barbara MacCheyne, Chief Financial Officer/VP, Administration
                    Elaine Popp, Executive Vice-President, Academic
                    Melissa Pringle, Corporate and Board Secretary

1.   CALL TO ORDER

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

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2. INTRODUCTION OF GUESTS

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

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

- Ralph Hofmann, Executive Dean, Faculty of Social and Community Services

- Thom MacDonald, Dean, International Education

- Rashmi Gupta, Director, Institutional Research and Planning, ORSIE

- Angie Wood, Lead Learning Facilitator, Faculty of Social and Community Services

- Adam Shapiro, student

- Malcolm Thompson, student

3. CONFLICT OF INTEREST DECLARATIONS

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

4. PRESENTATIONS

4.1 Program Spotlight: Community Integration Through Co-Operative Education Program

The Board received a presentation from the Executive Dean, Faculty of Social and Community Services, the Lead Learning Facilitator and students, A. Shapiro and M. Thompson, about the Community Integration Through Co-Operative Education Program.

The Board questioned the presenters.

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

The Board presented Governors Bosomworth, Chakravarthy, Pryce, and Usmani with their good governance certificates.

5. **CONSENT AGENDA**

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

5.1   Approval of Board Agenda for February 8, 2023

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

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

5.3   Report of the Governance Review Committee - January 18, 2023

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

6. **CHAIR'S REPORT**

As part of the Chair's report:

*   The Chair acknowledged February as Black History Month

*   The Chair announced that Governor Allen participated as a panelist for a Colleges Ontario webinar, College Financial Leadership, on January 31, 2023

*   The Chair reported that tickets for the Tre Sanderson Bistro '67 event on February 23 and 24 were now on sale

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

There was no co-populous governor's report.

8. **DECISION ITEMS**

There were no decision items.

9. DISCUSSION ITEMS

9.1 Strategic Mandate Agreement 3.0 - Year Three Evaluation - Preliminary Report

The Board received a report from the Director, Institutional Research and Planning on the preliminary results of the Strategic Mandate Agreement 3.0 (SMA3), year three evaluation, indicating that seven of the ten 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, it was reported that there would be no impact on the College's grant in year three under the Ministry's COVID-19 response. However, the College is implementing proactive strategies to meet the targets in future reporting periods. Additionally, the Director, Institutional Research and Planning stated that the year three evaluation 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 the next two years. The Board will receive the final SMA3 fiscal assessment and weighting distributions at its meeting in April 2023.

Additionally, President Lovisa spoke to the recent advocacy efforts by Colleges Ontario to ask the Ministry to continue to pause the implementation of performance-based funding, hold colleges within their enrolment corridors, and commit to working with the sector to develop a new funding approach after 2024-2025.

The Board questioned President Lovisa and the Director, Institutional Research and Planning.

9.2 Domestic and International Enrolment Update - Winter 2023

The Board received a report from the Associate Vice-President, Academic (Enrolment and International), presenting the Winter 2023 enrolment numbers at day 10, which was 11,238 or 95.8% of the overall budget target. For Winter 2023, total domestic student enrolment was 8.3% lower than budgeted, and international student enrolment was 7.4% above budget, which remains consistent with system-wide enrolment trends. Further, the Associate Vice-President, Academic (Enrolment and International) spoke about continued backlogs with Immigration, Refugees and Citizenship Canada applications and the College's international recruitment strategies.

The Board questioned President Lovisa and the Associate Vice-President, Academic (Enrolment and International), concerning tactics to increase domestic enrolment, the College's strategic vision concerning international students, and if the impact of the naming of the Oshawa Go station was measurable.

9.3   Second Update on the 2022-2023 Business Plan (Our People)

The Board received a report from President Lovisa providing a second update on the 2022-2023 business plan, focussing on the *Our People* pillar of the strategic plan. Most of the 144 actions outlined in the business plan are tracking well for completion. To date, fifty-five actions are complete, two are marked as on hold, five are delayed, and one is at risk of non-completion due to internal turnover, access to records, and continued pandemic effects on events. Additionally, President Lovisa highlighted a few key actions related to the *Our People* pillar of the strategic plan that was achieved, including academic kick-off, the Young Women in Science, Technology and Trades Conference, and the expansion of the scholarship of teaching and learning projects.

10.   INFORMATION ITEMS

The following items were presented for information only:

10.1   Summary of Collaborative Efforts with Ontario Tech University

10.2   Government Relations Update - Winter 2023

The Board questioned President Lovisa about how Governors could get involved in advocacy efforts. In response to questions, President Lovisa and Governor Rose advised that the College Employer Council is working on an advocacy effort regarding executive compensation. Phase two of the effort would include Governors. Further, President Lovisa advised that College Day at Queen's Park is scheduled for March 23, 2023.

10.3   Program Advisory Committee Semi-Annual Report - February 2023

10.4   President's Report - December 2022 to January 2023

10.5   Report of the Chief Administrative Officer - February 2023

11.   UPCOMING EVENTS

The Chair highlighted the following:

- The launch of the Student Governor & Administrative Staff Governor elections on February 13, 2023;

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

- That applications are due for the advertised Board of Governors vacancy for the agriculture or hospitality sectors on February 24, 2023;

- The Board of Governors retreat from March 10 to 12, 2023, at the Briar's resort;

- The annual Board Evaluation & Committee Preference Survey which will be open between March 20 to 29, 2023; and,

- The election for the Board Chair & Vice-Chair positions will be held in April 2023.

12.   MOVE TO IN-CAMERA SESSION

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

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

The Board recessed at 7:05 p.m. and reconvened in-camera at 7:15 p.m.

The Board rose from the in-camera session at 7:53 p.m.

During the in-camera meeting, the Board discussed recommendations from its Standing Committees, co-populous representation, and the Durham College Foundation.

12.   ADJOURNMENT

With no further business, the meeting adjourned at 7:54 p.m.

DURHAM COLLEGE
SUCCESS MATTERS

PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS PUBLIC MEETING HELD ON APRIL 12, 2023

BACKGROUND

The Governance Review Committee met in person at the Oshawa Campus, DC Boardroom, A144 on Monday, February 27, 2023.

SUMMARY

1.   **Minutes of the January 18, 2023, Governance Review Committee Meeting**

     The Committee reviewed and approved its minutes from the January 18, 2023, Governance Review Committee meeting.

2.   **Board Goal: Governance Review Committee to Provide a Mid-Year Report Assessing the Effectiveness of the New Governance Model**

     The Committee discussed the Board's new governance model from the perspective of whether or not it was effective, if there were any gaps, and if the Board and Committees were following it. Generally, the Committee agreed the governance model was working because the duplication across corporate documents was removed, simplifying the framework. Also, the Committee discussed cross-referencing sections of a by-law in a policy; however, it determined that having multiple references to update may cause future issues with duplication and consistency.

     Further, the Committee discussed the effectiveness and challenges of the consent agenda, the lack of clarity about the differences between each section of the Board agenda, and the process for bringing an item forward for discussion. In response to questions, the Committee Chair clarified the purpose and use of the consent agenda, and the Board Secretary explained the difference between the consent agenda, decision, discussion, and information items.

     Lastly, the Committee discussed the Board's annual work plan, which drives the work of each Committee and the Board, and the process for a Governor to bring forward an item for discussion. A brief discussion ensued about the relationship with Ontario Tech University, the issue of co-populous representation and how to move the file forward, and the best forum for a more in-depth discussion.

Following the discussion, the Committee decided that the Committee Chair would provide a brief education to the Board at its meeting on April 12, 2023, on the use of the consent agenda, the meaning of each section of the agenda, how to bring forward an item for discussion, and the Board's overarching governance framework (from legislation to policies).

Further, as it relates to the goal of assessing the effectiveness of the new governance framework, the Committee determined it had met the goal and that the Board Chair could decide if it needs to remain a goal for next year.

3. **Next Steps: Advancement of Governance Recommendations re the 2021-2022 Board Evaluation Feedback**

The Committee reflected on its discussion from the January 18, 2023, meeting and discussed potential recommendations for the Board to address some of the feedback in the 2021-2022 Board Evaluation survey.

The Committee questioned the definition of diversity in the context of the Board and College and discussed the steps the Board had taken to become more diverse in the past few years. Further, the Committee reviewed some demographic trends from the Durham Region and the recent College census and discussed whether the Board represented the community and population it serves. Following the discussion, the Committee recommended that a generative discussion be held with the Board to discuss the topic of diversity, equity, and inclusion and to strive for a shared understanding of diversity as it relates to the Board and board governance.

Action: The Office of the President will schedule a special education session/generative discussion for the Board on equity, diversity, and inclusion and board governance following the receipt of data from the new College census.

Further, the Committee discussed the importance of mentorship and potential enhancements to the mentorship framework, such as developing a list of discussion points (e.g., expectations around participation and education) to be covered during the mentorship relationship.

Action: The Board Secretary will draft a checklist of topics for enhancing the mentorship framework for review and discussion at the next Governance Review Committee meeting.

Additionally, the Committee discussed ways to address outlier comments in the Board evaluation survey and concurred the Board Chair could make an invitation at a Board meeting asking Governors to come forward to discuss comments shared in the survey.

Lastly, the Committee discussed the importance of the Good Governance certificate and the recommendation to make it a mandatory requirement within a Governor's first term and a pre-condition to reappointment for a second term. Following a discussion, the Committee agreed not to recommend it become mandatory but strongly encourage it through the mentorship relationship and Board participation.

Respectfully submitted,
Elizabeth Cowie, Chair, Governance Review Committee

View all agenda material from this meeting by clicking here.

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-19

To: Board of Governors

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

Date of Report: January 20, 2023

Date of Meeting: April 12, 2023

Subject: New Program of Instruction – Law Clerk Ontario College Diploma (OCD)

1.   Purpose

To seek approval from the Board of Governors for the following post-secondary program of instruction for September 2024 intake:

Law Clerk

- Credential: Ontario College Diploma
- Duration: 2 years, 4 semesters (plus optional co-op)
- Faculty: Social and Community Services (SCS)

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2023-19, the Law Clerk Ontario College Diploma program be approved.

3.   Background

The intent of this proposal is to replace the existing three-year Ontario College Advanced Diploma (OCAD) with a two-year Ontario College Diploma (OCD) program. This aligns Durham College (DC) with the current offerings in the CAAT system and responds to the decline in the appeal for direct entry applicants in the Ontario College Advanced Diploma (OCAD). This new program will renew interest in the Law Clerk program and make it more attractive and competitive in the system.

The OCAD program offered at DC is the only three-year Law Clerk program in the province, and for many years, was a destination of choice for applicants who wanted to pursue a legal administrative support career. First year enrolment routinely reached 90 – 100 students per year; the attrition was on par with other

programs at the college; and approximately 40-55 students graduated from the program annually.

Over the last several years, there has been a significant decrease in first year enrolment for DC's OCAD, whereas the enrolment in Law Clerk diploma programs at other institutions has shown slight growth in the last five years. This change ensures the long-term competitiveness of the Law Clerk program.

Program Description:
The Law Clerk Ontario College Diploma program prepares students to perform independent legal work under the supervision of a lawyer. Students examine real estate law, corporate law, estate law, family law, and civil litigation, with an introduction to other branches to support employment in this field.

Graduates of the program can engage in routine conveyancing of titles, preliminary legal research, maintaining corporate documents and filings, drafting documents and correspondence, preparing briefs for various adjudicative bodies, interviewing clients and/or witnesses, and compiling evidence and documentation for various types of hearings.

Employment opportunities for graduates span many industries including law offices, corporations, government legal departments and agencies, financial institutions and courts. Graduates possess the interpersonal, communication and professional skills to effectively organize and manage a variety of responsibilities and work under pressure.

As per the Ministry of Training, Colleges and Universities' Minister's Binding Policy Directive 3.0, Programs, Framework for Programs of Instruction, the Board of Governors is responsible for approving programs of instruction the college will offer.

It is the role of the Durham College Board of Governors to ensure that programs of instruction are developed and implemented in conformity with the Credentials Framework, and are consistent with provincial program standards where they exist. It is also the responsibility of the Board to ensure that all new and modified post-secondary programs of instruction lead to one of the following credentials: Durham College Certificate, Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, Ontario College Graduate Certificate or Bachelor Degree.

We confirm that Durham College is in compliance with all Minister's Binding Policy Directives as noted above, for this new program of instruction.

4. Discussion

The environmental scan prepared by the Institutional Research and Planning team in the Office of Research Services, Innovation and Entrepreneurship, indicates the proposed Law Clerk OCD program would be a strong addition to the College's program offerings for the following reasons:

- Stable Fall and Winter semester enrolments with growing international interest;
- Catchment loss from Durham Region to two-year Law Clerk diploma programs at other GTA colleges indicating a potential demand in the local region;
- Alignment with the educational requirements in the job market and is consistent with other Law Clerk diploma programs within the province.

5. Financial/Human Resource Implications

The Program Summary attached provides a projected five-year budget with account of all capital and human resource requirements.

The proposed program, Law Clerk, will be submitted in the Request for Approval for Funding Form to the Ministry of Colleges and Universities (MCU). Tuition is set for $2722.58 and has been restricted until there is direction from MCU.

The proposed new program breaks even in Year 2.

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 anticipated implications for Ontario Tech University resulting from the implementation of this new program recommendation.

8. Strategic Alignment

8.1 Strategic Fit

The proposed program aligns with the following objectives/goals of the Academic, Strategic, and Business plans.

Academic Plan

Goal 1: Ensure Exceptional Quality in our Academic Programs

Goal 2: Enhance Exemplary Teaching and Learning Practices
Goal 4: Intensify and Strengthen the College's Applied Research Agenda

Strategic Plan and Business Plan

Pillar: Our Students
Goal: To educate and inspire students to realize success in their careers and communities.

General Program Information

Proposed Program Title: Law Clerk

Proposed Credential: Ontario College Diploma (OCD)

Academic Dean(s): Ralph Hofmann

Faculty(ies): Social and Community Services

Date of Review by PPRC: January 11, 2023

MTCU Code: 52611 (Program Standard)

Weight and Funding Unit (as per APS table): Weight = 1, Funding = 1.8

Proposed Tuition: Year 1: $2,722.58

Proposed Implementation: September 2024

Year 1 Enrolment: 30

Number of Sections, Y1: 1

International Students Seat Allocation: 0

Number of Semesters: 4

Total Hours: 1,008 instructional hrs + 210 hrs (Field Placement) = 1,218 hrs

New or Replacement Program: Replacement

Number of New FT Faculty: 0

Program Delivery Methods: In-person, WIL

Laptop Requirement: No

New or Renovated Space Requirements: none

Total Capital Costs: Year 1: 0

1. Approval Stages

The following approval stages have been assessed for this program:

☒ Labour Market
☒ Student Demand
☒ Budget reviewed and approved by the Chief Financial Officer and the Vice President, Academic
☒ Presented to the Program Proposal Review Committee (DATE: January 11, 2023)
☒ New Program Proposal Summary reviewed by the Associate Dean, Centre for Teaching and Learning
☒ New Program Proposal Summary reviewed by the Executive Dean, Centre for Teaching and Learning
☒ Approved by Executive Vice-President, Academic (DATE: March 20, 2023)
☒ Reviewed and approved by President (DATE: March 27, 2023)

2. Program Overview

2.1   Program Description

The Law Clerk Ontario College Diploma program prepares students to perform independent legal work under the supervision of a lawyer. Students examine real estate law, corporate law, estate law, family law, and civil litigation, with an introduction to other branches to support employment in this field.

Graduates of the program can engage in routine conveyancing of titles, preliminary legal research, maintaining corporate documents and filings, drafting documents and correspondence, preparing briefs for various adjudicative bodies, interviewing clients and/or witnesses, and compiling evidence and documentation for various types of hearings.

Employment opportunities for graduates span many industries including law offices, corporations, government legal departments and agencies, financial institutions and courts. Graduates possess the interpersonal, communication and professional skills to effectively organize and manage a variety of responsibilities and work under pressure.

2.2   Career Outcomes

Job Titles	Where Graduates Might Work
- Law Clerk - Legal Assistant - Administrative Assistant - Office Clerk	- Law firms of all sizes - Municipal offices - Paralegal offices - Private companies - Government offices at all levels (municipal, provincial, federal) - Tribunals

2.3 Vocational Program Learning Outcomes

Vocational program learning outcomes must be consistent with the requirements of the Credentials Framework for the proposed credential. The graduate of the program has reliably demonstrated the ability to:

1. Support the needs of clients and legal professionals through the use of accurate terminology and professional communication strategies, both orally and in writing.
2. Complete all work within routine and unexpected timelines and limitation periods within the legal environment.
3. Use current and relevant electronic and print resources, within the legal environment, to conduct legal research, to assist with file and evidentiary management, to facilitate communication and generate legal documentation, complying with current regulations and procedures.
4. Research and summarize the presenting legal issues, applying knowledge of substantive law, to support the legal team.
5. Apply rules of procedure to support best legal practices.
6. Conduct oneself professionally in adherence to the guidelines of the Law Society of Upper Canada.
7. Carry out clerical and administrative duties for the operation of a variety of legal environments.
8. Outline strategies for ongoing professional development to ensure continuing competence as a Law Clerk.
9. Act equitably and justly with diverse populations.
10. Provide support for legal professionals in courts and administrative tribunals within the legal system.

