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

Date: Wednesday, October 11, 2023, 6:00 p.m.

Location: Oshawa Campus, Durham College Boardroom A144

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

Pages

1.   **CALL TO ORDER**

2.   **INTRODUCTION OF GUESTS**

3.   **CONFLICT OF INTEREST DECLARATIONS**

4.   **PRESENTATIONS**

 4.1   Program Spotlight: Walls to Bridges Program - Ralph Hofmann, Dale Burt, Kathan Biswas (Graduate), Zak Amara (Graduate)

 4.2   Update on the International Student Landscape - Elaine Popp & Thom MacDonald

 4.3   Presentation of Advanced Good Governance Certificates: Melissa Bosomworth, Peter Pryce, Nathan Wilson

5.   **CONSENT AGENDA**

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

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

 5.1   Approval of Public Session Agenda - October 11, 2023

   <u>Recommendation</u>
   That the public agenda for the October 11, 2023, Board of Governors meetings be approved as presented.

11.   UPCOMING EVENTS

12.   MOVE TO IN-CAMERA SESSION

13.   ADJOURNMENT

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

Date: Wednesday, June 7, 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 (entered the meeting at 6:49 p.m.)
                         Atif Usmani
                         Nathan Wilson

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

1.   CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Abigayle Hamilton, student
- Emma Pace, student
- Shane Jones, faculty, Centre for Food
- Rebecca Milburn, Executive Dean, Faculty of Hospitality & Horticulture Science and the Faculty of Skilled Trades and Apprenticeship/Principal of Whitby Campus
- Gabby DeSousa, president, Durham College Alumni Association
- Tony Doyle, Executive Dean, Faculty of Science, Engineering & Information Technology
- Kara Woods, Associate Dean, Faculty of Science, Engineering & Information Technology
- Nazneen Kanga, Associate Dean, Faculty of Science, Engineering & Information Technology
- Kevin Baker, Executive Dean, Faculty of Business
- Ralph Hofmann, Faculty of Social and Community Services
- Jean Choi, Executive Dean, Faculty of Liberal Studies, Centre for Teaching and Learning and Professional and Part-Time Learning

3. CONFLICT OF INTEREST DECLARATIONS

The Chair asked if there were any conflict-of-interest declarations to declare. None noted.

4. PRESENTATIONS

4.2 Update on the Work of the Durham College Alumni Association

The Board received a presentation from the Associate Vice-President, Office of Development and Alumni Affairs and G. DeSousa, president, Durham College Alumni Association, providing an update on the work of the alumni association.

The Board questioned the Associate Vice-President, Office of Development and Alumni Affairs and the Durham College Alumni Association president.

4.1   Recognition of Gold Medal Winners from the 2023 Skills Ontario Competition

The Board received a presentation from the Executive Dean and Principal, Faculty of Hospitality and Horticulture Sciences and Faculty of Skilled Trades, S. Jones, faculty, and students E. Pace and A. Hamilton regarding their recent gold medal win at the 2023 Skills Ontario competition for horticulture and landscape.

The Board questioned the presenters.

5.   CONSENT AGENDA

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

5.1   Approval of Public Session Agenda

That the public agenda for the June 7, 2023, Board of Governors meeting be approved as presented.

5.2   Approval of Public Minutes from the Board of Governors Meeting of May 10, 2023

That the public minutes of the Board of Governors meeting of May 10, 2023, be approved as presented.

5.3   Report of the Governance Review Committee - May 23, 2023

That the report of the Governance Review Committee meeting held on May 23, 2023, be received for information and the following resolutions be approved:

1. That the Board-President Relationship Policy: Negotiating the President's Contract be approved; and,

2. That the Governance Process Policy: Collection, Use, and Disclosure of Governor Personal Information be approved as amended.

6. CHAIR'S REPORT

The Chair reported on the following items:

- The Chair advised that as a follow-up to the last Board meeting, staff have reported that the articulation agreement with Ontario Tech University is in the final review process and should be signed this week.

- The Chair advised that as part of the quality assurance audit site visit, Governor Allen, Governor Johnson Morris, and Governor Wilson would be interviewed on June 19, 2023.

- Governors who attended the Employee Town Hall on May 17, 2023, shared reflections on their experiences.

- The Chair acknowledged the work of the Office of the Executive Vice-President, Academic, for leading the way with advancing the 3-year degree file, as evidenced by the new programs being brought forward tonight.