2.4 Admission Requirements

- Ontario Secondary School Diploma (OSSD) or Mature Student Status
- Grade 12 English (C or U)

3. Program of Study

YEAR 1		YEAR 2	
Semester 1	Semester 2	Semester 3	Semester 4
14	14	14	14
Automated Law Office Procedure I (3L)	Civil Litigation I (2C, 1L)	Civil Litigation II (2C, 1L)	Law Office Communications (6C)
Canadian Law and Courts (3C)	Wills and Estates I (2C, 1L)	Wills and Estates II (2C, 1L)	Administrative Law (6C)
Contracts and Torts I (2C, 1L)	Contract and Torts II (3C)	Automated Law Office Procedure II (3L)	Legal Specializations (6C)
Ethics and Professional Responsibility (3C)	Real Estate Law I (2C, 1L)	Real Estate Law II (2C, 1L)	Field Placement (7 weeks condensed)
Legal Research (1C + 2L)	Corporate and Commercial Law I (2C, 1L)	Corporate and Commercial Law II (2C, 1L)	
	Legal Career Preparation (3C)	Family Law (2C, 1L)	
GNED – FNMI (3C)	GNED (3C)	GNED (3C)	
COMM 1100 Communication Foundations (3C)			
21 Hours/week 294 Hours/semester	21 Hours/week 294 Hours/semester	21 Hours/week 294 Hours/semester	18 Hours/week (first 7) = 126 30 Hours/week (back 7) = 210 336 Hours/semester
CVS guidelines 270-385 hours/semester	CVS guidelines 270-385 hours/semester	CVS guidelines 270-385 hours/semester	CVS guidelines 270-385 hours/semester

New Program Summary

Program of Study with Optional Co-op

YEAR 1			YEAR 2	
Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
14	14		14	14
Automated Law Office Procedure I (3L)	Civil Litigation I (2C, 1L)		Civil Litigation II (2C, 1L)	Law Office Communications (6C)
Canadian Law and Courts (3C)	Wills and Estates I (2C, 1L)		Wills and Estates II (2C, 1L)	GNED (3C)
Contracts and Torts I (2C, 1L)	Contract and Torts II (3C)		Automated Law Office Procedure II (3L)	Legal Specializations (6C)
Ethics and Professional Responsibility (3C)	Real Estate Law I (2C, 1L)		Real Estate Law II (2C, 1L)	Administrative Law (6C)
Legal Research (1C + 2L)	Corporate and Commercial Law I (2C, 1L)	Optional Co-op	Corporate and Commercial Law II (2C, 1L)	
	Legal Career Preparation (3C)		Family Law (2C, 1L)	Field Placement (7 weeks condensed)
GNED – FNMI (3C)	COOP 1000 (3C)		GNED (3C)	
COMM 1100 Communication Foundations (3C)				
21 Hours/week 294 Hours/semester	21 Hours/week 294 Hours/semester	420 Hours/semester	21 Hours/week 294 Hours/semester	24 Hours/week (first 7) = 168 30 Hours/week (back 7) = 210 378 Hours/semester
CVS guidelines 270-385 hours/semester	CVS guidelines 270-385 hours/semester		CVS guidelines 270-385 hours/semester	CVS guidelines 270-385 hours/semester

Semester 1

Course Title: Automated Law Office Procedures 1
Course description: Students develop word processing, file management and keyboarding skills by exploring the functionality of software features. Focus is on preparing various styles of legal correspondence, memoranda, and legal documents.
Instructional Setting: Lab = 3 Hrs/Wk
Total Hours (Semester): 42

Course Title: Canadian Law and Courts
Course description: Students explore how laws are defined, created, implemented and interpreted by reviewing the parties involved in the law, the history of the legal system, the sources and divisions of law and the court system in Canada. Emphasis is on the detailed examination of the Constitution and the Canadian Charter of Rights and Freedoms.
Instructional Setting: Classroom = 3Hrs/Wk
Total Hours (Semester): 42

Course Title: Contracts and Torts 1
Course description: Students examine torts and contracts to assess the application of interpersonal rights and duties in the private sector, and to explore the enforceability of oral, written and implied contracts. Research opportunities support students to identify the elements of, and defences to, various causes of actions in the preparation of a memorandum of law, Statements of Claim and Defence and other routine legal documents.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Ethics and Professional Responsibility
Course description: Students debate the rules of conduct for legal support professionals in Ontario and assess common ethical dilemmas encountered in the professional legal environment. Emphasis is on creating a value system and framework for ethical decision-making.
Instructional Setting: Classroom = 3Hrs/Wk
Total Hours (Semester): 42

Course Title: Legal Research
Course description: Students examine how to use legal citation and explore locating sources of government and legal information, both in print and online, for the Federal and Ontario jurisdictions to develop strategies for legal research. Emphasis on developing effective research skills to explore legal problems is premised on considering the structure of legal documents and the changes in the law over time.
Instructional Setting: Classroom = 1Hr/Wk; Lab = 2Hrs/Wk
Total Hours (Semester): 42

Course Title: Communication Foundations

Course description: This course invites students to practice and develop the foundational skills and competencies necessary to communicate in a variety of contexts. Students will be challenged to reflect upon questions that include, but are not limited to: What is the purpose of communication? How does one communicate effectively and professionally? How can I improve communication to meet the needs of my audience? Students will learn to analyze different audiences and their needs and adapt their messages to ensure written, verbal, and visual communication is effective. The course will introduce communication theories, techniques, and models for interpersonal relationships, group dynamics, public communication, and intercultural environments.
Instructional Setting: Classroom = 3Hrs/Wk
Total Hours (Semester): 42

Semester 2

Course Title: Civil Litigation 1
Course description: Students evaluate the civil litigation process in Ontario and apply the Rules of Civil Procedure from commencement to the end of trial. Emphasis is on practicing, in detail, the Rules of Civil Procedure with a focus on practical tasks such as proper document setup, service requirements, preparation and filing of pleadings, affidavits of service, basic motion materials and disposition without trial.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Wills and Estates 1
Course description: Students examine the role and responsibility of law clerks and the Ontario statutory authority in drafting and finalizing wills, powers of attorney and trusts. Students employ the basic principles and procedures, foundational estate planning principles and evaluate the validity of common will clauses to prepare routine legal documents.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Contracts and Torts 2
Course description: Students analyze the development and evolution of Tort law. Emphasis is on the use of the case method to explore how completed contracts are breached, impeached, interpreted and enforced. Students employ the strategies of debate to discuss the outcomes of various cases, using research to support their viewpoint.
Instructional Setting: Classroom =3Hrs/Wk
Total Hours (Semester): 42

Course Title: Real Estate Law 1
Course description: Students discuss the history and development of property law, and its division and statutes related to ownership, shared ownership and lesser interests in property. Emphasis is on modern real estate, land registration systems and legal descriptions in Ontario. Students conduct online title searches using current industry software and draft requisition letters to remedy title defects and discharge encumbrances that can cloud title.

Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Corporate and Commercial Law 1
Course description: Students examine the role and responsibility to provide initial and ongoing services required by clients of law clerks in a corporate law environment. Students explore the characteristics, history and function of incorporated, unincorporated and charitable business entities. Students create an Ontario Non-offering corporation, choose an appropriate legal name, draft articles of incorporation and file with the appropriate ministry or government service provider.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Legal Career Preparation
Course description: Students evaluate the role of the individual in a legal setting, understanding how personal, interpersonal, and organizational dynamics critically impact employees in their environment. Students discuss common workplace challenges and solutions, hiring trends and practices in the legal field, and advanced job search techniques to differentiate themselves in the highly competitive legal field. Students develop a resume and begin compiling a professional portfolio to showcase their skills and abilities. Finally, students attend an on-campus networking event with legal employers.
Instructional Setting: Classroom = 3Hrs/Wk
Total Hours (Semester): 42

Course Title: COOP 1000 (if optional co-op is chosen)
Course description: The purpose of this course is for students to enhance their career planning skills and apply these skills to secure and effectively prepare for their co-op work term. Self-marketing techniques such as developing cover letters and resumes, searching for jobs, professionally using social media, researching and networking, and interviewing will be developed and practiced. Additionally, students will focus on workplace skills such as self-awareness, goal setting, interpersonal communication, personal presentation, and business etiquette. Students will learn how to manage technology in the hiring and selection process along with regulations that apply in the workplace with regards to social, organizational, ethical, and safety issues.
Instructional Setting: Classroom = 3Hrs/Wk
Total Hours (Semester): 42

Semester 3 (Co-op Option)

Co-op

The best way to succeed in the field is to immerse yourself in it! Co-op is an excellent way to build a professional network, explore career paths and apply in-class teachings to real work situations. Co-op is a model of education that integrates academic learning with workplace learning in fields relevant to academic and personal goals.

Students in the Law Clerk Diploma program are invited to apply to the co-op option during the first year of study. Entrance to the co-op option is limited and the processes for securing a work term are competitive. Students enrolled in the co-op option are required to complete a four-month, paid work term between the second and third year of the program.

Supports are available through the Experiential Learning office to assist students with securing work terms. In addition, the Experiential Learning office is in contact with co-op students and employers during the work terms to help with any questions. Upon completing the work term, co-op students return to campus to complete the final two academic semesters of the program before graduating.

Instructional Setting: Industry
Total Hours (Semester): 420

Semester 3 (No Co-op Option)

Course Title: Civil Litigation 2
Course description: Students document the stages of a civil litigation matter in Ontario from the discovery through to trial using the procedural rules contained within the Rules of Civil Procedure, practice directions and notices to the profession. Students will use online software to prepare a matter for a hearing.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Wills and Estates 2
Course description: Students discuss the legal duties and responsibilities for either the personal representative named in the will or surviving heirs at law. Students manage an estate file from inception to distribution of assets, reviewing the impact of the Family Law Act, Succession Law Reform Act, Dependent's Relief Act, Estates Act and the Rules of Civil Procedure where applicable.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Automated Law Office Procedures 2
Course description: Students use law office software to prepare legal documents and complete the accounting cycle for client matters in a legal practice. Emphasis is on students' interpretation of the Law Society By-Laws and Rules of Professional Conduct in the financial management of a law practice (scheduling, billing and accounting). Students develop the speed and accuracy of keyboarding skills to use advanced word processing and presentation software.
Instructional Setting: Lab = 3Hrs/Wk
Total Hours (Semester): 42

Course Title: Real Estate Law 2
Course description: Students develop the skills to effectively close real estate transactions in Ontario. Working through a scenario, students prepare simulated real estate transaction documents and correspondence online, using Teraview electronic registration and current legal software.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Corporate and Commercial Law 2
Course description: Students evaluate the impact of corporate law on a corporation's operation in the business world and on other areas of the law, such as real estate, intellectual property and litigation. Students draft corporate records, resolutions, bylaws, banking and registers/ledgers using appropriate industry-specific software.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Course Title: Family Law
Course description: Students analyze the roles, rights and responsibilities of the parties involved in family law proceedings in Ontario by examining the legislation for marriage, cohabitation, separation, divorce, custody and access, and division of family property. Emphasis is on the use of industry software to prepare documents in accordance with the Ontario Family Law Rules.
Instructional Setting: Classroom = 2Hrs/Wk; Lab = 1Hr/Wk
Total Hours (Semester): 42

Semester 4

Course Title: Law Office Communications
Course description: Students apply strategies for professional communication in business writing (legal correspondence using proper letter formatting) and speaking applications, and collaborative skills in team-based activities and assignments. Students prepare an industry-ready resume and cover letter for employment and workplace expectations in a legal environment. [7 Weeks Condensed]
Instructional Setting: Classroom = 6Hrs/Wk
Total Hours (Semester): 42

Course Title: Legal Specializations
Course description: Students examine the role of the law clerk in various areas of the law. Students describe the differences between criminal law, employment law, immigration law, intellectual property and insurance law. Students evaluate an area of the law they might want to pursue in their career and analyze an emerging issue in their chosen area. [7 Weeks Condensed]
Instructional Setting: Classroom = 6Hrs/Wk
Total Hours (Semester): 42

Course Title: Administrative Law
Course description: Students examine the rules of natural justice that underpin administrative tribunals, how enabling legislation creates and gives powers to tribunals, a general overview of the practice and procedures of tribunals and the right of appeal and judicial review. Students identify key differences between courts and tribunals, review a tribunal's governing statute, and differentiate between the various methods of internal/external appeals and judicial review in order to assist in preparation of tribunal pleadings. [7 Weeks Condensed]
Instructional Setting: Classroom = 6Hrs/Wk
Total Hours (Semester): 42

Course Title: Field Placement
Course description: Students practice, in a supervised legal environment, that allows them to practise and integrate the skills and knowledge that they have acquired in the Law Clerk program to date. Students may choose to pursue a variety of filed placement opportunities in legal firms with a range of specializations, based on their interests and abilities.
Instructional Setting: Field
Total Hours (Semester): 210

4. Strategic Alignment

4.1 Strategic Fit

The proposed program aligns with the following goals of the Academic, Strategic, and Business plans.

Academic Plan
Goal 1: Ensure Exceptional Quality in our Academic Programs
Goal 2: Enhance Exemplary Teaching and Learning Practices
Goal 3: Intensify and Strengthen the College's Applied Research Agenda

Strategic & Business plans
Pillar: Our Students
Goal: To educate and inspire students to realize success in their careers and communities.

4.2 Fit with Existing Programs

Durham College (DC) is proposing to offer a two-year Law Clerk Ontario College Diploma (OCD) to replace the existing three-year Ontario College Advanced Diploma (OCAD), within the Faculty of Social and Community Services (SCS). The OCAD program offered at DC is the only three-year Law Clerk program in the province, and for many years, was a destination of choice for applicants who wanted to pursue a legal administrative support career. First year enrolment routinely reached 90 – 100 students per year; the attrition was on par with other programs at the college; and approximately 40-55 students graduated from the program annually.

Over the last several years, there has been a significant decrease in first year enrolment for DC's OCAD, whereas the enrolment in Law Clerk diploma programs offered at other institutions has shown slight growth in the last five years. The proposed two-year diploma program will provide students with the skills necessary to apply their knowledge in a variety of entry-level positions within the legal field. The graduates from this program will have the ability to effectively organize and manage a variety of responsibilities and will possess strong attention to detail and an ability to work under pressure. This new program will renew interest in the Law Clerk program and make it more attractive and competitive in the system.

Law Clerk diploma programs are currently offered at 13 CAAT colleges under the MTCU code 52611. Graduates of these programs are prepared for careers as law clerks, legal assistants, administrative assistants, and office clerks.

Pathways for graduates of the Law Clerk diploma program include:

<u>DC Program pathways</u>
- Paralegal Graduate Certificate Program – graduates would be eligible for admission.
- Conflict Resolution and Mediation Graduate Certificate Program - graduates would be eligible for admission.
- Victim Justice and Interventions Graduate Certificate Program - graduates would be eligible for admission.
- Paralegal Degree Program (consent pending) – Pathway in process of being established, but graduates meeting GPA requirement would be eligible for admission.
- Honours Paralegal Degree Program - Pathway in process of being established, but graduates meeting GPA requirement would be eligible for admission.

<u>Other pathways</u>
- Ontario Tech Bachelor of Criminology – existing articulation involving advanced entry to be re-established. This will become a true 2+2 pathway.
- Ontario Tech Bachelor of Justice and Legal Studies - existing articulation involving advanced entry to be re-established. This will become a true 2+2 pathway.

5. Labour Demand and Graduate Employment Possibilities

5.1 Labour Market Analysis

Employment Projections

Job titles and descriptions relevant to the proposed Law Clerk diploma program were pulled from a variety of labour market reports. The National Occupational Classification (NOC) provides a standardized framework for organizing the labour force in a coherent system. NOC classifications in 2021 provide a finer and more updated reflection of the labour market using five digits instead of four for the NOC codes and corresponding it to the updated six-category training, education, experience and responsibilities (TEER) system. Despite this update, many sources of labour market information have not yet transformed their database from the 2016 NOC structure to the 2021 NOC structure. Hence the following description identifies the relevant 2016 and 2021 equivalencies, however, the discussion in the section relies upon the 2016 framework. Based on the related job titles and descriptions, three key four-digit NOC codes were identified:

- 4211 (2016) – Paralegal and Related Occupations (e.g., commercial law clerk, real estate law clerk, legal researcher) is equivalent to 42200 (2021) – Paralegal and Related Occupations.
- 1242 (2016) – Legal Administrative Assistants (e.g., administrative assistant – legal, legal assistant, legal secretary) is equivalent to 13111 (2021) – Legal Administrative Assistants.
- 1411 (2016) – General Office Support Workers (e.g., administrative clerk, office clerk, office assistant) is equivalent to 14100 (2021) – General Office Support Workers.

Labour Market Outlook

National Outlook

Occupational Classification: National
Table 1 displays wages, occupation statistics and employment outlooks for relevant occupations in Canada.

Table 1

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage[18]	Employment in 2018	Median Age in 2018	Average Retirement Age in 2018	Outlook to 2028[19]
4211 – Paralegal and Related Occupations	$28.85	31,600	41.9	63	Balance
1242 – Legal Administrative Assistants	$24.73	47,400	44.4	64	Balance
1411 – General Office Support Workers	$22.12	195,300	41.7	63	Balance

Source: Employment and Social Development Canada https://www.jobbank.gc.ca and Canadian Occupational Projections System https://occupations.esdc.gc.ca, accessed: December 2022

The median wage for the selected occupations is similar to the median wage across Canada. A balanced labour market is projected for all three occupations through to 2028, meaning that at the national level the labour supply will be adequate to meet the expected demand.

Provincial Outlook

Occupational Classification: Provincial

Table 2 displays the provincial job prospects over the next three years for the relevant occupations, as well as median wage.

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Table 2

Wages, Occupational Statistics and Employment Outlook (Provincial)			
NOC Code - Occupation	**Median Wage**	**Current Employment**	**Prospects over the next 3 years[20]**
4211 – Paralegal and Related Occupations	$28.85	19,500	Moderate
1242 – Legal Administrative Assistants	$24.04	17,650	Moderate
1411 – General Office Support Workers	$21.66	70,800	Limited

Source: Employment and Social Development Canada https://www.jobbank.gc.ca, accessed: December 2022

Figure 1 displays the provincial job outlook rating (2021-2025) for the relevant occupations, as well as annually median income.

Figure 1

4211 – Paralegal and Related Occupations
Job outlook: Average
Median income: $53,391
Top location: Toronto (60%)

1242 – Legal Administrative Assistants
Job outlook: Average
Median income: $51,405
Top location: Toronto (58%)

1411 – General Office Support Workers
Job outlook: Average
Median income: $45,656
Top location: Toronto (49%)
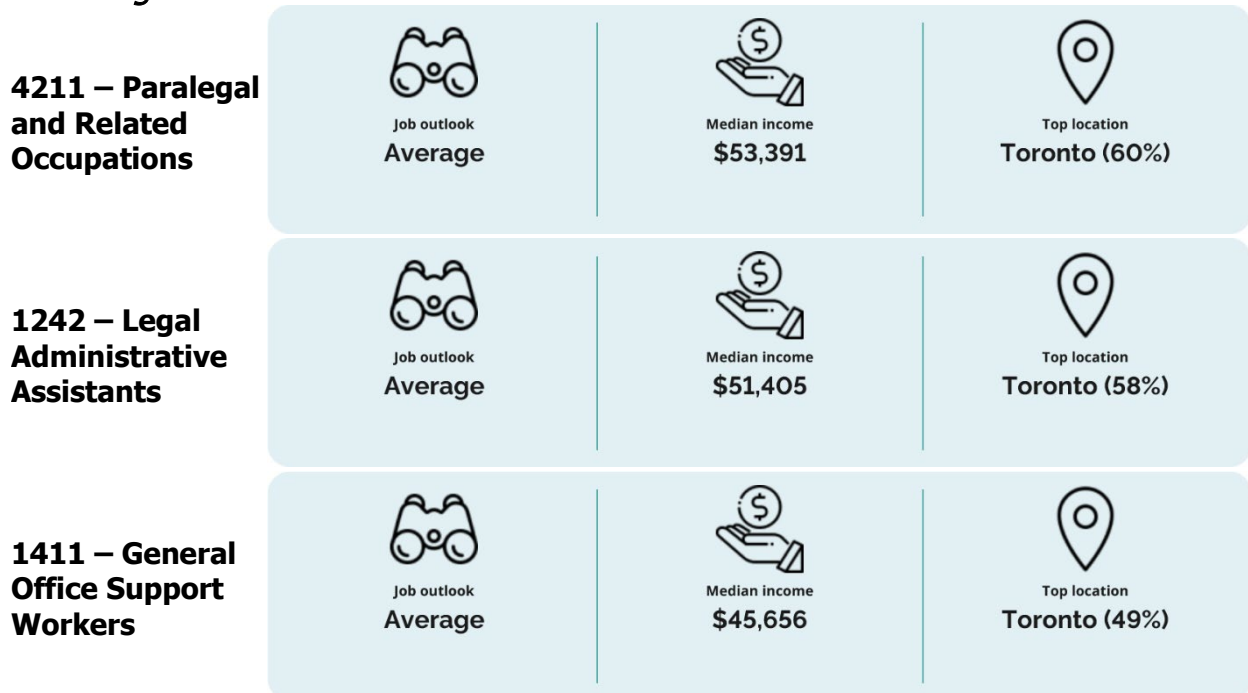
Source: iaccess Job Profiles, accessed: December 2022

The provincial outlook indicates the relevant occupation median income is similar for all three occupations and the top location for employment is Toronto.

Table 3 presents summary job profile statistics provided by the Government of Ontario for the relevant occupations.

Table 3

Provincial Summary Job Profile Statistics					
NOC Code - Occupation	Males	Females	Full-Time	Part-Time	Self-Employed
4211 – Paralegal and Related Occupations	17%	83%	70%	30%	12%
1242 – Legal Administrative Assistants	8%	92%	71%	29%	3%
1411 – General Office Support Workers	17%	83%	56%	44%	5%

Source: iaccess Job Profiles, accessed: December 2022

Employment is primarily full-time for two of the relevant occupations: *Paralegal and Related Occupations*, and *Legal Administrative Assistants*. There is a relatively higher proportion of self-employment in *Paralegal and Related Occupations,* and females hold the majority of positions in all of the three occupations.

Table 4 displays the education level of employees in relevant occupations in Ontario.

Table 4

Educational Attainment			
Education Level	4211 – Paralegal and Related Occupations	1242 – Legal Administrative Assistants	1411 – General Office Support Workers
No certificate, diploma or degree	1%	2%	7%
Secondary (high) school diploma or equivalency certificate	11%	19%	36%
Apprenticeship or trades certificate or diploma	1%	1%	3%
College, CEGEP or other non-university certificate or diploma	52%	52%	32%
Bachelor's degree	24%	19%	17%
Degree in medicine, dentistry, veterinary medicine or optometry	0%	0%	0%
Master's degree	5%	3%	3%
Earned doctorate	0%	0%	0%
Other	6%	3%	3%

Source: iaccess Job Profiles, accessed: December 2022

The relevant occupations largely employ graduates with college certificates or diplomas.

Table 5 presents provincial employment opportunities for each relevant occupation. Within each column, the percentages indicate the distribution of all individuals employed in the corresponding occupation across the select census divisions.

Table 5

Employment Share by Census Division				
Census Division	**All Occupations**	**4211 – Paralegal and Related Occupations**	**1242 – Legal Administrative Assistants**	**1411 – General Office Support Workers**
Durham	**5%**	7%	8%	6%
Toronto	**21%**	25%	25%	18%
Peel	**10%**	11%	10%	11%
York	**9%**	12%	11%	10%
Peterborough	**1%**	NA	NA	1%
Northumberland	**1%**	1%	NA	1%

Source: iaccess Job Profiles, accessed: December 2022

The share of Ontario's employment for each of the relevant occupations (6-8 per cent) is above the average of Durham's share in all occupations (5 per cent). Toronto has a relatively high share of employment across all three relevant occupations, indicating a high concentration of these jobs in the city.

Employment Sectors where these jobs are found:

Table 6 displays the sectors in which the relevant occupations are employed.

Table 6

4211 – Paralegal and Related Occupations		1242 – Legal Administrative Assistants	
83%	Professional, scientific and technical services	**78%**	Professional, scientific and technical services
7%	Public administration	**8%**	Public administration
4%	Finance and insurance	**6%**	Real estate and rental leasing

2% Real estate and rental leasing	**4%** Finance and insurance

1411 – General Office Support Workers

20% Health care and social assistance

17% Public administration

10% Professional, scientific and technical services

9% Finance and insurance

Source: iaccess Job Profiles, accessed: December 2022

Two of the relevant occupations (*Paralegal and Related Occupations* and *Legal Administrative Assistants*) are prevalent in Professional, Scientific & Technical Services. *General office Support Workers* are mostly distributed in Health care and social assistance and Public administration.

Table 7 presents the combined number of jobs that are expected to be created in Ontario and select census divisions across all three relevant occupations.

Table 7

Occupation Summary (Ontario and Select Census Divisions) – 2020 & 2025					
Region	**2020 Jobs**	**2025 Jobs**	**Change**	**% Change**	**Median Hourly Wages**
Ontario	**115,054**	**121,469**	**6,415**	**6%**	**$23.02**
Durham	3,686	3,866	180	5%	$22.68
Toronto	37,018	40,117	3,099	8%	$23.72
Peel	12,509	13,075	566	5%	$22.65
York	9,079	9,774	695	8%	$22.83
Peterborough	885	771	-114	-13%	$22.26
Northumberland	398	343	-55	-14%	$22.50
Kawartha Lakes	386	337	-49	-13%	$22.59

Source: Labour Force Survey, EMSI Analyst 2022.3, accessed: December 2022

A total of 121,469 jobs are expected to be created in Ontario across the three relevant NOC codes, by 2025. Most jobs are anticipated to be created in the Toronto and York census division. While the relevant jobs in neighbouring

Peterborough, Northumberland, and Kawartha Lakes regions are anticipated to decline, the jobs are expected to increase in Durham region.

Local Outlook

Occupational Classifications: Region of Durham

Table 8 presents the number of jobs and hourly wage for all relevant occupations within the Durham census division. Job counts are presented for 2022, in addition to a projection of the number of jobs in 2025.

Table 8

Durham Region Employment Outlook - 2022 & 2025					
NOC Code - Occupation	**2022 Jobs**	**2025 Jobs**	**Change**	**% Change**	**Median Hourly Wages**
4211 – Paralegal and Related Occupations	351	351	0	0%	$29.58
1242 – Legal Administrative Assistants	402	407	5	1%	$24.26
1411 – General Office Support Workers	3129	3,108	-21	-1%	$21.71
Total	3,882	3,866	-16	-0.4%	**$25.18**

Source: Labour Force Survey, EMSI Analyst 2022.3, accessed: December 2022

In the Durham region, there is expected to be little increase in the number of jobs in Paralegal and Related Occupations and Legal Administrative Assistants. Number of jobs in the General Office Support Workers are expected to decline.

In addition, there are some self employment opportunities projected for the related Occupations. Table 9 presents information for the self-employment in selected occupations in the Durham Region.

Table 9

Durham Region Self-Employment Outlook - 2022 & 2025				
NOC Code - Occupation	**2020 Jobs**	**2025 Jobs**	**Change**	**% Change**
4211 – Paralegal and Related Occupations	64	70	6	9%
1242 – Legal Administrative Assistants	<10	<10	n/a	n/a
1411 – General Office Support Workers	42	33	-9	-21%
Total	**106**	**103**	**-3**	**-3%**

Source: Labour Force Survey, EMSI Analyst 2022.3, accessed: December 2022

In the Durham region, there is expected to be an increase in the self-employed occupations in the Paralegal and Related Occupations but a decline in the General Office Support Workers.

Main Industries of Employment: Region of Durham

The North American Industry Classification System (NAICS)[21] provides a standardized framework for classifying industries present in any given geographic region. NAICS 5411 – Legal services, 5611 – Office administrative services, and 9139 – Other local, municipal and regional public administration have been chosen for inclusion based on their relevance to the law clerk occupation.

Table 10 presents the number of employers in each industry by census divisions located close to Durham Region.

Table 10

Number of Employers in Related Industries Based on Census Division						
NAICS Code – Industry	Durham	Toronto	York	Peel	Northumberland	Peterborough	Kawartha Lakes
5411 – Legal services	469	12,832	2,006	1,987	78	102	37
5611 – Office administrative services	261	4,143	1,078	710	23	33	18
9139 – Other local, municipal and regional public administration	12	85	18	21	8	8	1
Total	**742**	**17,060**	**3,102**	**2,718**	**109**	**143**	**56**

Source: Labour Force Survey, EMSI Analyst 2022.3, accessed: December 2022

Relevant employers include a wide range of organizations and industries, and company sizes range from large corporations to small businesses. It is evident that these industries are concentrated in Toronto and the surrounding area.

Table 11 presents the number of employers, according to size for each industry that are located in the Durham census division.

Table 11

Number of Employers in Durham Census Division (by employer size)								
NAICS Code – Industry	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
5411 – Legal services	142	34	18	3	0	1	0	0

New Program Summary

Number of Employers in Durham Census Division (by employer size)								
NAICS Code – Industry	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
5611 – Office administrative services	38	8	3	3	1	0	0	0
9139 – Other local, municipal and regional public administration	0	0	0	0	2	2	0	6
Total	180	42	21	6	3	3	0	6

Source: Canadian Business Patterns, December 2022

Of the relevant industries, the majority of employers in the Durham census division have 1-4 and 5-9 employees. However, there are a few employers with over 50 employees across several industries. For the industry group of *other local, municipal and regional public administration*, there are 6 employers with 500+ employees in the Durham census division.

Table 12 presents the organizations that posted the greatest number jobs from January to October 2022 for the occupational areas related to Law Clerk (4211 – *Paralegal and Related Occupations* and 1242 – *Legal Administrative Assistants*).

Table 12

Provincial Summary Top Companies Posting	
Organization	# of Job Posts
Cartel Inc.	288
Robert Half	126
Kent Legal	45
Lerners Lawyers	45

Source: Job Posting Analytics, EMSI Analyst 2022.3, accessed: December 2022

6. Analysis of Competition

The intent of this proposal is to replace the existing three-year Ontario College Advanced Diploma (OCAD) with a two-year Ontario College Diploma (OCD) program. This aligns Durham College (DC) with the current offerings in the CAAT system and responds to the decline in the appeal for direct entry applicants in the OCAD. This new program will renew interest in the Law Clerk DC program and make it more attractive and competitive in the system.

The OCAD program is the only three-year Law Clerk program in the province, and for many years and was a destination of choice for applicants who wanted to pursue a legal administrative support career. First year enrolment routinely reached 90 – 100 students per year; the attrition was on par with other programs at the college; and approximately 40-55 students graduated from the program annually.

Over the last several years, there has been a significant decrease in first year enrolment for the OCAD, whereas the enrollment in Law Clerk diploma programs has shown slight growth in the last five years. This change ensures the long-term competitiveness of the Law Clerk program

DC is proposing to replace the three-year Law Clerk advanced diploma program in SCS with a two-year diploma program. The proposed two-year diploma program will provide students with the skills necessary to apply their knowledge in a variety of entry-level positions within the legal field. The graduates from this program will have the ability to effectively organize and manage a variety of responsibilities and will possess strong attention to detail and an ability to work under pressure. Law Clerk diploma programs are currently offered at 13 Ontario CAAT colleges under the MTCU code 52611. Graduates of these programs are prepared for careers as law clerks, legal assistants, administrative assistants, and office clerks.

The existing advanced diploma program offers two field placements and an optional co-op. Since this has been a differentiator for DC, the proposed Ontario College Diploma (OCD) program will continue to offer two WIL opportunities which is more than many of the competitive Law Clerk programs at other Ontario colleges.

While the OCD program has had to reduce the breadth of the program content, this proposed program is similar to other college offerings. A differentiator for the DC program is the introduction to other branches of the law.

The program has also been designed to incorporate relevant technology in two ways to differentiate the DC program from other colleges: for industry-wide technology in Automated Law Office Procedures 1 and 2, and in individual courses for technologies that are relevant only in certain areas of the law. There is ample lab time allotted to accommodate this goal.

7. Student Interest

Figure 2 displays system-wide applications, first choice applications and confirmed acceptances to the Fall intake of the Law Clerk programs in Ontario (MTCU 52611). Average year-over-year growth is indicated below the figure to assess the overall trend of domestic applicant interest.

Figure 2

Law Clerk (MCU 52611):
Total Applications, First Choice Applications and Confirmations; Fall

	2018-19	2019-20	2020-21	2021-22	2022-23
Total Applications	2,199	2,224	2,299	2,031	1,810
First Choice Applications	717	766	793	683	604
Confirmed Acceptances	651	629	684	545	482
Number of programs	13	13	13	13	13
Avg. conf./program	50	48	53	42	37
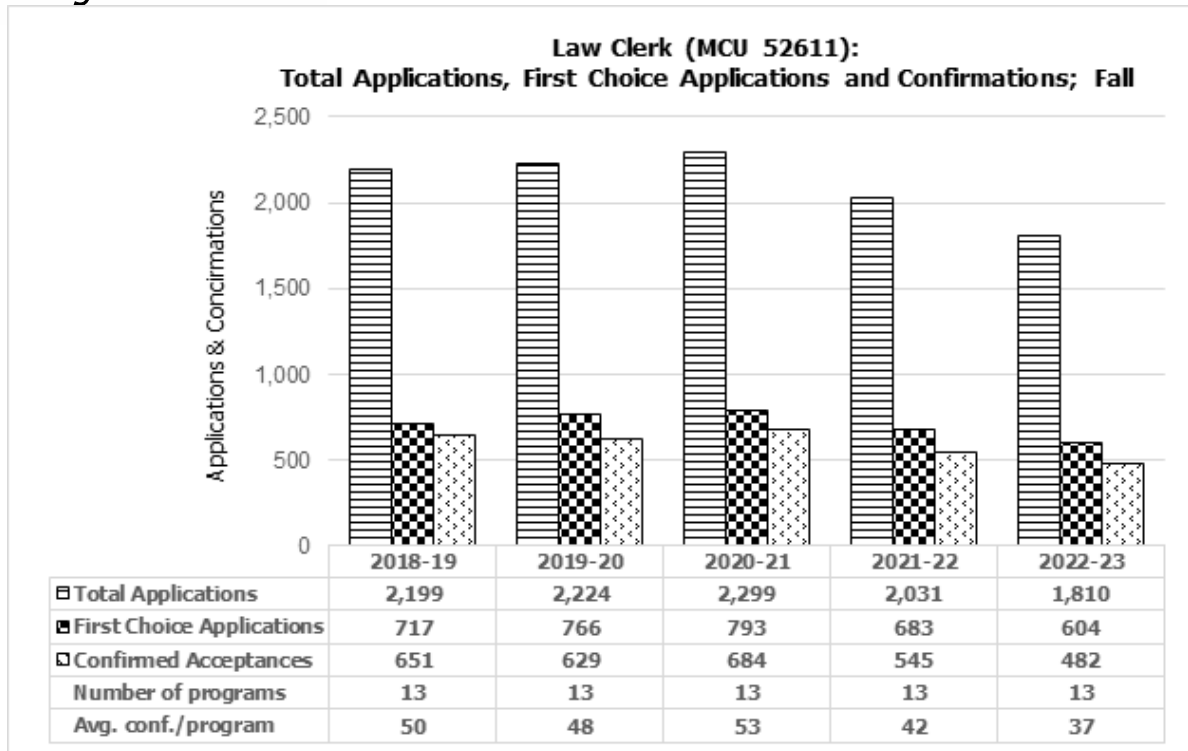
Source: OCAS Data Warehouse, accessed December 2022
2022-23 implies a partial application cycle that is not yet complete

Figure 2 indicates that the applications and confirmations were adversely impacted over the years 2021-22 and 2022-23 due to COVID-19 pandemic. Hence, the application and confirmation changes are assessed over the three-year period from 2018-19 to 2020-21.

- The average growth[23] between 2018 and 2020 for total applications was: 2.25 per cent.
- The average growth between 2018 and 2022 for first choice applications was: 5.18 per cent.
- The average growth between 2018 and 2022 for confirmed acceptances was: 2.68 per cent.

Overall, enrolment in Law Clerk programs has held relatively steady over the year 2018-2021. The enrolment of domestic students has declined a bit over the five years and international enrolment has grown marginally.

8. Target Market

The target market for this program is primarily domestic students. The program has not typically attracted international students, but it may present an area for growth and exploration. Students must possess a high school diploma or equivalent.

9. Operating Revenue and Expenses

The following tables summarize the net contribution for the proposed Law Clerk, Ontario College Diploma program.