7. CO-POPULOUS GOVERNORS' REPORT

There was no co-populous Governors' report.

8. DECISION ITEMS

8.1 New Program of Instruction: Bachelor of Construction Management

The Board received a report from the Executive Vice-President, Academic and K. Woods, Associate Dean, Faculty of Science, Engineering and Information Technology, presenting a new program of instruction for approval, Bachelor of Construction Management.

Additionally, the Board received confirmation from the Executive Vice-President, Academic, that the program had been through the full internal approval process, conformed with the credentials framework, was consistent with program standards, and complied with the relevant Ministry Binding Policy Directives.

The Board questioned the Executive Vice-President, Academic and K. Woods, Associate Dean, Faculty of Science, Engineering and Information Technology, regarding secondary recruitment areas and the possibility of alternative delivery models.

by Governor Pryce
Seconded by Governor Beale
"That in accordance with Report BOG-2023-63, the Bachelor of Construction Management three-year degree program be approved." CARRIED

8.2 New Program of Instruction: Bachelor of Cybersecurity

The Board received a report from the Executive Vice-President, Academic and N. Kanga, Associate Dean, Faculty of Science, Engineering and Information Technology, presenting a new program of instruction for approval, Bachelor of Cybersecurity.

Additionally, the Board received confirmation from the Executive Vice-President, Academic, that the program had been through the full internal approval process, conformed with the credentials framework, was consistent with program standards, and complied with the relevant Ministry Binding Policy Directives.

Governor Townsend entered the meeting.

The Board questioned the Executive Vice-President, Academic and N. Kanga, Associate Dean, Faculty of Science, Engineering and Information Technology, about opportunities for work integrated learning with the College's cybersecurity research hub, potential placement options with the College's information technology department, and how the curriculum remains current as the cybersecurity landscape is ever-evolving. Additionally, the Board questioned the presenters about comparable programs at the university level.

Moved by Governor Chakravarthy
Seconded by Governor Ball
"That in accordance with Report BOG-2023-64, the Bachelor of Cybersecurity degree program be approved." CARRIED

8.3 New Program of Instruction: Bachelor of Business Administration (Human Resources Management)

The Board received a report from the Executive Vice-President, Academic and the Executive Dean, Faculty of Business, presenting a new program of instruction for approval, Bachelor of Business Administration (Human Resources Management).

Additionally, the Board received confirmation from the Executive Vice-President, Academic, that the program had been through the full internal approval process, conformed with the credentials framework, was consistent with program standards, and complied with the relevant Ministry Binding Policy Directives.

The Board questioned the Executive Vice-President, Academic and the Executive Dean, Faculty of Business, regarding the specific aspects of the curriculum targeted at different sectors, minimum workplace entrance criteria (comparing a 3- and 4-year degree), the ability to obtain the human resources designation, and alternative modes of delivery for secondary target audiences such as corporations who may want to train a cohort of employees.

Moved by Governor Doyle
Seconded by Governor Murray
"That in accordance with Report BOG-2023-64, the Bachelor of Business Administration (Human Resources Management) degree program be approved." CARRIED

8.4 New Program of Instruction: Honours Bachelor of Crime and Intelligence Analysis/Bachelor of Crime and Intelligence Analysis

The Board received a report from the Executive Vice-President, Academic and the Executive Dean, Faculty of Social and Community Services, presenting two new programs of instruction for approval, Honours Bachelor of Crime and Intelligence Analysis/Bachelor of Crime and Intelligence Analysis.

Additionally, the Board received confirmation from the Executive Vice-President, Academic, that the program had been through the full internal approval process, conformed with the credentials framework, was consistent with program standards, and complied with the relevant Ministry Binding Policy Directives.

The Board questioned the Executive Vice-President, Academic and the Executive Dean, Faculty of Social and Community Services, regarding the educational software required, potential placement opportunities, and pathways to other university programs.

Moved by Governor Allen
Seconded by Governor Ouellette
"That in accordance with Report BOG-2023-66 the proposed programs of Instruction listed below be approved:

- Bachelor of Crime and Intelligence Analysis

- Honours Bachelor of Crime and Intelligence Analysis." CARRIED

9. DISCUSSION ITEMS

9.1 Quality Assurance: Comprehensive Program Review

The Board received an update on the College's quality assurance processes and recent comprehensive program reviews from the Executive Dean, Faculty of Liberal Studies and Centre for Teaching and Learning, and Professional and Part-Time Learning.