Student Enrolment	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Projected enrolment	30	35	40	40	40
Total	**30**	**71**	**80**	**84**	**84**

Net Contribution	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Total Direct Program Expenses	152,802	257,476	279,410	285,784	292,316
Total Revenue For Program	185,533	436,002	493,208	519,491	519,491
Net Contribution $	**32,730**	**178,526**	**213,798**	**233,707**	**227,175**
Net Accumulated Contribution / (Deficit)	32,730	211,256	425,054	658,761	885,936
Net Contribution - % of Gross Revenue	**17.6%**	**40.9%**	**43.3%**	**45.0%**	**43.7%**
Target Net Contribution	**n/a**	**Breakeven**	**35.0%**	**35.0%**	**35.0%**
Capital Requirement	**0**	**0**	**0**	**0**	**0**

Revenue	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Tuition Fees per academic year	2,723	2,723	2,723	2,723	2,723
Set-Aside Fee Removed	(272)	(272)	(272)	(272)	(272)
Tuition Fee realized by college	2,450	2,450	2,450	2,450	2,450
Total Tuition Fees	$73,510	$172,748	$195,413	$205,827	$205,827
Other Revenue (Contract Training)					
Total Other Revenue					
Program Wtd Funding Unit	0.90	0.90	0.90	0.90	0.90

Revenue	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Grant - MTCU Operating (Assume $4160/wfu)	$112,023	$263,254	$297,794	$313,664	$313,664
Total Revenue	**$185,533**	**$436,002**	**$493,208**	**$519,491**	**$519,491**

Expenditures	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Salaries - Faculty (FT)	58,126	58,126	118,576	120,948	123,366
Salaries - Co-ordinator Allowance	3,206	3,206	3,206	3,206	3,206
Salaries - PT Teaching	47,040	133,337	86,297	88,886	91,553
Salaries - PL Teaching					
Salaries - Sessional Teaching					
Contract Teaching					
Total Teaching Salaries	**108,372**	**194,669**	**208,079**	**213,040**	**218,125**
Benefits - Faculty - FT 25.5%	15,640	15,640	31,054	31,659	32,276
Benefits - Faculty - PT 15.5%	7,291	20,667	13,376	13,777	14,191
Benefits - SS (FT) 30%					
Total Employee Benefits	**22,931**	**36,307**	**44,431**	**45,437**	**46,467**
Total Labour	**131,302**	**230,976**	**252,510**	**258,476**	**264,592**
Instructional Supplies	15,000	20,000	20,400	20,808	21,224
Instructional Other Costs					
Field Work					
Membership & Dues					
Professional Development	2,000	2,000	2,000	2,000	2,000
Travel/accommodation/ meals	1,500	1,500	1,500	1,500	1,500
Promotion/Public relations					

Expenditures	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Maintenance-Equipment	3,000	3,000	3,000	3,000	3,000
Telecommunications					
Software Costs					
Office supplies/Other Expenses					
Rental					
Total Other Expenditure	21,500	26,500	26,900	27,308	27,724

Report Number: BOG-2023-20

To: Board of Governors

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

Date of Report: March 13, 2023

Date of Meeting: April 12, 2023

Subject: New Program of Instruction – Public Relations Graduate Certificate

1.   Purpose

To seek approval from the Board of Governors for the following post-secondary program of instruction for September 2024 intake:

Public Relations

- Credential: Ontario College Graduate Certificate
- Duration: 1 year
- Faculty: Media, Art and Design

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2023-20, the Public Relations Ontario College Graduate Certificate program be approved.

3.   Background

The Public Relations (PR) Ontario College Graduate Certificate program prepares graduates for a rewarding career managing the public relations initiatives and an organization's relationships with diverse stakeholders in the changing landscape of the industry. Emphasis is on the application of industry practices for writing and editing clear, accurate, targeted copy, and the design principles, accessibility standards, tools and applications to produce timely and effective visual, audio, multimedia and interactive communications. Graduates have the skills to apply project management tools to plan and implement a PR campaign, evaluate data to determine project effectiveness and alignment with organizational objectives, and work collaboratively on project teams.

Students in the program explore and apply the principles of inclusion, diversity, equity and accessibility (IDEA) in the planning, implementation and evaluation of targeted communication and stakeholder engagement strategies, to realize community and organizational objectives. Working in compliance with professional association and industry standards to build communications and PR campaigns in partnership with Indigenous and other marginalized communities is central to the students' experience. Students apply a code of ethics, legal obligations, and social responsibility to PR campaigns, and to enhance work performance and guide personal professional development.

The need for managing mutually beneficial stakeholder relationships through communication and engagement applies across all employment sectors and industries. Employment opportunities exist within a broad range of large and small commercial, government and not-for-profit organizations, and public relations agencies serving one or more sector or industry. Entry-level positions for graduates may encompass a variety of public relations activities or specialize in a particular public relations function, activity or stakeholder relationship.

As per the Ministry of Training, Colleges and Universities' Minister's Binding Policy Directive 3.0, Programs, Framework for Programs of Instruction, the Board of Governors is responsible for approving programs of instruction the college will offer.

It is the role of the Durham College Board of Governors to ensure that programs of instruction are developed and implemented in conformity with the Credentials Framework, and are consistent with provincial program standards where they exist. It is also the responsibility of the Board to ensure that all new and modified post-secondary programs of instruction lead to one of the following credentials: Durham College Certificate, Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, Ontario College Graduate Certificate or Bachelor Degree.

We confirm that Durham College is in compliance with all Minister's Binding Policy Directives as noted above, for this new program of instruction.

4.   Discussion

The environmental scan prepared by the Institutional Research and Planning (IRP) team in the Office of Research Services, Innovation and Entrepreneurship (ORSIE), indicates the proposed Public Relations program would be valuable to add this graduate certificate to its postsecondary offerings because there is a:

- Consistent pattern of domestic and international enrolments.
- Catchment loss from DC catchment to PR programs at other GTA colleges indicating a potential demand in the local region.

- Strong labour market outcome for graduates with skills similar to those taught in the proposed program.

The proposed program also adds to the program mix in the Faculty of Media, Arts and Design (MAD) and supports the current educational trend in PR programs across the CAAT system. To this end, the proposed program will replace the current Ontario College Advanced Diploma (OCAD) in Public Relations. According to the analysis completed by IPR, there has been declining enrolment in diploma programs in public relations over the past several years - total applications decreased from 423 in 2017 to 233 in 2021. Ontario College Graduate Certificate (OCGC) programs, on the other hand, have significant increases in international enrolment and only slight decreases in domestic enrolment, largely attributed to the pandemic. An OCGC will be more attractive to university and college graduates, non-direct entry students and international students.

Based upon the analysis of labour market data and the program mix at DC, IPR's assessment is that the proposed program is expected to be a good replacement for the current three-year OCAD program at DC.

5. Financial/Human Resource Implications

The Program Summary attached provides a projected five-year budget with account of all capital and human resource requirements. The target for new contribution breaks even in Year 1.

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 anticipated implications for Ontario Tech University resulting from the implementation of this new program recommendation.

8. Strategic Alignment

8.1 Strategic Fit

The proposed program aligns with the following objectives/goals of the Academic, Strategic, and Business plans.

Academic Plan

Goal 1: Ensure Exceptional Quality in our Academic Programs
Goal 2: Enhance Exemplary Teaching and Learning Practices

Goal 3: Establish and Augment Internationalization and Global Engagement Initiatives

Strategic Plan and Business Plan

Pillar: Our Students
Goal: To educate and inspire students to realize success in their careers and communities

General Program Information

Proposed Program Title: Public Relations

Proposed Credential: Ontario College Graduate Certificate

Academic Dean(s): Barry Waite, Executive Dean and Moreen Fearon-Tapper, Associate Dean

School(s): Media, Art and Design (MAD)

Date of Review by PPRC: February 8, 2023

MTCU Code: 70243 (Program Standard)

Weight and Funding Unit (as per APS table): Weight = 1.1, Funding = 1.2

Proposed Tuition: Year 1: $3,720.60

Proposed Implementation: Fall 2024

Year 1 Enrolment: 12 (domestic) and 16 (international)

Number of Sections, Y1: 1

International Students Seat Allocation:

Number of Semesters:

Total Hours: 588 instructional hrs + 420 hrs (optional Co-op) = 1008 hrs

New or Replacement Program: Replacement for the current advanced diploma program

Number of New FT Faculty: Year 1: 2 new PT; 4 hours a week, coordinator duties (until FT faculty is hired); Year 2: 1 FT, reducing PT to 4 overall

Program Delivery Methods: Classroom, Lab, optional WIL

Laptop Requirement: Yes

New or Renovated Space Requirements: None

Total Capital Costs: Year 1: None

1. Approval Stages

The following approval stages have been assessed for this program:
- ☒ Labour Market
- ☒ Student Demand
- ☒ Budget reviewed and approved by the Chief Financial Officer and the Vice President, Academic
- ☒ Presented to the Program Proposal Review Committee (DATE: February 8, 2023)
- ☒ New Program Proposal Summary reviewed by the Associate Dean, Centre for Academic and Faculty Enrichment
- ☒ New Program Proposal Summary reviewed by the Dean, Centre for Academic and Faculty Enrichment
- ☒ Approved by Executive Vice-President, Academic (DATE: March 31, 2023)
- ☒ Reviewed and approved by President (DATE: April 3, 2023)

2. Program Overview

2.1 Program Description

The Public Relations (PR) Ontario College Graduate Certificate program prepares graduates for a rewarding career managing the public relations initiatives and an organization's relationships with diverse stakeholders in the changing landscape of the industry. Emphasis is on the application of industry practices for writing and editing clear, accurate, targeted copy, and the design principles, accessibility standards, tools and applications to produce timely and effective visual, audio, multimedia and interactive communications. Graduates have the skills to apply project management tools to plan and implement a PR campaign, evaluate data to determine project effectiveness and alignment with organizational objectives, and work collaboratively on project teams.

Students explore and apply the principles of inclusion, diversity, equity and accessibility (IDEA) in the planning, implementation and evaluation of targeted communication and stakeholder engagement strategies, to realize community and organizational objectives. Working in compliance with professional association and industry standards to build communications and PR campaigns in partnership with Indigenous and other marginalized communities is central to the students' experience. Students apply a code of ethics, legal obligations, and social responsibility to PR campaigns, and to enhance work performance and guide personal professional development.

The need for managing mutually beneficial stakeholder relationships through communication and engagement applies across all employment sectors and industries. Employment opportunities exist within a broad range of large and small commercial, government and not-for-profit organizations, and public

relations agencies serving one or more sector or industry. Entry-level positions for graduates may encompass a variety of public relations activities or specialize in a particular public relations function, activity or stakeholder relationship.

2.2 Career Outcomes

Job Titles	Where Graduates Might Work
- Internal communications specialist - Social media coordinator - Event planner - Publicist - Media relations coordinator - Public relations coordinator - Digital content specialist - Account coordinator - Communications coordinator - Freelance public relations consultant	- Broadcast networks (television and radio) - Communications and public relations firms - Entertainment and music - Fashion - Food and beverage including wineries, distilleries and breweries - Film - Event planning and promotional companies - Tourist attractions - Design and marketing firms - Government agencies - Non-profit organizations and registered charities

2.3 Vocational Program Learning Outcomes (Program Standard – 70243)

Vocational program learning outcomes must be consistent with the requirements of the Credentials Framework for the proposed credential. The graduate of the program has reliably demonstrated the ability to:

1. Coordinate and contribute to the planning of public relations activities, including the development of clear, measurable communication objectives and project or tactical budgets and selection of strategies, tactics, tools and resources to manage a range of stakeholder relationships and issues and achieve organizational objectives.
2. Coordinate, contribute to and adapt the implementation of strategies and tactics and the management of budgets and resources to achieve communication objectives and meet activity guidelines and requirements.
3. Write and edit clear, accurate, targeted copy aligned to organizational objectives, appropriate for the chosen channel(s) and to a specified deadline.
4. Produce effective, accessible, and timely print, digital and multimedia communications, independently and collaboratively, to manage specific stakeholder relations and/or issues and achieve organizational objectives.
5. Use research results and analytical skills to guide the development of communication objectives and public relations activities, evaluate their impact, and support organizational objectives and stakeholder relationships.
6. Engage stakeholders by adapting language, tone and presentation style to the public relations purpose, situation, audience and channel(s).

7. Comply with and support others to work in accordance with relevant professional association and industry codes of ethics, public relations professional standards and practices, and legal obligations, protocols and policies.
8. Monitor emerging social and economic trends, and local, national and global issues to guide the planning and implementation of public relations strategies and tactics and support organizational effectiveness, stakeholder relationships and ongoing personal professional development.
9. Assess the selection and implications of current and emerging technologies on the quality and delivery of public relations activities and on organizational effectiveness.
10. Select strategies and tools to build and manage stakeholder relationships to support public relations activities, organizational objectives and career development.

2.4   Admission Requirements

- Ontario College Diploma, Advanced Diploma or Degree or Mature Student Status
- English language proficiency

3. Program of Study

YEAR 1		
Semester 1	**Semester 2**	**Semester 3**
14 weeks	14 weeks	14 weeks
Theorizing Public Relations (4 hrs)	Professional Practice (3 hrs)	Optional Work Term (420 hrs)
Ethics, Corporate Social Responsibility and Sustainability (3 hrs)	Indigenous and Marginalized Community Relations (3 hrs)	
Data Collection: Evidence-Informed Practice (3 hrs)	Data Analysis: Strategic Communication (4 hrs)	
Platforms, Mediums and Technology (4 hrs)	Media and Influencer Relations (3 hrs)	
Diverse, Equitable and Inclusive Communications (3 hrs)	Multimedia Studio (4 hrs)	
Writing Studio 1: Informative Writing (4 hrs online)	Writing Studio 2: Persuasive Writing (4 hrs online)	
21 hours 294 hours/semester	21 hours 294 hours/semester	

PR Professional Practice	Equitable and Accessible Communication Practices	Technological Tools	Evidence-Informed Implementation & Recommendation

Semester 1

Course Title: Theorizing Public Relations
Course description: Students examine the world of public relations and the relevance of economic development, business and commerce, the political landscape and media literacy with a focus on research, theory and application. Students conduct research and apply theory to inform communications planning. Students analyze real-world examples, and communication vehicles and formats to generate solutions and recommendations for organizational decision-making.
Instructional Setting: Classroom
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

Course Title: Ethics, Corporate Social Responsibility and Sustainability
Course description: Students explore the ethical framework for public relations and professional association codes of conduct. The course focuses on Corporate Social Responsibility (CSR) and the role of communicators in promoting an organization's values, activities and sustainability initiatives. Students apply best practices to case study analysis, and examine significant movements that have resulted in the development of goals and objectives (UN Sustainable Development Goals, for example).
Instructional Setting: Classroom
Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Data Collection: Evidence-Informed Practice
Course description: Research is the backbone of any public relations initiative. Emphasis is on the students' application of the types of research and strategies to evaluate the effectiveness of public relation initiatives.
Instructional Setting: Classroom
Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Platforms, Mediums and Technology
Course description: Students examine the historical and technological evolution of the range of tools used in the practice of public relations. Students examine how digital communication tools such as social media, web and multimedia applications have been used to support public relations initiatives. New technologies such as virtual reality (VR) and artificial intelligence are examined through case studies to analyze the use in public relations.
Instructional Setting: Lab
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

Course Title: Diverse, Equitable and Inclusive Communications
Course description: Students explore the framework of developing diverse, equitable and inclusive (DEI) internal and external communications. Using case studies, end-user simulations and software creation and testing applications, students apply inclusive language, while creating accessible and AODA-compliant documents, spreadsheets, presentations, videos, infographics and podcasts.
Instructional Setting: Lab

Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Writing Studio 1: Informative Writing
Course description: Students practice professional writing skills and build a portfolio using communications best practices and professional etiquette. Students analyze and compose media advisories, media and broadcast releases, feature stories and other written communications frequently used in public relations with a focus on writing to inform audiences.
Instructional Setting: Classroom
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

Semester 2

Course Title: Professional Practice
Course description: Students discuss current and future trends in the industry and in the workplace, focusing on professionalism and self-management. Students prepare cover letters, resumes and a web-based portfolio leveraging their personal brand, exploring potential employers and career pathways and practicing their skills in mock interviews.
Instructional Setting: Classroom
Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Indigenous and Marginalized Community Relations
Course description: Students discuss the nuances and delicacies associated with building communications and public relations campaigns in partnership with Indigenous and marginalized communities both internally and externally. Through guest speakers and advocates, students practice building respectful relationships with communities to ensure all stakeholders are represented and included in communications campaigns. Students create a comprehensive strategic plan addressing a particular community.
Instructional Setting: Classroom
Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Data Analysis: Strategic Communication
Course description: Students use insights from data sources to plan and implement strategic communications. Students apply the planning process, from identifying a public relations opportunity or problem through, developing objectives, strategies and tactics and applying evaluation methods, to case studies and simulations.
Instructional Setting: Classroom
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

Course Title: Media and Influencer Relations
Course description: Students discuss the role and practice of using media and engaging influencers for proactive and reactive responses. Emphasis is on examining the strategic, theoretical and practical aspects of global issues and crisis and emergency communication management within the public, private and not-for-profit sectors. Students use news vehicles, technologies and social media to establish professional,

productive media relationships. Students develop a digital and physical media kit and host a mock media conference.
Instructional Setting: Classroom
Total Hours (Semester): 42
Remote Delivery: Synchronous Online

Course Title: Multimedia Studio
Course description: Students examine the significant role of visual communication theory in shaping contemporary communications practice. Emphasis is on using platforms, technology and tools to create accessible digital content.
Instructional Setting: Classroom
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

Course Title: Writing Studio 2: Persuasive Writing
Course description: Students focus on persuasive writing to build their portfolio. Students analyze and compose written communications frequently used in public relations and respond verbally and in writing to difficult scenarios.
Instructional Setting: Classroom
Total Hours (Semester): 56
Remote Delivery: Synchronous Online

4. Strategic Alignment

4.1   Strategic Fit

The proposed program aligns with the following goals of the Academic, Strategic, and Business plans.

Academic Plan
Goal 1: Ensure Exceptional Quality in our Academic Programs
Goal 2: Enhance Exemplary Teaching and Learning Practices
Goal 3: Establish and Augment Internationalization and Global Engagement Initiatives

Strategic & Business plans
Pillar: Our Students
Goal: To educate and inspire students to realize success in their careers and communities.

4.2   Fit with Existing Programs

The proposed one-year PR Ontario College Graduate Certificate (OCGC) program will provide DC students with an understanding of the dynamic field of public relations and business communications. Graduates will be prepared to develop clear, measurable communication directives. In addition, they will be able to maintain project or tactical budgets and select appropriate strategies, tactics, tools and resources to manage a range of organizational objectives. Graduates will be able to produce effective, accessible and timely

communications materials that span the gamut of mediums (print, multimedia, social media).

The proposed program adds to the program mix in the Faculty of Media, Arts and Design (MAD) and supports the current educational trend in PR programs across the CAAT system. To this end, the proposed program will replace the current Ontario College Advanced Diploma (OCAD) in Public Relations. According to analysis completed by Institutional Research and Planning (IPR), there has been declining enrolment in diploma programs in public relations over the past several years - total applications decreased from 423 in 2017 to 233 in 2021. OCGC programs, on the other hand, have significant increases in international enrolment (see Table 10 below) and only slight decreases in domestic enrolment, largely attributed to the pandemic. An OCGC will be more attractive to university and college graduates, non-direct entry students and international students.

Based upon the analysis of labour market data and the program mix at DC, it is expected that the proposed program would be a good replacement for the current three-year OCAD program at DC.

PR graduate certificate programs are currently offered at 11 Ontario CAAT colleges under the MTCU code 70243. Graduates of these programs are prepared for careers in public relations, business communications, and publishing.

5. Labour Demand and Graduate Employment Possibilities

Institutional Research and Planning prepared a comprehensive environmental scan. The following is a summary of the information and data from the scan.

After a review of the need for a PR program, DC determined it would be valuable to add this graduate certificate to its postsecondary offerings because there is a:

- Consistent pattern of domestic and international enrolments.
- Catchment loss from the DC catchment to PR programs at other GTA colleges indicating a potential demand in the local region.
- Strong labour market outcome for graduates with skills similar to those taught in the proposed program.

5.1   Labour Market Analysis

The role of public relations is integral to building and maintaining the reputation of a company or organization. The Canadian Public Relations Society defines public relations as "the strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals and serve the public interest." Skilled public relations professionals identify relevant target audiences and engage them through strategic communications, stakeholder engagement strategies and other forms of outreach.

According to the U.S. Bureau of Labour Statistics, there are expected to be nearly 23,000 new public relations positions created between 2016 and 2026[1]. The growth in the number of positions expected reflects the trend of general revenue growth in public relations. Actual global revenues for public relations in 2020 were $88 Billion USD according to *Statista.* This is expected to grow to $129 billion by 2025[2]. The majority of spending in public relations is devoted to full service public relations. When organizations divide their public relations spending into categories, the largest single activity is lobbying, worth an estimated $3.73 billion reflecting the growing importance of government relations.

Public relations in Canada is also expected to continue the growth trajectory observed in the United States. In 2022, the revenue generated by public relations firms in Canada is expected to be $1.1 billion. This represents an average annual growth of 3.3 per cent for each of the last five years[3]. Anticipating this continued growth, it will be important for organizations to be able to recruit highly trained professionals who are able to execute the various roles involved in managing the public relations of an organization or individual. DC is proposing to introduce a PR program that will equip graduates with the skills to effectively coordinate and implement strategies and tactics that achieve effective public relations.

Labour Market Outlook

Occupational Classification: National

Table 1 displays wages, occupation statistics and employment outlook for relevant occupations in Canada.

Table 1

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage[4]	Employment in 2018	Median Age in 2018	Average Retirement Age in 2018	Outlook to 2028[5]
1123 – Professional Occupations in Advertising, Marketing and Public Relations	$30.45	146,000	38	64.0	Balance

[1] Maryville University. (N.D).
[2] Guttmann, A. (2022).
[3] IBIS World (2022).
[4] Average Wages - All occupations = $21.00 based on Working in Canada (2006, Statistics Canada Census)
[5] Definitions correspond to national labour market data taken from the Department of Employment and Social Development Canada (ESDC) and are based on the Canadian Occupational Projections System (COPS).
Balance Labour demand and labour supply are expected to be broadly in line for this occupation group over the 2019-2028 period.
Surplus This occupational group is expected to face labour surplus conditions over the period of 2019-2028 period.
Shortage This occupational group is expected to face labour shortage conditions over the period of 2019-2028.

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage[4]	Employment in 2018	Median Age in 2018	Average Retirement Age in 2018	Outlook to 2028[5]
0124 – Advertising, Marketing and Public Relations Managers	$43.27	52,600	43	62.0	Balance
1226 – Conference and Event Planners	$23.00	26,200	39	61.0	Surplus

Source: Employment and Social Development Canada www.jobbank.gc.ca/marketreport/outlook Accessed: June 2022

The median wages for relevant occupations are high. A balance labour market is projected for two of the three occupations presented through to 2028, meaning that at a national level, the labour supply will be adequate to meet the expected demand.

Provincial Outlook

Occupational Classification: Provincial

Figure 1 displays the provincial job outlook rating (2021-2025) for the relevant occupations, as well as median income.

Figure 1

1123 – Professional Occupations in Advertising, Marketing and Public Relations

Job outlook: Average | Median income: $59,663 | Top location: Toronto (65%)

0124 – Advertising, Marketing and Public Relations Managers

Job outlook: Above average | Median income: $82,214 | Top location: Toronto (73%)

1226 – Conference and Event Planners

Job outlook: Above average | Median income: $50,182 | Top location: Toronto (63%)

Source: iaccess Job Profiles, accessed: June 2022

The provincial outlooks for relevant occupations are especially favourable for *Advertising, Marketing and Public Relations Managers and Conference and*

Event Planners and the median income for two of the three occupations presented above is significantly higher than the Ontario average of $55,121.

Table 2 presents summary job profile statistics provided by the Government of Ontario for the relevant occupations.

Table 2

Provincial Summary Job Profile Statistics					
NOC Code - Occupation	Males	Females	Full-Time	Part- Time	Self-Employed
1123 – Professional Occupations in Advertising, Marketing and Public Administration	35%	65%	69%	31%	11%
0124 - Advertising, Marketing and Public Administration Managers	43%	57%	77%	23%	8%
1226 – Conference and Event Planners	24%	77%	61%	39%	17%

Source: iaccess Job Profiles, accessed: June 2022

Employment is primarily full-time but there is relatively higher proportion of self-employment and females hold the majority of positions in the relevant occupations.

Table 3 displays the education level of employees in relevant occupations in Ontario.

Table 3

Educational Attainment			
Education Level	1123 – Professional Occupations in Advertising, Marketing and Public Admin.	0124 – Professional Occupations in Advertising, Marketing and Public Admin. Managers	1226 – Conference and Events Planners
No certificate, diploma or degree:	1%	1%	3%
Secondary (high) school diploma or equivalency certificate	12%	11%	19%
Apprenticeship or trades certificate or diploma	1%	1%	2%
College, CEGEP or other non-university certificate or diploma	20%	19%	28%
Bachelor's degree	48%	47%	37%
Degree in medicine, dentistry, veterinary medicine or optometry	0%	0%	0%

Educational Attainment			
Education Level	**1123 – Professional Occupations in Advertising, Marketing and Public Admin.**	**0124 – Professional Occupations in Advertising, Marketing and Public Admin. Managers**	**1226 – Conference and Events Planners**
Master's degree	11%	15%	6%
Earned doctorate	0%	0%	0%
Other	6%	6%	5%

Source: iaccess Job Profiles, accessed: June 2022

The relevant occupations largely employ graduates with college certificates or diplomas and bachelor's degrees.

Table 4 presents provincial employment opportunities for each relevant occupation. Within each column, the percentages indicate the distribution of all individuals employed in the corresponding occupation across the select census divisions.

Table 4

Employment Share by Census Division				
Census Division	**All Occupations**	**1123 – Professional Occupations in Advertising, Marketing and Public Administration**	**0124 – Professional Occupations in Advertising, Marketing and Public Administration Managers**	**1226 – Conference and Event Planners**
Durham	**5%**	4%	5%	5%
Toronto	**21%**	40%	41%	35%
Peel	**10%**	8%	9%	9%
York	**9%**	8%	11%	9%
Peterborough	**1%**	0%	0%	0%
Northumberland	**1%**	0%	0%	0%
Kawartha Lakes	**1%**	0%	0%	0%

Source: iaccess Job Profiles, accessed: June 2022

The share of Ontario's employment of each of the presented occupations is in line with the average for all occupations in the Durham census division (four to five per cent) compared to Durham's share of employment in all occupations (five

per cent). Toronto has a very high share of employment across all the NOC's highlighted indicating a high concentration of these jobs in the city.

Figure 2 displays the sectors in which the relevant occupations are employed.

Figure 2

1123 – Professional Occupations in Advertising, Marketing & Public Relations		0124 – Advertising, Marketing & Public Relations Managers	
33%	Professional, scientific and technical services	**37%**	Professional, scientific and technical services
11%	Public administration	**11%**	Information and cultural industries
10%	Other services (except public admin)	**11%**	Wholesale trade
10%	Information & cultural industries	**10%**	Finance and insurance

1226 – Conference and Event Planners	
27%	Other services (except public admin)
19%	Arts, entertainment and recreation
10%	Finance and insurance
9%	Professional, scientific and technical services

Source: iaccess Job Profiles, accessed: June 2022

Occupations relevant to the proposed PR program are prevalent in *Professional, Scientific & Technical Services, Information & Cultural Industries,* and *Public Administration.*

Table 5 presents the combined number of jobs that are expected to be created in Ontario and select census divisions across all four relevant occupations.

Table 5

Occupation Summary (Ontario and Select Census Divisions) – 2020 & 2025				
Region	**2020 Jobs**	**2025 Jobs**	**Change**	**% Change**	**Median Hourly Wages**
Ontario	**76,772**	**93,207**	**16,435**	**21%**	**$34.20**
Durham	2,135	2,690	556	26%	$34.44
Toronto	28,692	34,998	6,306	22%	$34.54
Peel	8,559	10,608	2,049	24%	$35.38
York	6,317	8,001	1,684	27%	$35.32
Peterborough	295	435	139	47%	$29.52
Northumberland	85	124	39	46%	$29.59
Kawartha Lakes	98	146	48	49%	$29.51

Source: Labour Force Survey, EMSI Analyst 2022.1, accessed: June 2022

A total of 16,435 jobs are expected to be created in Ontario by 2025 across the three relevant NOC codes. Most jobs are anticipated to be created in the Toronto census division.

Local Outlook

Occupational Classifications: Region of Durham

Table 6 presents the number of jobs and hourly wages for all relevant occupations within the Durham census division. Job counts are presented for 2020, in addition to a projection of the number of jobs in 2025.

Table 6

Durham Region Employment Outlook - 2020 & 2025					
NOC	**2020 Jobs**	**2025 Jobs**	**Change**	**% Change**	**Median Hourly Wages**
1123 – Professional Occupations in Advertising, Marketing and Public Administration	1,427	1,843	416	29%	$31.51
0124 - Advertising, Marketing and Public Administration Managers	462	593	131	28%	$48.64
1226 – Conference and Event Planners	246	254	8	3%	$24.32
Total	**2,135**	**2,690**	**555**	**26%**	**$34.44**

Source: Labour Force Survey, EMSI Analyst 2022.1, accessed: June 2022

In addition, there are some self-employment opportunities projected for Professional Occupations in Advertising, Marketing and Public Administration.

Table 7 presents information for the self-employment in selected occupations in the Durham Region.

Table 7

Durham Region Self-Employment Outlook - 2020 & 2025				
NOC	2020 Jobs	2025 Jobs	Change	% Change
1123 – Professional Occupations in Advertising, Marketing and Public Administration	456	480	24	5%
0124 - Advertising, Marketing and Public Administration Managers	83	64	-19	-23%
1226 – Conference and Event Planners	109	88	-20	-1%
Total	**648**	**632**	**-16**	**-6%**

In the Durham region there is expected to be an increase in the professional occupations in the Advertising, Marketing and Public Administration but a decline in the advertising and event management related positions.

Main Industries of Employment: Region of Durham

The North American Industry Classification System (NAICS) [6] provides a standardized framework for classifying industries present in any given geographic region. NAICS 5418 – Advertising, public relations, and related services, 5111 – Newspaper, periodical, book and directory publishers, and 8134 – Civic and social organizations have been chosen for inclusion based on their relevance to public relations graduates.

Table 8 presents the number of employers in each industry by census divisions located close to Durham Region.

Table 8

Number of Employers in Related Industries Based on Census Division						
NAICS Code – Occupation	Durham	Toronto	York	Peel	Northumberland	Peterborough	Kawartha Lakes
5418 – Advertising, public relations, and related services	82	1,208	336	227	8	11	8
5111 – Newspaper,	13	246	78	49	4	13	0

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[6] NAICS is the agreed upon common framework for the production of comparable statistics by the statistical agencies of the three countries, Canada, Mexico and the United States. Its hierarchical structure is composed of sectors (two-digit code), subsectors (three-digit code), industry groups (four-digit code), and industries (five-digit code).

Number of Employers in Related Industries Based on Census Division							
NAICS Code – Occupation	Durham	Toronto	York	Peel	Northumberland	Peterborough	Kawartha Lakes
periodical, book and directory publishers							
8134 – Civic and social organizations	37	385	49	67	9	23	10
Total	**132**	**1,839**	**452**	**343**	**21**	**47**	**18**

Source: Canadian Business Patterns, EMSI Analyst 2022.1, accessed: June 2022

Relevant employers include a wide range of organizations and industries, and company sizes range from large corporations to small businesses. It is evident that these industries are centralized in Toronto and the surrounding area.

Table 9 presents relevant industry employers located in the Durham census division according to the number of employees.

Table 9

Number of Employers in Durham Census Division (by employer size)								
NAICS Code – Occupation	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
5418 – Advertising, public relations, and related services	65	7	8	1	1	0	0	0
5111 – Newspaper, periodical, book and directory publishers	6	3	0	3	0	1	0	0
8134 – Civic and social organizations	18	8	6	3	1	1	0	0
Total	**859**	**35**	**18**	**8**	**3**	**3**	**1**	**0**

Source: Canadian Business Patterns, June 2022

Of the relevant industries, the majority of employers in the Durham census division have 1-4 employees. However, there are a few employers with over 100 employees across several industries.

6. Analysis of Competition

The decision to transition the existing OCAD program in Public Relations to an OCGC is designed to make DC more competitive with other public relations programs at the Ontario CAAT colleges. There are 11 Ontario CAAT colleges offering OCGCs, compared to four offering an Ontario College Diploma (OCD) and two offering OCADs (including DC).

DC's proposed program will be differentiated from the 11 other programs with specific program content that relates to two of the emerging areas of communications: Indigenous content and IDEA (see differentiation below). Graduates of all the PR programs are prepared for careers in public relations, business communications, and publishing.

Differentiation

IDEA: This program focuses on accessibility legislation (AODA and Accessible Canada Act), how to create accessible digital content, familiarity with how equity, diversity and inclusion play a role in communication strategies and preparing communication strategy plans that reflect inclusion, diversity, equity and accessibility (IDEA). In addition, there will be a communication course specific to addressing Indigenous content, frameworks and methodologies.

IABC/CPRS: This proposed program would align with the International Association of Business Communicators (IABC)/Toronto Chapter and the Canadian Public Relations Society (CPRS), who have indicated significance in incorporating Indigenous content and IDEA into their framework and efforts going forward.

Experiential Learning: There is an optional work term in semester three for those who are looking for work experience as part of their education. This is consistent with two other Ontario colleges currently delivering this program.

7. Student Interest

Figure 3 displays system-wide domestic applications, first choice applications and confirmed acceptances to the Fall intake of the PR programs in Ontario (MTCU 70243). Average year-over-year growth is indicated below the figure to assess the overall trend of applicant interest. *Please note, the 2020-21 application cycle needs to be considered within the context of the COVID-19 pandemic.*

Overall, enrolment in PR programs has held relatively steady for some colleges while it has declined for other colleges, particularly in the year 2021. There has been an increasing number of international students enrolling in the Fall and Winter intakes (see Table 10) and domestic applicant interest in this program has declined during the years impacted by the pandemic (see Table 11).

Figure 3

Public Relations(MCU 70243):
Total Applications, First Choice Applications and Confirmations; Fall

	2018-19	2019-20	2020-21	2021-22	2022-23p
■ Total Applications	1,109	891	1,009	752	373
■ First Choice Applications	463	346	413	311	156
■ Confirmed Acceptances	325	244	299	225	91
Number of programs	11	11	10	10	10
Avg. conf./program	30	22	30	23	9
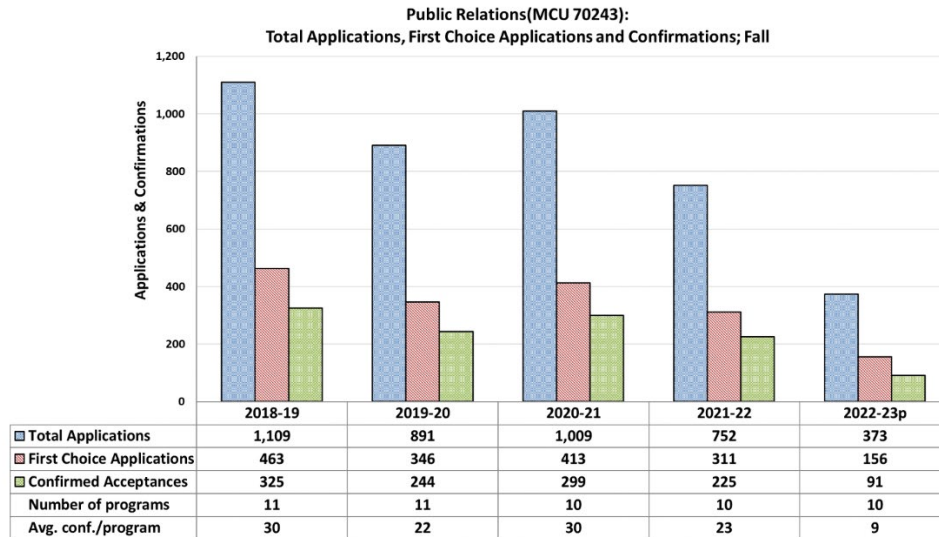
Source: OCAS Data Warehouse, updated June 2022
2022-23p implies a partial application cycle that is not yet complete

- The average growth[7] between 2018 and 2021 for total applications was: -10.6%.
- The average growth between 2018 and 2021 for first choice applications was: -10.2 per cent.
- The average growth between 2018 and 2021 for confirmed acceptances was -9.0 per cent.

Table 10

Public Relations (MTCU 70243) - First Year Enrolment; International						
Enrolment	Term	2017-18	2018-19	2019-20	2020-21	2021-22
CAAT	Fall	99	159	166	114	181
	Winter	89	106	96	76	114
	Spring	0	17	31	24	0

Source: OCAS Data Warehouse, updated June 2022

Table 11

Public Relations (MTCU 70243) First Year Enrolment, Domestic						
Enrolment	Term	2017-18	2018-19	2019-20	2020-21	2021-22
CAAT	Fall	338	299	225	262	193
	Winter	117	139	82	169	67
	Spring	20	20	11	33	0

Source: OCAS Data Warehouse, updated June 2022

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[7] Average Growth refers to the average change each year.
* Average Growth only computed over 4 years

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8. Target Market

The target markets for this program are domestic and international students possessing a diploma, advanced diploma, degree or equivalent.

9. Operating Revenue and Expenses

The following tables summarize the net contribution for the proposed PR, OCGC program.