Governor Wilson confirmed for the Board the level of rigour involved with a comprehensive program review and highlighted the tools available from the Centre of Teaching and Learning to support the process.

9.2 2023-2028 New Program Development Plan

The Board received an update from the Executive Vice-President, Academic, regarding the 2023-2028 new program development plan. Additionally, the Board received information on how the plan is established and how programs move through the development cycle.

The Board questioned the Executive Vice-President, Academic, regarding internal approval processes, the process for sunsetting a program, including notification to students, and how many programs were suspended annually.

Governor Murray temporarily left and re-entered the meeting.

10. INFORMATION ITEMS

The following items were presented for information only:

10.1 Indigenization Efforts at Durham College

10.2 Durham College Foundation Annual Report

10.3 President's Report - May to June 2023

10.4 Report of the Chief Administrative Officer - June 2023

11. UPCOMING EVENTS

The Chair drew attention to the following upcoming events:

- Spring Convocation - June 12 to 14, 2023 - Tribute Communities Centre

- College Quality Assurance Audit Process Virtual Site Visit (Board Interview) - June 19, 2023

- Special meeting regarding the proposed public-private partnership – June 19, 2023, at 5:00 p.m.

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 to be confidential to the College.

Moved by Governor Wilson
Seconded by Governor Cowie
"That the Board of Governors move in-camera after a 10-minute recess." CARRIED

The Board recessed at 7:52 p.m. and reconvened in-camera at 8:03 p.m.

The Board rose from the in-camera session at 8:49 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees, the framework for recruiting a president, and feedback received during the annual Board evaluation process. Additionally, as part of the in-camera session, the Board approved the 2022-2023 audited financial statements and its meeting and events calendar for the 2023-2024 Board year.

13.   ADJOURNMENT

With no further business, the meeting ended at 8:50 p.m.

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

Date: Monday, June 19, 2023

Location: Hybrid Meeting – MS Teams or Oshawa Campus, DC Boardroom, A144

Members Present: Gary Rose, Board Chair (joined virtually at 5:30 p.m.; left at 6:20 p.m.)
                  Lisa Allen (attended virtually)
                  Ian Ball (attended virtually)
                  Suzanne Beale (attended virtually)
                  Melissa Bosomworth (attended in person)
                  Kalyan Chakravarthy (attended virtually)
                  Elizabeth Cowie (attended in person)
                  Kelly Doyle (attended in person)
                  Gail Johnson Morris, Board Vice-Chair (attended in person)
                  Don Lovisa, President (attended in person)
                  Ian Murray (attended virtually)
                  Jerry Ouellette (attended in person)
                  Dwight Townsend (attended in person)
                  Nathan Wilson (attended in person)

Members Absent: Peter Pryce
                  Atif Usmani

Staff Present: Scott Blakey, Chief Administrative Officer
                  Debbie Johnston, AVP, Academic (Enrolment & International)
                  Tara Koski, Dean, Students
                  Barbara MacCheyne, Chief Financial Officer/VP, Administration
                  Thom MacDonald, Dean, International
                  Elaine Popp, Executive Vice-President, Academic
                  Melissa Pringle, Corporate and Board Secretary

1.   CALL TO ORDER

With quorum present, the Vice-Chair called the meeting to order at 5:00 p.m.

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2.   **INTRODUCTION OF GUESTS**

President Lovisa introduced the following guests in attendance:

- Victoria Prince, Borden Ladner Gervais
- Shane Morganstein, Borden Ladner Gervais
- Debbie Johnston, Associate Vice-President, Academic (Enrolment & International)
- Thom MacDonald, Dean, International

3.   **CONFLICT OF INTEREST DECLARATIONS**

The Vice-Chair asked if there were any conflict-of-interest declarations to declare. None noted.

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

According to By-law No. 1, Section 16.2 (i), the Board will consider contract matters, including negotiations or disputes in-camera.

Moved by Governor Allen
Seconded by Governor Bosomworth
"That the Durham College Board of Governors move in-camera." CARRIED

The Durham College Board of Governors moved in camera at 5:01 p.m.

Governor Rose joined the meeting at 5:30 p.m. and left at 6:20 p.m.

The Board rose from the in-camera session at 6:27 p.m.

During the in-camera session, the Board discussed the proposed public college-private partnership contract with Trebas Institute Ontario.