Student Enrolment	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Projected domestic student enrolment	12	14	16	16	16
Projected international student enrolment	16	18	20	20	20
Total	**28**	**32**	**36**	**36**	**36**

Net Contribution	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Total Direct Program Expenses	108,012	161,794	165,181	168,645	172,187
Total Revenue For Program	329,680	375,609	421,537	421,537	421,537
Net Contribution $	221,668	213,815	256,356	252,892	249,350
Net Accumulated Contribution / (Deficit)	221,668	435,483	691,838	944,730	1,194,081
Net Contribution - % of Gross Revenue	**67.2%**	**56.9%**	**60.8%**	**60.0%**	**59.2%**
Target Net Contribution (*may be different from actual breakeven)	**n/a**	**Breakeven**	**35.0%**	**35.0%**	**35.0%**
Capital Requirement	0	0	0	0	0

Revenue	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Tuition Fees per academic year (domestic)	4,400	4,400	4,400	4,400	4,400

New Program Summary

Revenue	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Tuition Fees per academic year (international)	7,932	7,932	7,932	7,932	7,932
Set-Aside Fee Removed (domestic)	(440)	(440)	(440)	(440)	(440)
Set-Aside Fee Removed (international)	(159)	(159)	(159)	(159)	(159)
Student Recovery (international) - $375/semester	(375)	(375)	(375)	(375)	(375)
International Commission Recruitment	(635)	(635)	(635)	(635)	(635)
Tuition Fee realized by college (domestic)	3,960	3,960	3,960	3,960	3,960
Tuition Fee realized by college (international)	6,764	6,764	6,764	6,764	6,764
Total Tuition Fees (domestic)	**$47,520**	**$55,440**	**$63,360**	**$63,360**	**$63,360**
Total Tuition Fees (international)	**$216,440**	**$243,495**	**$270,550**	**$270,550**	**$270,550**
Other Revenue (Contract Training)	0	0	0	0	0
Total Other Revenue	0	0	0	0	0
Program Wtd Funding Unit (domestic, only)	1.32	1.32	1.32	1.32	1.32
Grant - MTCU Operating (Assume	$65,720	$76,674	$87,627	$87,627	$87,627

Revenue	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
$4149/wfu, domestic only)					
Total Revenue (domestic)	$113,240	$132,114	$150,987	$150,987	$150,987
Total Revenue (international)	$216,440	$243,495	$270,550	$270,550	$270,550
Total Revenue	**$329,680**	**$375,609**	**$421,537**	**$421,537**	**$421,537**

Expenditures	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Salaries - Faculty (FT)	0	85,000	86,700	88,434	90,203
Salaries - Co-ordinator Allowance	0	3,206	3,206	3,206	3,206
Salaries - PT Teaching	70,560	23,520	24,226	24,952	25,701
Salaries - PL Teaching	0	0	0	0	0
Salaries - Sessional Teaching	0	0	0	0	0
Contract Teaching	0	0	0	0	0
Support Staff	2,320	0	0	0	0
Total Teaching Salaries	**70,560**	**111,726**	**114,132**	**116,592**	**119,110**
Benefits - Faculty - FT 25.5%	0	22,493	22,926	23,368	23,819
Benefits - Faculty - PT 15.5%	10,937	3,646	3,755	3,868	3,984
Benefits - SS (FT) 30%	696	0	0	0	0

New Program Summary

Expenditures	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection
Total Employee Benefits	**11,633**	**26,138**	**26,681**	**27,236**	**27,803**
Total Labour	**84,512**	**137,864**	**140,813**	**143,828**	**146,912**
Instructional Supplies	20,000	20,400	20,808	21,224	21,649
Instructional Other Costs	0	0	0	0	0
Field Work	0	0	0	0	0
Membership & Dues	0	0	0	0	0
Professional Development	1,000	1,000	1,000	1,000	1,000
Travel/accommodation/meals	1,500	1,500	1,500	1,500	1,500
Promotion/Public relations	0	0	0	0	0
Maintenance-Equipment	0	0	0	0	0
Telecommunications	0	0	0	0	0
Software Costs	1,000	1,030	1,061	1,093	1,126
Office supplies/Other Expenses	0	0	0	0	0
Rental	0	0	0	0	0
Total Other Expenditure	**23,500**	**23,930**	**24,369**	**24,817**	**25,274**

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PUBLIC REPORT OF THE AUDIT AND FINANCE COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS PUBLIC MEETING HELD ON APRIL 12, 2023

BACKGROUND

The Audti and Finance Committee met via teleconference (MS Teams) on Monday, March 27, 2023.

SUMMARY

1.   **2023-2024 Operating & Capital Budget**

The Committee received a report from the Chief Financial Officer/VP, Administration presenting a balanced budget for 2023-2024, with revenues budgeted at $233M, an increase of 7.3% over the 2022-2023 fiscal year despite flat government funding and the continuation of the domestic tuition freeze. An increase in international student enrolment, further revenues from ancillary services and an increase from Corporate Training Service operations are projected to boost revenues to offset the increase in expenses.

Additionally, the budget targets to:

- Increase full-time post-secondary enrolment to 12,000 students in fall 2023, an increase of 6.3% over the 2022-2023 academic year;
- Increase the employee complement by adding a net of thirty-three additional full-time administrative and support positions, along with part-time funds to address the increasing needs stemming from enrolment recovery, additional new programs, and recruitment efforts;
- Add five new post-secondary programs;
- Invest $248K in one-time strategic initiatives; and,
- Invest $18.1M in capital projects.

Further, the Chief Financial Officer/VP, Administration presented projected enrolment numbers, total expected revenues and expenses and cash flow projections. Also, the Chief Financial Officer/VP, Administration provided a detailed review of the budget assumptions, risks (e.g., SMA3 performance funding), and sensitivity analysis.

The Committee questioned the Chief Financial Officer/VP, Administration, about the lease savings moving from Campus Corners, the SMA3 performance funding, inflationary assumptions built into capital projects, the accounting for assets shared with Ontario Tech University, and the potential to invest surplus cash in short-term investments.

Also, the Committee questioned President Lovisa, the Chief Financial Officer/VP, Administration and the Executive Vice-President, Academic, concerning the confidence in enrolment targets and the College's dual-credit programs.

A discussion ensued about the College's restricted funds and how the Board can provide oversight and obtain assurance that restricted funds are being spent appropriately. The Chief Financial Officer/VP, Administration explained the College had about 50-60 restricted funds, often involving low-dollar values and agreed that she would speak to President Lovisa to consider how this information could be presented to the Committee and at what level of detail. The Committee acknowledged that the external auditors would be doing tests on the restricted funds and should provide a certain level of assurance.

Further, the Committee discussed the activation of performance funding related to the SMA3 and asked for a more detailed explanation of the metrics and potential impact on funding.

Action: The Office of the President to schedule a Learn More Series on the SMA3.

Also, the Committee questioned President Lovisa and the Chief Financial Officer, VP/Administration, about the sector requirement to present a balanced budget, sector reserves and the required capital investment for the tower crane program.

It is recommended that the following resolution be passed:

RESOLVED

That based on Report FIN-2023-09:

1.   **The 2023-2024 balanced operating budget and the 2023-2024 net capital budget of $9,287,236 be approved; and,**

2.   **That the pre-budget request for $3.5M to advance capital projects in 2024-2025 be approved; and,**

3.   **That this report be released publicly and the operating and capital budgets be reviewed and approved by the Durham College Board of Governors during its public session on April 12, 2023; and,**

4.   **That the approved 2023-2024 operating and capital budgets be submitted to the Ministry of Colleges and Universities by the deadline.**

Respectfully submitted,
Lisa Allen, Chair, Nominating Committee

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-22

To: Board of Governors

From: Don Lovisa, President

Date of Report: April 3, 2023

Date of Meeting: April 12, 2023

Subject: Post-Election Report- Student Governor and Administrative Staff Governor Elections

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1.   Purpose

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

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2023-22:

1.   That the Board of Governors ratify the results of the student governor election, and **Aakash Chib** be confirmed as the student governor for a one-year term effective September 1, 2023; and,

2.   That the Board of Governors ratify the results of the administrative staff governor election, and **Kelly Doyle** be confirmed as the administrative staff governor for a three-year term effective September 1, 2023.

3.   Background

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

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4. Discussion/Options

4.1 Election Timeline

The election timeline was as follows:

- Monday, February 13 – notice of election was issued
- Monday, March 6 at 8:30 a.m. – nominations opened
- Friday, March 10 at 4:30 p.m. – nominations closed
- Wednesday, March 15 at 8:30 a.m. – campaign period began
- Friday, March 24 at 4:30 p.m. – campaign period closed
- Monday, March 27 at 8:30 a.m. – voting opened
- Friday, March 31 at 4:30 p.m. – voting closed

4.2 Confirmed Candidates

Student Governor Election

The Chief Returning Officer accepted seven (10) Nomination Forms and confirmed the following students as Candidates for the election:

1. Merlinda Asimi
2. Aakash Chib
3. Lucas Corazza
4. Emma Coulbeck
5. Liam Croft
6. Daniela Echeverry
7. Greg Jedynecki
8. Sherice Morris
9. Rippenpreet singh
10. Jenifer Stewart - WITHDREW

However, Jenifer Stewart withdrew her Nomination before the start of the Voting Period.

Administrative Governor Election

The Chief Returning Officer accepted three (3) Nomination Forms and confirmed the following Candidates for the election:

1. Kevin Baker
2. Kelly Doyle
3. Tanya Wakelin

4.3 Total votes received

Student Governor Election

A total of 559 votes were cast, with the breakdown of votes as follows:

Election Results

Durham College Board of Governors, Student Governor Election

Position: Student Governor, Durham College Board of Governors			
Total Votes: 559			
Name	Votes	%	Total Votes
Asimi, Merlinda	12	2.147	559
Chib, Aakash	150	26.834	559
Corazza, Lucas	41	7.335	559
Coulbeck, Emma	45	8.05	559
Croft, Liam	111	19.857	559
Echeverry, Daniela	80	14.311	559
Jedynecki, Greg	32	5.725	559
Morris, Sherice	36	6.44	559
Singh, Rippenpreet	52	9.302	559
abstain / did not mark ballot	0	0	559

Total Ballots: 559

Administrative Staff Governor Election

A total of 112 votes were cast, with the breakdown of votes as follows:

Election Results

Durham College Board of Governors, Administrative Staff Governor Election

Position: Administrative Staff Governor, Durham College Board of Governors			
Total Votes: 112			
Name	Votes	%	Total Votes
Baker, Kevin	18	16.071	112
Doyle, Kelly	70	62.5	112
Wakelin, Tanya	24	21.429	112
abstain / did not mark ballot	0	0	112

Total Ballots: 112

4.4 Election results

- The Chief Returning Office notified:

  - The Nominating Committee of the election results on Sunday, April 2, 2022

  - Candidates of the election results on Monday, April 3, 2022

  - The College community of the election results on Thursday, April 6, 2022

4.5 Voting irregularity

There were no voting irregularities to report.

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the "Our Work" pillar of the strategic plan and the goal to be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.

Public Report

Report Number: BOG-2023-23

To: Board of Governors

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

Date of Report: April 3, 2023

Date of Meeting: April 12, 2023

Subject: Final Update on the 2022-2023 Business Plan

1. Purpose

The purpose of this report is to provide the final 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 last of three reports to be shared with the Board of Governors.

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

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, the second looked at Our People, and the final update will look at Our Work and 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 completed; with one-hundred and thirty (130) items completed to date. There is one (1) item marked as On Hold, eleven (11) Delayed and two (2) items Cancelled. The items marked as On Hold or Delayed are as are the result of internal turnover, as well as delays in receiving materials for capital projects. The items delayed are intended to be carried on in the next fiscal to be completed. The two items that have been cancelled are the result of changing directions in projects, for instance the Chalenj courses will not be offered as DC will not pursue using the VALID-8 platform. The other item cancelled; the e-scan will be reassessed for the coming year due to staffing changes.

June marked the first in-person convocation ceremony in two years. Multiple ceremonies were held for the graduates of 2020, 2021 and spring 2022. More than 3,500 students crossed the stage during these ceremonies and the college surpassed an incredible milestone with total alumni reaching 100,000 members. This fiscal ends on a strong note following a year of in-person teaching and learning and a campus pulsing with activity.
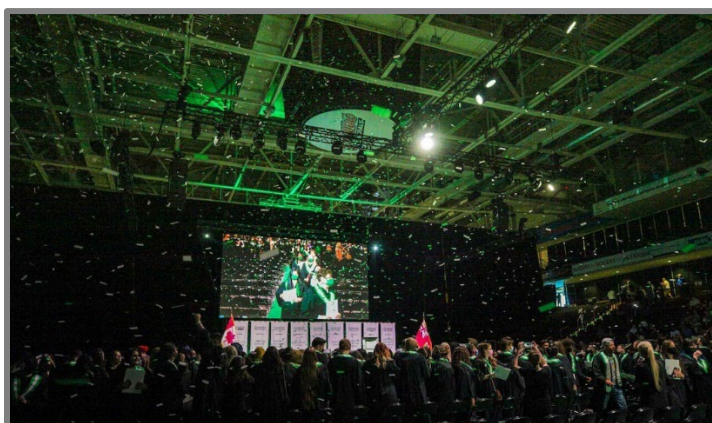
Key highlights from the scorecard on Our Work and Our Community include:

4.1   Office of Applied Research, Innovation and Entrepreneurship

- Successfully completed Year Five of Natural Sciences and Engineering Research Council (NSERC) Innovation Enhancement (IE) Grant in Artificial Intelligence by initiating 19 projects, 12 of which have been completed and trained 41 students all while developing 9 new industry partnerships.
- Successfully managed the third and final year of the College and Community Social Innovation Fund (CCSIF) grants, and have been granted extensions for three CCSIF project into 2024.
- Successfully completed Year Five of Natural Sciences and Engineering Research Council (NSERC) Innovation Enhancement (IE) Grant in cybersecurity – started 12 projects with 7 completed, developed 5 new partnerships and trained 11 students.
- Finally – the new Centre for Innovation and Research now houses four of the colleges research hubs together; the Social Impact Hub, AI Hub, Cybersecurity Hub and the Mixed-reality Capture Studio (MRC Studio). As equipment is in final stages of installation the new facility will be a beacon of college applied research, innovation and community partnerships.

4.2   Building for Skills Campaign

- The Building for Skills Campaign successfully closed this year, raising more than $10 million toward the Ontario Power Generation Centre for Skilled Trades and Technology (CSTT). The 60,000 sq. ft. building has added capacity for 750 students at the Whitby campus in high-demand trades. The campaign was largely successful due to strong industry support from the community. Public recognition of the campaign took place in February of 2023.

4.3   Barrett Centre of Innovation in Sustainable Urban Agriculture

- With the generous support of the Barrett Family Foundation, DC has found a site for the first Barrett Urban Farm. Working with the Region of Durham and the Town of Ajax, the new farm is located at Harwood and

Rossland in Ajax. The site is currently being developed with the first round of planting and harvesting to take place this 2023 season.

- In addition to securing the site, several grants have been applied for through the Town of Ajax and Federal funding sources to expand project capacity for youth employment and community involvement. Currently, the college has successfully secured funds through the Ajax Partnership Fund in the amount of $5,000 to support a Food Literacy Project. As the farm grows crops, so will opportunities for more partnerships and employment opportunities, thanks to the leadership of Kelly O'Brien, Brenna Ireland, and Shane Jones.

4.4 Service System Manager – Employment Services

- Following a proposal submitted to the Ministry of Labour, Training, Skills Development and Immigration (MLTSD) in July of 2022 – DC has been awarded the Service System Manager (SSM) role for the Region of Durham in collaboration with the Region and Durham Workforce Authority. This means DC will be leading the way in delivering local Employment Ontario services as an SSM partner.

4.5 Innovate @ DC

- The Innovate@DC platform launched in October and has launched five campaigns. Over 100 employees have taken part in two Think Tank sessions that have been held. These sessions allow staff to participate in interactive activities to brainstorm innovative ideas to move our work forward.