Moved by Governor Bosomworth
Seconded by Governor Wilson
"That the Durham College Board of Governors agrees to publicly release Report BOG-2023-68 (excluding the agreement) for transparency and accountability." CARRIED

5.   **ADJOURNMENT**

With no further business, the meeting adjourned at 6:28 p.m.

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

Date:	Tuesday, August 8, 2023
Location:	Virtual Meeting, MS Teams
Members Present:	Gail Johnson Morris, Board Chair
	Lisa Allen, Board Vice-Chair
	Ian Ball
	Suzanne Beale
	Elizabeth Cowie
	Kalyan Chakravarthy
	Don Lovisa, President
	Ian Murray
	Peter Pryce
	Gary Rose
	Dwight Townsend (joined the meeting at 5:01 p.m.)
	Nathan Wilson (left the meeting at 5:07 p.m.)
Members Absent:	Melissa Bosomworth
	Kelly Doyle
	Jerry Ouellette
	Atif Usmani
Staff Present:	Melissa Pringle, Board Secretary

1. CALL TO ORDER

With quorum present, the Chair called the meeting to order at 5:00 p.m.

The Chair advised that President Lovisa would like to add the following discussion item, 'Update on the Public-Private Partnership' and that the agenda would be reordered to consider this topic as the first item of business.

2. INTRODUCTION OF GUESTS

None.

3. CONFLICT OF INTEREST DECLARATIONS

Governor Wilson declared a conflict of interest regarding Decision Item, '6.1-Report of the Executive Committee – July 26, 2023' and did not participate in discussion or voting on the matter.

President Lovisa declared a conflict of interest regarding Decision Item, '6.1-Report of the Executive Committee – July 26, 2023' and did not vote on the matter.

4. DISCUSSION ITEM

4.1 Update on Public-Private Partnership

The Board received an update from President Lovisa regarding the College's application for a public-private partnership (PPP). President Lovisa reported that the Ministry has advised that although the application was excellent and Global University Systems (GUS) was an established partner, they would be pausing our application for the Greater Toronto Area (GTA) due to the increasing concern about market saturation, the pending report from the Blue Ribbon panel, and the increasing community supports required for students.

Governor Townsend joined the meeting.

President Lovisa advised he questioned if the Ministry's decision was a policy change or if they would consider other locations outside of the GTA. He noted that if other colleges can grow their PPP, it may put Durham at a competitive disadvantage. The College will continue to advocate with the Ministry and work with GUS on possible solutions.

The Board questioned President Lovisa.

5. MOVE TO IN-CAMERA SESSION

By-law No. 1 (Section 16.2) allows the Board of Governors to move in-camera to discuss, among other things, human resources and labour relations matters.

Moved by Governor Townsend
Seconded by Governor Ball
"That the Durham College Board of Governors move in-camera." CARRIED

Governor Wilson left the meeting at 5:07 p.m.

The Durham College Board of Governors moved in-camera at 5:08 p.m.

The Board rose from the in-camera session at 5:36 p.m.

During the in-camera session, the Board discussed advocacy efforts by the College Employer Council to address the executive compensation freeze.

9.   **ADJOURNMENT**

With no further business, the meeting adjourned at 5:37 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 OCTOBER 11, 2023

BACKGROUND

The Governance Review Committee met in the DC Boardroom, A144 on September 20, 2023.

SUMMARY

1. **Minutes of the May 23, 2023, Governance Review Committee Meeting**

    The Committee reviewed and approved its minutes from the May 23, 2023, Governance Review Committee meeting.

2. **Review of Committee Terms of Reference**

    Being the first Committee meeting of the Board year, the Committee reviewed its terms of reference.

3. **Review Feedback from the 2022-2023 Board Evaluation Survey (for prioritization and action)**

    The Committee reviewed and discussed the feedback received from the 2022-2023 Board evaluation survey and identified key themes and areas for exploration. Specifically, the Committee discussed the Board's high performance, comments around a lack of understanding about the college sector, educational opportunities, and the expectation that Governors will read materials and participate in programming offered. Furthermore, the Committee discussed the Board's code of conduct, awareness of its roles and responsibilities, and how the Board takes corrective action. The Committee discussed facilitating another governance primer but decided to use the October Board meeting to set expectations and review specific sections of the agenda more in-depth. Lastly, the Committee discussed comments in the survey asking for enhanced benchmarking and comparable data from other institutions and agreed this could be explored as part of the off-site retreat. Following the discussion, specific action items include creating a "Top Ten things to read" for new governors to help focus the learning plan and for the Board Secretary to provide an overview of the Board portal at the October Board meeting.

Additionally, the Committee agreed that the institutional reach department could remove the longitudinal graphs in the survey report in future years as they are not value-added.

4. **Plan to Review the Board's By-laws & Policies Due for Review in 2024**

    The Committee received a report from President Lovisa regarding a plan to review the Board's by-laws and policies due in 2024. The Committee was encouraged to review the policies and start considering any required changes.

5. **Board of Governors Retreat Planning**

    The Committee discussed plans for the upcoming retreat (currently scheduled for March 2024), including the date, venue, and potential topics. Following the discussion, the Committee agreed that the retreat should be rescheduled to April to include the new president, be on campus (all day Saturday/Sunday morning), and focus on strategic topics. Topics discussed included the strategic plan and history of the relationship with Ontario Tech University, a student panel, an open panel with the leadership team, and an opportunity for a new president to discuss their vision with the entire Board. The Committee also discussed the half-day facilitated discussion on equity, diversity, and inclusion that was cancelled in October 2023 and how the material could be incorporated. Additionally, the Committee thought it was important to consider scheduling a fall retreat to build relationships and help onboard a new president.

6. **Review 2022-2023 Start/Stop/Continue Committee Feedback (for action)**

    As the attachment was missing from the agenda, this item will be deferred to the next meeting of the Governance Review Committee.

Respectfully submitted,
Elizabeth Cowie, Chair, Nominating Committee

View all supporting material from this meeting by clicking here.

Report Number: BOG-2023-89

To: Board of Governors

From: **Marisa Mei, Sexual Violence Prevention and Education Coordinator /
Neil Gonsalves, Director, Office of Equity, Diversity & Inclusion**

Date of Report: October 2, 2023

Date of Meeting: October 11, 2023

Subject: Sexual Violence and Harassment Action Plan Statistics Report

1.   Purpose

To provide a statistical report on the Sexual Violence and Harassment Action Plan. The Ministry of Colleges and Universities Act that outlines the Board Report requirement: *Information Required for Minister from every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister*:

- The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services, and accommodation.
- Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
- The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
- The implementation and effectiveness of the policy.

(*Ministry of Colleges and Universities Sexual Violence and Harassment Action Plan Act – Supporting Survivors and Challenging Sexual Violence and Harassment, 2016, S.O. 2016, c. 2 – Bill 132*)

2.   Recommendation

This report is being presented for information only.

3.   Background:

In March 2015, the province of Ontario launched an action plan, "It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment, an initiative enabled by Bill 132, the Sexual Violence and Harassment Action Plan Act" to stop sexual violence and harassment against women across the province.

Sexual Violence is defined as: Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation. (Durham College Standard Definitions, last revised September 2023)

As part of this plan, Bill 132 requires all Ontario Colleges to develop a common Sexual Assault / Sexual Violence Policy. Additionally, Ontario colleges and universities are required to implement effective response protocols to address sexual violence, increase supports for survivors and formalize how incidents are addressed.

Implementation and effectiveness of the Sexual Violence Policy (ADMIN-244):

The last review and approval of the Durham College Sexual Violence Policy was September 2022. This review included adding the provincial governments regulatory amendments in September 2021 which were fulfilled by March 1, 2022.

The Sexual Violence Policy will be reviewed after three (3) years, in September 2025 as per Bill 132 requirements. Extenuating circumstances may require a review before September 2025, as Durham College remains committed to ensuring the effectiveness of the Sexual Violence Policy.

The following represents statistical information for the sexual violence mandate at Durham College for **December 2022 – September 2023**. This current reporting period is ten (10) months, as the deadline for last terms report had been adjusted by the Ministry to November 2022. A full twelve (12) month cycle will be reflected in the next reporting period, October 2023 – September 2024.

	Formal Complaints	Informal Complaints
Total number of Formal Complaints/Reports complaints of sexual violence	**3**	**16**
Total number of formal complaints/reports of sexual assault	3	1
Total number of formal complaints/reports of sexual harassment	0	3
Total number of formal complaints/reports of stalking	0	1
Total number of formal complaints/reports of indecent exposure	0	0
Total number of formal complaints/reports of voyeurism	0	0
Total number of formal complaints/reports of sexual exploitation	0	0
Total number of Uncategorized Sexual Violence*	0	11

- Formal reports/ Complaints received by the Office of Campus Safety.
- Informal Reports/ disclosures received by Sexual Violence Education and Prevention Coordinator (SVEPC) or by other campus community members (I.E. Staff/Faculty/ Students etc.) who inform the SVEPC of a disclosure received as per the Sexual Violence Policy (***ADMIN-244***). The statistical data for informal reports reflects both disclosures received directly from the SVEPC and those campus members who report a disclosure to the SVEPC.