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 took place January 16 and 20, 2023 and the college received the panel's report on March 21, 2023, The
					<mark>Completed</mark>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status

				college is the process of responding to the report.
				• 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 near completion. On track to submit full documentation on time at beginning of April. Site visit confirmed for June 19 to 21.	<mark>Completed</mark>

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	• New Data Analyst is working through (re)programming and updating; targeting relaunch in May 2023.	**Delayed**
	• 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:** • A total of 14 program videos completed this fiscal. • All new 360 virtual tour scenes were updated and launched February 2023. The original goal was to increase total tour screens to 76 – that goal was exceeded by 21%. Total virtual tour scenes are now 97, providing additional opportunities to promote DC's leading-edge facilities to prospect students. **Degree marketing:** • Marketing campaign includes social and digital media, transit, billboard and newspaper advertising, completed for this fiscal. • Generated 218,000 unique visits to five-degree program web pages. The following is a breakdown of web page visits by program:	**Completed**

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 67,400 • HBBS 64,000 • HBCM 59,000 ○ HBMH 20,000 (launched to market October 1) • HBPL 7,900 (launched to market November 11) • BHCTM *suspended **Signature and Priority programs:** • Successfully implemented the 2022-23 campaign to drive prospective students to selected program web pages. • Generated 226,000 signature and priority program page visits. • Program-focused spring, fall and winter campaigns generated a total of 9,466 First Choice applications. **Recruitment:** • 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 for lead capture. • Generated over 9,800 leads and have reached our goal to increase by 20 percent. • Although application numbers continue to show a decline, we	

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				continue to expand recruitment strategies and increase exposure to prospective students. The team continues to expand the number of prospective student interactions. • Total number of 2022-2023 applications was 26,271 (Spring 2022 @ 2,601, Fall 2022 @ 18,992 and Winter 2023 @ 4,678). Based on total apps after Day 10.	
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.	**Completed**
	• 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**

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status

	• 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:
		  ○ Six City Idea Lab courses by March 2023.
		  ○ 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:
				  ○ Two fall City Idea Lab courses are complete; five Winter 2023 in progress.
				  ○ Three additional TeachingCity projects are planned or in progress.
				• CityStudio Durham - Nine projects developed and in progress
					Completed

	• 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 project.	**Completed**
	• 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.	• 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,	**Completed**

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• 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.		connecting first-year students with co-op ambassadors. • Currently exploring creation of MS Teams channels to support networking opportunities for co-op internship for domestic and international students.	
	• 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
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	• Executive vice president, Academic	• Supported Faculties in developing work term options for eight graduate certificates: Professional Selling and Business Development; Professional Selling and Business Development - Canadian Context (CC); Supply Chain - Global (CC); International Business (CC); Project Management (CC); Human Resources Management; Human Resources Management (CC); and Public Relations. • Exploration of new 16-month internships is underway with relevant Faculty. Current students and employer partners have been	Completed

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		options.		• 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.	
	• 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
	• 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. • Approximately 200 students are being supported for Spring/Summer 2023.	Completed
	• 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	• 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. Two students were nominated for the EWO.	Completed

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		WIL partner, develop and submit nomination package within award timelines.			
	• 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	• After review, it was determined that existing WIL and international student travel frameworks will support international WIL opportunities. • Five courses completed and one is ongoing to date on DC Project Marketplace; 31 projects in total, including 7 projects with five international companies. • Final numbers will not be available until April 2023. • Two additional courses have been published in the Marketplace for the Spring semester, and project matching is underway.	Completed
	• 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	Complete

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				in winter 2023.	
	• 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 and ongoing.	Completed
	• 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

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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	• Hosted an event targeted to students from the MRC Studio called the "MRC Arcade" in December 2022. Two Student workshops were done for MRC Studio students ion Game engine asset integration and on UI Design for games. We had two student teams participating in Capture The Flag competition in Toronto. Students received training in Cybersecurity.	Completed

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• 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 Initiative is available for current and prospective ISL students. • Recruitment continues for student participants. • ISL Summit took place on March 18, 2023 where Agents of Change Initiative was promoted to 46 student leaders.	Completed
	• 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	• Staff changes occurred, and have shifted to further enhance the first-year PREP 1000 modules before exploring upper-year programming. • This work will move to 2023-2024.	Delayed
	• 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 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	Completed

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				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 has been developed, review by students, committee and staff. • Minor updates to site underway. • To be presented at large DCLT in April followed by official launch.	Completed

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	• Two DC Varsity captains begin modules. • Other 12 captains have been given the summer months to complete modules.	**Completed**
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. • Students of Applied Research (SOAR) event was held in March 2023 and plans are underway to expand it to include all ORSIE students.	**Completed**

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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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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 have led 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. Opportunities in the community were limited, however, work is underway to build connections.	Completed
	• 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	• 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.	Completed

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		includes the development of profiles for at least one alumnus from each decade.		• Social media campaign was developed and executed during the lead up to 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	• Developed a newsletter template to be used. • Connecting with 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 Indigenous students; development of a LinkedIn group for Indigenous	<mark>Completed</mark>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				students and alumni. • This program will continue to build as progress and steps have been made. One of the challenges is identifying Indigenous graduates. Efforts will continue into subsequent fiscal years.	
	• 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**

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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. Due to the change in SCWI course delivery from online to in-person the courses have not been launched. • VALID-8 - Concluded that the tool did not meet the needs for the SCWI learner population.	**Cancelled**

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	• Three PD sessions developed; one session started monthly offering in February, two other sessions planned for roll out in spring 2023.	Completed
	• 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	Completed

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				2022 year). • Updated DC employment website in final stage - testing and review to go live for early April. • Addition of LinkedIn "Life" page to increase social media presence for available positions at the college and enhance employer branding. • Job fair scheduled to take place at Whitby Campus on April 27. • Recruitment metric reports developed and will be provided to DCLT twice per 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	• Employees were invited to submit photos, stories and testimonials of activity that occurred in 2022. • A condensed version of the package was announced and available to employees on ICE.	**Completed**
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, five challenges have been launched in conjunction with the Bright Ideas hub. • A communications plan was created to support the launch of the platform, with	**Completed**

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				activities such as hosting in-person and virtual *Coffee and Conversation* events, 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 2022; approximately 70 employees participated. • Think Tank 2.0 was held on March 16, 2023; approximately 50 employees participated	
	• 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	• 11 modules and webinar recordings are available on Brightspace • Legislated training modules have been restructured to align with the training reports in Banner. • Announcement on ICE planned in March to inform employees of updates to Brightspace. • Winter PD and Wellness Program announced in December 2022. • Management PD announced in January 2023. • Social media accounts active with regular posts. • Employee Appreciation Day keynote address on March 3, 2023 with Dr. Robyne Hanley-Dafoe (resiliency after COVID). • DC to host Chair Academy Foundation	**Completed**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• program May 29-Jun 2/23. • HR is working with Faculties to capture appropriate licensing records. • HRIS will be updated to include license information. • Reports will be available to distribute to ED/AD in Fall 2023.	
	• 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	• Call for nominations will be in April, with nominations due by end of June 2023. • Selection Committee will meet in September to select winners. • Winners announced in October 2023 to align with the Annual Employee Service Milestone Awards.	**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, and an infographic will be developed to communicate high level results. SEIT held a workshop on survey results.	**Completed**

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	• Course outline completed. Development planned for spring 2023. Delivery planned for fall 2023.	Completed

	• 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:
				  o Horticulture Technician
				  o Horticulture – Food and Farming
				  o Tourism – Destination Marketing
				• SEIT programs introduced:
				  o Chemical Laboratory Technician
				  o Biotechnology – Advanced
				  o Environmental Technology
				  o 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 successfully ran 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.	Completed

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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	• Winter programming included one session on anti-Semitism in January, and two sessions during Black History month in February.	**Completed**
	• 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	• Administration of EDI Census for students and staff complete. • ORSIE will provide reporting on the data collected, in early Spring.	**Completed**
	• 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	• Interim Ontario Post-secondary Access and Inclusion Program (OPAIP) report provided to MCU. • Community contact list established, and continues to be developed. Continued support of student recruitment events, including attending Program Information Nights, Outreach to local high schools, and Hosting student focused events, such as with the Congress of Black Women Canada.	Completed

DURHAM COLLEGE
SUCCESS MATTERS

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	• Terms of Reference for EDI working group to be formalized when new Director, EDI is in place. • EDI Project Coordinator role in place to support BSSN. • Delayed due to staffing changes, will be picked up in next fiscal.	**Delayed**
	• 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. • Board reporting for this fiscal year complete.	**Completed**
	• 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	• Chief administrative officer • Associate vice-president, Communications + Marketing	• Project resumed after being on hold due to vacancy in Director, Communications role. • Concluded extensive consultation with key subject matter experts. • Development of a comprehensive document identifying key Days of Significance and criteria for	**Completed**

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		December 1, 2022. • Communicate and launch plan in January, 2023.		communicating key dates is complete. Project to be communicated broadly by end of fiscal.	
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. • Some ICE updates are complete, the rest will be done later in Spring.	<mark>Completed</mark>
	• 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 conferences.	• 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.	<mark>Completed</mark>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• 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	• High quality online course (n=four modules) will be finished development by March 31; launching prior to spring 2023 to support faculty.	Completed
	• 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. Program delayed due to staffing changes and will resume in next fiscal.	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. • Planning to continue with this work.	Completed

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 • Added prominent Leading the Way visual references on DC's main website (including sub-sites) and ICE – which includes main sliders, supporting sliders, and headings. • Developed employee toolkit including key messages, slide deck, at a glance document and video. • Communicated and made available online by end of March.	**Completed**
	• 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. • Restructured to facilitate closer collaborations between CTS and ODAA.	**Completed**

2022-2023 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
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	• Pulse survey administered March 1-10, 2023. • Promotion of survey was done through email, ICE Banner and announcements, a newly created ICE page called "*The Pulse*", and social media promotions. • Aggregate survey results will be available by March 30, 2023. • Results to be shared with DCLT and posted to The Pulse page on ICE.	Completed
	• 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. • EDI Project Coordinator role focused on website re-development and training module development is in place to end of calendar year. • Work will resume in next fiscal as change in staff is complete.	Delayed

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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	• Focus groups were held in Fall and Winter semesters. • Feedback was received on PD and wellness topics, format of delivery, and special interest groups.	<mark>Completed</mark>
	• 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. • Feedback from employees and students has been included in the site development. Committee co-chairs are scheduled to present the site to DCLT in April followed by a campus wide launch.	<mark>Completed</mark>

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), registration launched, seeking sponsors.	**Completed**
	• 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; posters shared on CTL SoTL website. A video presentation on faculty accomplishments is in production..	**Completed**
	• 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**

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 been made available by OCAS in early 2023 Overall reports provided to EVPA and program level information will be embedded in PIPs.	**Completed**
	• 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 completed. Project was completed on-time and on-budget. For further details: https://vlslibrary.ecampusontario.ca/item-details/#/46a76d7c-7fd9-47a8-a24b-3ff788f1c01b?k=virtual%20learning%20strategies&itemTypes=6&itemTypes=12&sortCol=2&increasePopularSearch=true&collections=CVLP%20Collection&collect	**Completed**

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				ions=VLS%20Collection	
	• 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. • Investigation complete. Based on information gathered, the work to implement email automation is greater than expected and will be done in 2023-2024.	**Completed**
	• 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.	**Completed**

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2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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, faculty and staff on healthy food options.	• 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 Service Building (SSB) Tim Horton's underwent an upgrade to offer a full menu. Opening date was September 6, 2022.	**Completed**
	• 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 Simplicity 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	• Approached Program Coordinators to pilot Simplicity's Mock Interviews to students. • Unsuccessful in securing a faculty to pilot this with their class, however Career Development will launch trials in coming year.	**Delayed**

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2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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 students with Permanent and Persistent Disabilities (PPD) to align the process.	**Completed**
	• 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	• Video project delayed due to staffing changes. Collaborations with Communications and Marketing re: video requirements and production have started. This will be moved into next year's Business Plan. • FAA attended 7 high school visits with Recruiters in Feb/March. • Deliver outreach to Ontario Works clients every other month. Deliver presentations to every cohort of School College Work Initiative; dual credit and Academic Upgrading.	**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 Executive Dean of PPL to identify potential Micro Credential Programs eligible for OSAP funding.	**Completed**

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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 support.	**Completed**
	• 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.	**Completed**

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status

	• 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.
					Completed

	• 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.	**Completed**
	• 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.	**Completed**

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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.	**Completed**
	• 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 commissioned and in place in the Centre for Innovation and Research.	**Completed**
	• 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	• 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	• Two OVIN challenges have been offered. The first challenge closed with nine proposals. We have one demonstration project launching and second one will be launched in April. We have offered services to five companies and an additional five companies have been identified for	**Completed**

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	colleagues to ensure Durham College (DC) receives the full benefit of the partnership.			research and development projects, two of which, Quantum EV and Precise ParkLink, have been scoped.	
	• 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 wrapped up with only a few minor items pending. Full occupancy of the building has been achieved and staff have moved in to occupied spaces.	Completed
	• 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.	• Executive vice president, Academic • Whitby Campus Principal • Chief administrative officer • Chief financial officer	• A few delays in the arrival of some of the base mechanical components as well as glazing slightly delayed the project. Scope has also been increased to include the hallway flooring just outside of the Proto/EV space. Work continues with mostly finishes with the	Delayed

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2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		• Complete the project by March 31, 2023.	• Associate vice president facilities and ancillary services	revised completion date now set for the end of April.	
	• 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.	**Completed**
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	• Development of the learning space is complete. Waiting for construction to complete.	**Completed**
	• 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	• 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 created. Additional content development continues. Some initial	**Completed**

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	employers/partners, to support recruitment efforts.			webpage updates complete and work will continue in 2023-2024.	
	• 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.	**Completed**
	• 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.	**Completed**

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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**
	• 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 and recognition campaign took 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	• 6 donor communications took place throughout the yar. • Deferred – there has not been a candidate identified. Conversations underway regarding the purpose and significance of this practice. • First memorial tree planting initiative is underway.	**Completed**

2022-2023 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• 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) ensuring 3 major gift prospects are in cultivation or solicitation stages.	• 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 stages of cultivation. One was solicited resulting in an introductory gift of $5,000.	**Completed**
	• 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.	**Completed**

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.	Completed
	• 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. • New solution implemented.	Completed
	• 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.	Completed

2022-2023 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

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	• Report evaluated and feedback provided by February 2023.	Completed
	• 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	• Initially delayed due to resource constraints related to staffing changes. EAC will have completed the work of updating the EMP 2020-25 by April 2023. Requirement for updated comprehensive Escan to be reassessed this coming year.	Cancelled
	• 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	Completed

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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.	**Completed**
	• 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 (April). AI Tech Talks took place in February (Healthcare) and in May (Nuclear Energy).	**Completed**

	• 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 (ICP) 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 met in February 2023 and have follow up meetings scheduled for April 2023. The next full ICP meeting is scheduled for June 2023.	**Completed**
	• 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 in June 2022 and Challenge #2 in February 2023.	**Completed**
	• 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. • Awarded the SSM role for Region of Durham in collaboration with the Region of Durham and Durham Workforce Authority.	Completed
	• 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. • Supported employers from many in-demand sectors with hiring e.g., Skilled Trades, General Labour, Manufacturing, Hospitality and Retail.	Completed
	• 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. • 56% of clients were referred to/from community partners. • Work placement/training dollars were not maximized as we are still faced with the residual effects of COVID-19.	Completed

• 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-person or virtually with OS designated clinician on-site.	**Completed**
• 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 15 per cent 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. • Opportunities in the community were limited; however, work is underway. Upcoming committee meeting scheduled for March 30, 2023.	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

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	• Event was hosted in June 2022 and included various applied research presentations.	**Completed**
	• 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.	**Delayed**
	• 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	• Campus Residence partnered with the Regional Municipality to provide emergency shelter to Ukrainians in summer 2022 • 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.	**Completed**

	• 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**

• 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	• In February, the TeachingCity Steering Committee has decided not to move forward with this initiative. Looking to reevaluate resources and proceed with another collaboration.	<mark>On Hold</mark>
• 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.	<mark>Completed</mark>
• 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.	<mark>Completed</mark>
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	<mark>Completed</mark>

			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	• Delayed due to staff changes at Ogemawhaj Tribal Council; reengaging with the Council for fall 2023 delivery with goal of establishing ongoing partnership.	Delayed
• 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 have been modified to include Indigenous objectives and will be used in fall 2023.	Completed

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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Report Number: BOG-2023-24

To: Board of Governors

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

Date of Report: April 3, 2023

Date of Meeting: April 12, 2023

Subject: Government Relations Update – Spring 2023

1.   Purpose

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

2.   Recommendation

This report is being 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

Municipally, the college has been connecting with several townships for catching up and sharing college updates so far. On February 23, we hosted Whitby mayor Liz Roy for her first tour of the campus in her new role. The tour was well-received and we have made several connections through community events in follow-up. Currently working with Whitby's economic development team to provide updates on campus activities and discuss potential future collaborations.

We consistently work with the Town of Ajax in establishing the Barrett Centre Urban farm, and connect with the mayor's office when needed and at community events. On March 23, DC sponsored the Ajax-Pickering Board of Trade's

Mayor's Breakfast, in which the college had the opportunity to introduce Mayor Collier.

On March 28, DC leadership visited FGF brands factory in Woodbridge alongside the Mayor of Pickering, Kevin Ashe and his senior economic development team. The visit provided an opportunity for the college to meet FGF leadership as they embark on a large-scale investment in the City of Pickering for a new factory that will require 1,000 jobs. As 2025 approaches, the college will work closer with FGF to partner on staffing for our graduates and co-op opportunities for students.

Provincial

February/March saw several touchpoints with the Provincial government, as well as the release of a new provincial budget. While scheduling our Durham MPP's has been a challenge as a group to bring them all together to Oshawa we have one-on-one's with MPP's Barnes (Ajax), Coe (Whitby) and McCarthy (Durham). MPP Bethlenfalvy's staff have been updated on college priorities following the budget submissions back in January.

On March 6th, DC was present at the Ontario Chamber of Commerce's advocacy day at Queens Park. Attending on behalf of the Whitby Chamber of Commerce the day provided an opportunity to connect with boards and chambers from across the province, meet opposition party members and attend roundtables with cabinet ministers. On this day, we met with MPP Michael Parsa, at the time as he was the Associate Minister of Housing (recently appointed to Minister of Municipal Affairs and Housing). This discussion focused on housing affordability, and the trades and investing in public college training was heavily advocated for during the meeting. The other roundtable attended was with MPP Stéphane Sarrazin, who at the time was the Associate Minister of Energy. Again, college skilled trades training was advocated for, in a very insightful conversation regarding the future of Ontario's energy use and production.

March 21 was College Day at Queens Park, in which all the college presidents joined Colleges Ontario for a day of advocacy with the legislature. The day ended with a culinary showcase in the evening, where DC was represented by the Centre for Food and ORSIE to provide a beer and cheese tasting.

On March 23 the Province released their 2023/2024 Budget. Unfortunately, there was not much announced for public colleges. A major funding opportunity through the Ministry of Labour, Training, Skills Development and Immigration (MLTSD) once again prohibits college from applying. The Skills Development Fund, Capital Stream, sets aside about $224 million for training facilities. Colleges Ontario and most colleges individually made press releases acknowledging the lost opportunity.

Federal

On March 31st, DC hosted Whitby MP, Ryan Turnbull and the Minister of Transportation, Omar Alghabra, for a press conference to promote Budget 2023 that focused on the dental plan announced. As such, the press conference took place in DC's dental clinic. Later in the day, MP Turnbull and Minister Alghabra also attended the Whitby campus to see the greenhouses and trades centre. The opportunity provided DC with excellent exposure following the budget and the chance to thank MP Turnbull and the Minister for the announcement in the budget of an increase in applied research funding which will positively impact colleges across the country.

It is worth noting that being able to host in-person again let students meet our nation's leaders. Students in the dental clinic were excited and enthusiastic to take part, leading to great conversations between our political delegates, faculty and students on their campus experience.

Currently the college is preparing to host an event on April 5th that will also provide excellent public exposure of the campus and our trades programming.

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 logo]

Public Report

Report Number: BOG-2023-25

To: Board of Governors

From: Don Lovisa, President

Date of Report: April 3, 2023

Date of Meeting: April 12, 2023

Subject: President's Report – February 2023 to April 2023

Purpose

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

1.   Our Students

Countdown to Grad prepares students for life as DC alumni

The Durham College (DC) Class of 2023 learned more about what lies ahead at Countdown to Grad.

Over 500 students attended this week's events in Oshawa and Whitby, which gave the soon-to-be graduates a valuable preview of some of the benefits they will enjoy as members of DC's alumni family.

DC graduates become lifelong members of the Durham College Alumni Association (DCAA), granting them exclusive benefits and discounts using the free DC Alumni Connect app.They also have access to DC's career development site, the Hired Portal, where they can search job listings, speak to a career advisor, attend on-campus recruiter events and workshops and much more.