Uncategorized Sexual violence is representative of disclosures received without a narrative. A survivor may disclose an experience of sexual violence without sharing the specific details or nature of the incident; in the absence of a narrative and details of an incident, the incident of sexual violence cannot be further categorized. Trauma-informed and survivor-centered approaches empower a survivor to share as much or as little information about their experience without causing them any further emotional stress or harm. Supports, accommodations, safety planning and resources are made available to all survivors who disclose an experience of sexual violence with or without a narrative provided.

Accommodations and Supports for Disclosures:

Durham College supports survivors of sexual violence through the following means;

- Meeting(s) with the Sexual Violence Education and Prevention Coordinator; Provision of immediate emotional support, and safety planning. Facilitation of academic or personal accommodations requested are assessed, and on-campus and off-campus resources are highlighted.
- Mental health and counselling support available through the Campus Health and Wellness Centre and the Support Hub, Durham College Student Association;
- Medical attention is accessible through the Campus Health and Wellness Centre;
- Community Information and resources made available; inclusive of direct referrals for support at Durham Rape Crisis Centre;
- Incident reporting options shared; informal, formal campus reporting and/or reporting to the police.
- The Employee Assistance Program is exclusively available to staff and faculty.

	Durham Rape Crisis Centre (DRCC)
Total number of Students receiving Sexual Violence Mental Health and Counselling support	**44**
Total number of formal complaints/reports of sexual assault	N/A
Total number of formal complaints/reports of sexual harassment	N/A
Total number of formal complaints/reports of stalking	N/A
Total number of formal complaints/reports of indecent exposure	N/A
Total number of formal complaints/reports of voyeurism	N/A
Total number of formal complaints/reports of sexual exploitation	N/A

DRCC receives direct referrals from students seen at the Campus Health and Wellness Centre (40) and from the SVEPC (4). For the next reporting cycle, DRCC is working with the SVEPC on tracking the types of sexual violence students are receiving supports for to further inform the Office of Equity, Diversity and Inclusion's education and awareness efforts.

Total number of Accommodations facilitated in accordance with the Sexual Violence Policy (ADMIN-224)	4

Statistical data is only representative of the accommodations facilitated by the Sexual Violence Education and Prevention Coordinator (SVEPC).

4.   Discussion/Options

The Office of Campus Safety received three (3) reports; compared to the seven (7) reports received last year (November 2021- November 2022) that would meet the reporting criteria of Sexual Violence.

The Sexual Violence Educator and Support Coordinator received sixteen (16) disclosures of sexual violence from campus members; compared to twenty-four (24) disclosures received in the previous reporting cycle. Disclosures were received from students, staff, faculty, campus residence(s), and the Campus Health and Wellness Centre (CHWC).

Public education remains a vital and proven strategy to reduce and or prevent incidences of sexual violence. The OEDI is committed to growing its education and awareness efforts to address the important issue of Sexual Violence. OEDI's education and prevention programming continues to be delivered and further development adheres to the following objectives:

1) Increase our campus communities understanding and knowledge about Sexual Violence and consent culture; and address harmful stereotypes, rape culture, myths and stigma that perpetuate sexism and violence.
2) Empower survivors of Sexual Violence to seek support and report incidences of Sexual Violence.
3) Build confidence in staff/faculty and students to intervene and report concerns or witnessed incidents of sexual violence.
4) Foster a respectful and safe campus community for all.
5) Mobilize our campus to take action(s) to combat gender-based and sexual violence.

Education, Awareness programming and Training

A variety of education and awareness opportunities were completed throughout December 2022 – September 2023 creating diverse opportunities for students, faculty and staff to engage with the OEDI, and SVEPC from within the department.

Activities included:

- The annual **16 Days of Activism Against Gender-based Violence (GBV)** campaign continued in collaboration with Ontario Tech University. This year included: Community educational sessions to address topics of intersectionality and restorative justice frameworks. Community partners and organizations participated in an information, service and resource fair at the Whitby Campus.

- December 6th memorial in honor of the **National Day of Remembrance and Action on Violence Against Women**: Talk and educational activities to commemorate and educate DC community about GBV and actionable steps to prevent violence against women, girls, 2-Spirit, transgender and gender diverse people.

- **"Let's Talk Sex" Series**: Student sexual health workshop(s) facilitated by The AIDS Committee of Durham Region. Seven (7) sessions were completed virtually and one (1) in-person inclusive of Durham College students, Ontario Tech University and Trent University.

- The Red Dress Project: Recognizing **Red Dress Day**, National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Two-Spirit People. Supporting the First Peoples Indigenous Centre, dress displays and campus-wide communications were shared. Each display had a banner and or poster to outline the significance of this day of recognition.

- **Campus orientation events:** Tabling and providing office specific, on-campus and off-campus resources and information. The SVEPC engaged students with tabling activities that generated discussion about consent and healthy relationships. Approximately a total of 15 campus orientation events were attended by the OEDI team inclusive of the SVEPC.

- Targeted education and awareness outreach completed in all on-campus residences throughout **Consent Awareness Week.** Students who engaged with the table and activities received consent, sexting, healthy relationships, on-campus and off-campus sexual violence resources and support information. Attendance at the Durham College.

- **Social Media Campaigns:** The SVEPC leveraged popular social media trends among campus users to disseminate Sexual Violence education, awareness, and promote events and training opportunities for all campus community members. "Yes Means Yes at DC" Instagram page dedicated

to Sexual Violence and Consent Culture awareness to date has 524 followers.

- **Student Sexual Violence Training Modules:**

Prep 1000: DC's first-year experience course, as well as a discussion on how to navigate the first year of college. This module introduces students to strategies and resources available to ensure success as a new student. **The office of Student Development has embedded a Sexual Violence awareness module within this course, content for this section is developed by the SVEPC.** *Course is listed as Mandatory for students; not enforced.*	Approximately 5,770 students have completed this course. *Total number of completions between January 2023- September 2023*
Sexual Violence First Aid: This training course educates participants in trauma informed approaches and provides tools and resources for supporting survivors in immediate needs, in addition to providing crisis support until professional help is obtained. Content creation was developed in partnership with The Durham Rape Crisis Centre. *Participation is Voluntary*	Users to date: 1,082 Average quiz score: 89. 65% *Total number of users is from date of module launch to September 2023.*
Leadership Certificate - Diversity, Self-Awareness and Action: The third section addresses the Sexual Violence policy (ADMIN-244), consent, support and resources options and ways to take action against Sexual Violence.	Users to date: 5, 689 Average quiz score: Not applicable. *Total number of users is from date of module launch to September 2023.*

- **Staff & Faculty Sexual Violence training modules:**

Responding to Sexual Violence on Campus *Participation and completion is mandatory, Human Resources tracks and ensures compliance of all new hires.*	Total completed: 103 *Total number of completions between December 2022-September 2023*

Sexual Violence First Aid *Participation is Voluntary*	Total Completed: 29 *Total number of completions between December 2022- September 2023*

Sexual Violence Education and Prevention Priorities for the 2023-2024 academic year:

- Launch two (2) in-person Sexual Violence Workshops for both Staff/ Faculty and or Student audiences;
- Develop a social media strategic plan to increase education and awareness reach to campus community members;
- Update the Sexual Awareness pages on the Durham College external website
- Revise and launch a new informal incident report form;
- Increase 2SLGBTQIA+ programming, and resources;
- Maintain and build campus and community relations and partnerships.

The SVEPC is responsible for leading this work and ensuring completeness, reporting to the Director of Equity, Diversity and Inclusion at mid-term, January 2024 and of reporting cycle, September 2024.

5. Financial/Human Resource Implications

The implementation of the Act continues to require dedicated resources, to ensure training materials remain relevant and responsive to the community's needs. Additionally, it required that every employee and board member continue to participate in mandated training to understand roles in policy compliance. It requires coordination between the Director of Campus Safety and the Director of OEDI for the continued management of all components of the Act.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for OTU

Ontario Tech University is also required to provide statistics to its Advisory Committee on Student Sexual Violence Prevention and Support and the Board of Governors.

8. Relationship to the Strategic Plan/Business Plan

This subject pertains to the "our people" and "our students" pillars in the strategic plan, and business plan to foster a positive and inclusive work environment that is diverse, inclusive, and respectful. Additionally, to ensure Durham College achieves Bill 132 compliance.