Attendees at Countdown to Grad also learned about a number of Pathways to continuing their education. Whether they're interested in a diploma, degree, graduate certificate or fast-track option, a DC credential provides a valuable head start.

Alumni are encouraged to stay connected with DC on social media and share the stories of their success with us. **Graduates are also eligible for DC's** Alumni of Distinction award**, which recognizes** graduates who make extraordinary contributions to society while also achieving career success.

Future firefighters and fitness professionals teaming up at Durham College for hands-on learning experience

Students in DC's Firefighter – Pre-Service Education and Training (PFET) and Fitness and Health Promotion (FHP) programs are participating in a unique, collaborative learning opportunity created in response to Canada's fitness and first responder needs.

In this interdisciplinary opportunity, firefighting students will perform real-life fire simulations while fitness and health promotion students simultaneously measure their vital physiological responses to improve health, safety and performance. This project has been funded in part by the Government of Canada's Innovation Work-Integrated Learning program and Co-operative Education and Work-Integrated Learning (CEWIL) Canada's Innovation Hub.

With the funding, FHP students will also expand the varsity athlete training clinics and work with coaches and sport science research experts to gain hands-on experience using new data analysis techniques.

Totalling $195,000, this marks the largest non-bursary award DC's Office of Research Services, Innovation and Entrepreneurship (ORSIE) has received from CEWIL Canada to date.

Job Fair connects students and alumni with employers

Close to 2,000 DC students and alumni connected with 135 employers at two recent on-campus job fairs to explore local opportunities for full- and part-time work, summer jobs and contract roles.

DC and Ontario Tech University held a joint event at the Oshawa campus on Thursday, February 2. On Wednesday, February 8, DC held its own event at the Whitby campus.

With DC's proven track record of producing job-ready graduates, employers know they are likely to find ideal candidates at the annual Job Fair. Some students even received job offers on the spot.

The students were well prepared to meet prospective employers after last month's Gear Up to Get Hired events, where they attended drop-in sessions and webinars to learn how to approach the modern job hunt, from creating a personal pitch to preparing for an interview. They also learned some tips and tricks about networking and how to create an eye-catching resumé.

With successful events like the Job Fair, DC continues to lead the way by preparing students for their future careers.

Durham Lords heat up winter with four stellar seasons

The student-athletes at DC proved they're among the best in Ontario this winter.

All four of DC's winter teams – men's and women's volleyball and basketball — finished in the top 10 of their highly competitive Ontario Colleges Athletic Association (OCAA) provincial rankings. The Durham Lords were the only OCAA program to accomplish that feat. This year's teams were certainly an example of that.

All four teams battled hard in the playoffs. Both basketball teams and the men's volleyball team put in competitive efforts before dropping out in the qualifying round. The women's volleyball team capped their nearly perfect season with a silver medal, making it to the finals before falling just short of toppling the undefeated Humber Hawks.

That silver medal was added to an impressive collection, as DC ranks third on the OCAA's all-time list of championship medal victories.

Fine Arts students showcase their work at Durham Region headquarters

Durham Region's headquarters has an inspiring new look thanks to our DC Fine Arts students.

A new public art installation representing the themes of diversity, equity, inclusion and accessibility was unveiled on Wednesday, February 15. With these themes in mind, DC's talented artists crafted a selection of bold and colorful paintings, which are now on display at 605 Rossland Road East in Whitby.

Fine Arts students in their final year participated in the project as part of their Community Collaboration – Service Learning course, in which they work with community groups and explore critical social and community issues.

Enactus Durham College wins Central Regional Exposition 2023 in TD Entrepreneurial Challenge

Enactus DC has been declared one of the Central Regional Champions 2023 in the TD Entrepreneurial Challenge, a national competition empowering post-secondary students to deliver projects that teach entrepreneurial skills to aspiring and existing entrepreneurs.

DC competed against 20 schools in the entrepreneurship category and presented the *Founders Drive* podcast project, a global podcast aimed at helping young entrepreneurs overcome barriers and inspiring them to be their own bosses. Each episode features a business founder. By sharing

personal stories, advice and mentorship, the podcast strives to make a significant impact in the entrepreneurial community and help young entrepreneurs succeed.

The victory marks a significant milestone for the DC team, which will now move on to the National Exposition in Montreal in May. DC will compete against the League A and League C champions, as well as the TD Entrepreneurship Challenge champions from the Atlantic and Western regions at the exposition.

![Durham College - Success Matters]

Public Report

Durham College Skilled Trades Students Leading the Way with Schulich Builders Scholarship Program

DC is proud to partner with The Schulich Foundation which announced a game-changing program, *Schulich Builders*, a scholarship program dedicated to students pursuing a career in the skilled trades. In its first year of operation, more than $3 million is committed to combat labour shortages and highlight the importance of skilled trades in Canada, with $300,000 going directly to Durham College students.

In addition to financial support, *Schulich Builders* also provides leadership training and mentorship to set up graduates for success.

Applications for Durham College students open on March 1 for students starting in September 2023.

Program Details:
Launched in 2023, *Schulich Builders* will cover tuition, tools and living expenses for students enrolling in a skilled trade program at one of ten participating colleges in Ontario, including Durham College. Priority will be given to students nominated by their high school. Students may apply directly through Durham College.

Durham College will award 10 scholarships per year: five $20,000 scholarships for one-year certificate programs, and five $40,000 scholarships for two-year diploma programs.

Durham College Student Think Tank gathers student feedback and opinions

In collaboration, the Office of the President and the Communications, Marketing and Student Recruitment department launched the first Student Think Tank, inspired by the success of the Innovation and Disruption Catalyst Group's Employee Think Tank. This event saw approximately 45 students and 25 employees gather for a morning of discussion and collaboration. In an open discussion forum, students explained why

they chose to attend Durham College and discussed the features that make DC unique in the college sector. They also had the opportunity to reflect on and discuss their experiences at the college so far.

Students enjoyed Crave doughnuts at the session and received a number of giveaways. Two lucky students won $250 gift cards to the Oshawa Centre for their participation.

A number of Durham College departments were also represented at the event, including the Registrar's Office, Student Development, the Academics Office and Student Services. The relevant departments intend to use the information gathered to inform future initiatives and to continue to enhance the student experience.

2.   Our People

Durham College Employee Think Tank brings together colleagues from across the college

This March, the Innovation and Disruption Catalyst Group hosted their second Employee Think Tank session. Approximately 50 employees gathered in the Global Classroom to ideate and collaborate together.

Employees were asked to cycle through three group ideation sessions, each concerning a different challenge facing the college. Their sessions produced ideas about how to improve customer service, integrate new technologies into classrooms, and reimagine our work and learning spaces. As an ancillary benefit, many employees met face-to-face for the first time and made new connections across the college.

DC Board of Governors Retreat

In a highly successful event, the Durham College Board of Governors recently attended their annual retreat
The two-day retreat, held at the Briars Resort & Spa, brought together the college's board members and the senior leadership team to discuss the future of the institution.

The agenda included a keynote from Ken Steele about post-pandemic PSE, a leadership panel concerning trending industry topics, and a student panel focusing on the impact of sport on the student experience. Board members also engaged in team building activities and leadership workshops.

Janine Knight-Grofe recognized for contributions to international education

Janine Knight-Grofe has been recognized for her tremendous contributions to the field of international education.

Knight-Grofe, DC's director of International Education, travelled to Washington, D.C. last month for the Association of International Education Administrators (AIEA) annual conference. While there, she became only the second Canadian to be honoured with the Harold Josephson Student Professional Award, which recognizes a professional administrator in international education who is also doing graduate work (PhD or master's degree).

Knight-Grofe knows firsthand the value that an international education can have. As a student, she studied abroad in the United States, Spain and the United Kingdom. Then she turned her passion for it into a career.

After a decade with the Canadian Bureau for International Education, she arrived at DC where she works with a diverse team of professionals to support international students from the start of their journey to Canada until they graduate from DC. Her goal is to provide tailored, values-centred support for

international students by making sure they feel a sense of belonging and providing them the tools, resources and engagement they need to thrive.

3.   **Our Work**

Durham College launches two programs to increase number of Ontario nurses

To help address Ontario's critical healthcare staffing demands, DC has launched two new initiatives designed to increase the number of qualified nursing professionals in the province.

The two initiatives are:

- **Internationally Educated Nurses (IEN)** – This tuition-free initiative is designed to provide nurses who are trained outside of Canada, the opportunity to gain the skills required to meet the College of Nurses of Ontario (CNO) education requirement.
- **Personal Support Worker (PSW) to Practical Nurse (PN) Bridge** – This initiative is designed to provide an opportunity for individuals who have graduated from an Ontario PSW program to continue their studies toward qualifying to practice in Ontario as a Registered Practical Nurse (RPN). PSWs who complete the PSW to PN Bridge will be eligible for advanced entry into Durham College's four-semester Practical Nursing (PN) Program.

Applications and course registrations are open now. These initiatives have been developed and funded through the Ontario government's Nursing Program Transformation in Ontario's Colleges initiative and are designed to offer flexible study options to allow students to continue to work while they upgrade their skills.

DC honours Black History Month

February 1 marks the beginning of Black History Month in Canada. This is an important time to acknowledge the contributions Black Canadians have made to our history and culture. DC is proud to honour those pioneers and change makers and celebrate their role in shaping our communities.

To recognize the month, DC will raise the Pan-African Flag – a symbol of Black liberation and solidarity for members of the Black/African diaspora. Additionally, throughout the month, the Office of Equity, Diversity and Inclusion is hosting a series of educational and community-building activities to foster a culture of inclusion and excellence for students and employees that support this year's theme, "*From Legacy to Future*."

Events include the **Black History in Canada and Legacies of Enslavement** webinar, presented by Channon A. Oyeniran, historian and consultant lecturer for Black History in Canada; **Exploring the Intersection: Understanding Anti-Black Islamophobia**, a webinar presented by the National Council of Canadian Muslims; and **Rep Your Flag: Socacize Movement Class**, a socacize fitness class that combines Caribbean and African dance techniques with effective fitness moves.

4.   Our Community

Durham College reaches $10 million goal for Building for Skills Campaign

The final $10 million has been raised to complete DC's Building for Skills Campaign which increases the training capacity on the Whitby campus and transforms the way DC delivers industrial and construction-focused professional and skilled trades training and education.

The remarkable OPG Centre for Skilled Trades and Technology facility boasts modern technologies and innovative learning spaces and allows DC to increase training capacity for post-secondary and apprenticeship education, provide students with specialized skills training and set graduates up for careers that help address Canada's skilled trades talent gap.

Donor excellence and student success celebrated at Durham College's first President's Breakfast

DC recognized the generous support of the community while showcasing student success at the first annual President's Breakfast on February 9.

More than 65 individuals, community partners and corporate donors attended the event at the Whitby campus' W. Galen Weston Centre which celebrated their commitment to learning and gave them the chance to hear directly from students.

Four students also spoke and shared the ways that donor support has impacted their DC journey and how it has empowered them to embrace the future.

Many donors in attendance were recent supporters of the college's Building for Skills Campaign, which led to the opening of the college's new Ontario Power Generation Centre for Skilled Trades and Technology.

Durham College grad returns to Bistro '67 for pop-up dining event following Top Chef Canada win

Trevane "Tre" Sanderson, winner of Top Chef Canada Season 10 and 2015 grad of DC's Culinary Management program, returned to Bistro '67 for a unique dining experience on Thursday, February 23.

Part of a two-night pop-up event sponsored by RBC, the sold-out "An Evening with Tre Sanderson, Winner of Top Chef Canada" events offered more than 140 guests the chance to enjoy a delicious four-course meal made up of many of Tre's most-celebrated dishes from the competition, as well as the opportunity to meet the Top Chef himself.

Inspired by his Jamaican background and fueled by his passion to elevate Caribbean cuisine, Tre worked alongside current culinary students, sharing his skills and experiences and inspiring them with his success story.

Funds from the RBC sponsorship will also support the Tre Sanderson Culinary Management bursary, which will help future culinary students pursue their paths at DC.

DC alumna making noise in the music business

DC alumna Anne Stirk's successful career in the music business has been recognized with a place on the inaugural Women in Music Canada Honour Roll.

Working in artist and label partnerships at Spotify, she amplifies the voices of Canada's homegrown artists and introduces them to the world, while also helping international artists increase their presence in the Canadian market.

Her passion for music led her to DC's Music Business Management program.

After graduating in 2007, she spent over a decade at Universal Music Canada, where she experienced a seismic change in her own career and the industry itself. She worked with the biggest music retailers in Canada on a number of in-store events with popular artists like Justin Bieber, Drake and Halsey before the rise of streaming services changed the way people buy music.
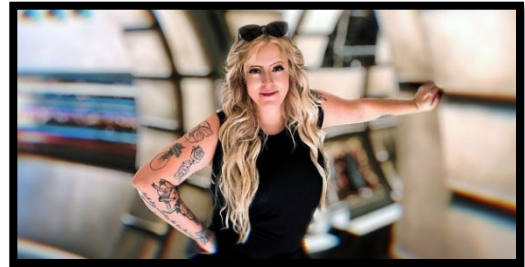
She is often reminded of her time at DC thanks to her enduring friendships with her classmates, some of whom also work in the industry. She has also employed a number of interns from the program over the years, confident that they have received a great education.

Durham College is part of a local consortium awarded the Service System Manager role by the Provincial Government

I am pleased to share with you that DC, together with the Regional Municipality of Durham and the Durham Workforce Authority, has been selected by the Province of Ontario as the Service System Manager for all regional employment services in Durham Region.

This model is part of the government's work to make employment services more efficient and more responsive to the needs of job seekers, businesses and local communities.

Our three organizations – the Durham Region Employment Services Consortium – will provide funding, support and oversight for the region's employment services network. The Consortium, led by the Regional Municipality of Durham, brings extensive experience and expertise in the implementation of employment and human services programs, consultation, and system coordination, as well as established business support systems that will ensure the employment system is delivered in an effective, efficient and financially sustainable way.

DC is proud to be collaborating with these local partners who share a deep understanding of the realities of our local community. We offer extensive experience providing employment services to community members. And, as an educational institution, we are well-positioned to support the retraining and future learning of members of our community, including those who have experienced barriers to success.

The transition to full implementation will take place over the next year. We look forward to a successful partnership and further supporting the Durham community.

5. **Key Meetings Involving the President's Office (February 9, 2023 to April 3, 2023)**

- Schulich Foundation Announcement – February 9, 2023

- Colleges and Institutes Canada Governance Review Committee Meeting – February 13, 2023

- OCAS Introductions Meeting – February 15, 2023

- MCU & Colleges Ontario Committee of Presidents Meeting – February 21, 2023

- Durham Advisory Council Year 3 Meeting – February 23, 2023

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

- Colleges and Institutes Canada Board Meeting – March 15, 2023

- Colleges Ontario Presidents' Meeting – March 20 – 21, 2023

- College Day at Queen's Park – March 21, 2023

- Colleges and Institutes Canada FiveThirteen Capital Multistakeholder Meeting – March 27, 2023

March 22, 2023

**Summary of the Committee of Presidents meeting
of March 20 and 21, 2023**

Decision items:

Colleges Ontario's budget

The Committee of Presidents (COP) approved Colleges Ontario's budget for 2023-24. The budget has a projected surplus of over $14,000.

Terms of reference for colleges' coordinating committee

Presidents approved new terms of reference for the Colleges of Applied Arts and Technology (CAAT) Coordinating Committee.

The CAAT Coordinating Committee is a committee of college vice-presidents that oversees the sector's committees for specific areas such as academics, finance and student services.

The terms of reference emphasize the coordinating committee is a strategic and collaborative forum that promotes a holistic view of college issues. It provides advice to Colleges Ontario and COP on system-wide matters that align with Colleges Ontario's strategic mandate. This includes policy development, communications opportunities and advocacy strategies.

Discussion items:

Presidents' trip to Ireland

A number of college presidents visited Ireland the week of March 6 as part of Ontario's sector-wide partnership agreement with post-secondary institutes in that country.

Ontario has a unique sector-to-sector agreement with Ireland that began in 2011. It allows Ontario college students to pursue further studies in Ireland and allows Irish students to study in Ontario.

During the visit, Ontario's presidents learned about the robust applied research work at Ireland's institutes. Other items included a discussion of potential opportunities for Ontario college graduates to enrol in master's degree programs in Ireland.

1

Applied research

Presidents discussed the sector's long-term advocacy campaign to promote enhanced funding for applied research projects at colleges.

The college sector partners with over 1,300 businesses and others on real-world research that finds solutions to challenges affecting the partner's operations. This is particularly important to small and medium-sized enterprises that often don't have the resources to conduct their own research.

The research can help make the partners' operations become more efficient and can lead to the development of new products that can be commercialized.

Since December, colleges have been hosting tours for Ontario cabinet ministers to showcase the applied research on their campuses. To date, there have been tours at Boréal, Cambrian, Durham, Georgian, Lambton, Loyalist and Northern.

Meanwhile, Colleges Ontario is commissioning a third-party report to examine the economic opportunities that could be created through more applied research. That will be followed by a substantive submission to the government for an upcoming provincial budget.

Blue-ribbon panel

COP discussed possible strategies for the upcoming consultations with the province's recently announced blue-ribbon panel on post-secondary education.

The panel was announced March 2. It will be consulting with post-secondary institutes on the sector's longer-term fiscal challenges. The panel members include MaryLynn West-Moynes, the past president and CEO of Georgian College, and Robert Luke, the CEO of eCampusOntario, whose past experience includes three years as the vice-president of innovation and research at George Brown College.

The panel has had some foundational meetings that provide background information about the sector. It is expected to begin its consultations next month.

Colleges Ontario will be inviting the panel to attend an upcoming COP meeting.

OCAS applications

Marc Provencher, the president and CEO of the Ontario College Application Service (OCAS), described some planned changes to students' applications.

OCAS is looking to add questions related to equity, diversity and inclusion (EDI) into the applications. There was a discussion with presidents about what data would be collected and how it would be shared with colleges.

2

OCASA

Tammy Mackey, the manager of Northern College's Haileybury campus and president of the Ontario College Administrative Staff Association (OCASA), provided presidents with an update on OCASA's activities.

OCASA is a self-funded voluntary association that offers professional development and networking opportunities to college administrators. It is looking to build its profile and share more information with colleges about the supports available to administrators.

3