Public Report

Report Number: BOG-2023-88

To: Board of Governors

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

Date of Report: October 2, 2023

Date of Meeting: October 11, 2023

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

1.   Purpose

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

2.   Recommendation

This report is being presented for information only.

3.   Background

Enrolment targets establish the foundation for college budgets and strategic planning. Durham College (DC) 2023-2024 enrolment targets were finalized in February 2023 and are monitored based on enrolment trends, institutional capacity, and the impact of external factors such as changing economic conditions, evolving employer expectations, shifts in governmental focus, etc.

4.   Discussion/Options

DC's total Fall 2023 enrolment at day 10 is 12,628, which is comprised of 7,344 new and 5,284 returning students. As shown in Table 1, total student enrolment was at 113.0 per cent of budget for day 10 of the semester.

Table 1

Total Enrolment	Budget 2023	Day 10 2023	Percent of Budget
New Students	6,382	7,344	115.1%
Returning Students*	4,793	5,284	110.2%
Total	**11,175**	**12,628**	**113.0%**

* In addition to the figures shown above, in Fall 2023 there were 879 students in total in the Collaborative Bachelor of Science in Nursing (BScN) program as of day 1.

New student enrolment was very strong, with Fall 2023 increasing to 115.1 per cent of budget. Numerous initiatives were collaboratively designed and implemented by teams from the Office of the Registrar, Communications & Marketing, Academic Faculties, and the College's Enrolment Advisory Committee and Enrolment Management Group to grow domestic enrolment. These included providing increased opportunities for prospects to visit DC's campuses, more visits with high schools and participation in community events, increased use of email, call campaigns and social media, development of new recruiting videos, updated web pages, implementation of a Student Ambassador program, and many more. In addition, factors such as continued strong demand by international students to study at DC, combined with faster visa processing and higher acceptance rates by Immigration, Refugees and Citizenship Canada (IRCC), resulted in increases to the College's incoming international student population.

Returning student enrolment was also strong, coming in at 110.2 per cent of budget. This improvement was influenced by many factors including the launch of the new student portal (MyDC), increased use of DC's mobile app and many strategies implemented within the Faculties. Social media usage also grew to help keep the student population well-informed.

Table 2 provides a snapshot of the day 10 Fall total enrolment figures (i.e. new plus returning) over the past five years. A year-over-year comparison shows that total enrolment for Fall 2023 was 117.4 per cent of the figure for Fall 2022.

Table 2

Total Enrolment*	Day 10 2019	Day 10 2020	Day 10 2021	Day 10 2022	Day 10 2023	Fall 2023 vs Fall 2022
Total	11,657	10,719	10,626	10,760	12,628	117.4%

* In addition to the figures shown above, as of day 10 in Fall 2021, there were 118 returning funded PSW students. In Fall 2022 as of day 10, there were 49 funded returning ECE students plus 24 returning funded PSW students.

For the Collaborative Bachelor of Science in Nursing (BScN) program, total Fall enrolments were 772 in 2020, 813 in 2021, 805 in 2022 and 879 in 2023 as of day 1.

4.1 Fall Domestic Enrolment

DC Fall 2023 total domestic student enrolment stood at 105.8 per cent of the budget on day 10 of the semester, as shown in Table 3, below. The breakdown of new and returning domestic students is also shown.

Table 3

Domestic Enrolment*	Budget Fall 2023	Day 10 Fall 2023	Percent of Budget
New Students	4,783	5,153	107.7%
Returning Students	3,473	3,585	103.2%
Total	**8,256**	**8,738**	**105.8%**

* In addition to the figures shown above, in Fall 2023 there were 879 students in total in the Collaborative Bachelor of Science in Nursing (BScN) program as of day 1.

In Fall 2023, new domestic student enrolment rose to 107.7 per cent of budget. A strong focus on activities designed to increase not only the number of applications received, but also to improve the conversion rate from applications to registrations was largely responsible for this growth.

Returning domestic student enrolment stood at 103.2 per cent of budget as of day 10. This increase was associated with a variety of activities, such as improving the frequency and clarity of our communications with students, as well as making ongoing improvements to student services and supports (such as launching a Visual Schedule Builder). It is also possible that students are feeling more confident about remaining in college given that the pandemic is no longer a concern.

Table 4 identifies total domestic student enrolment over five years. In Fall 2023, total domestic enrolment increased to 107.2 per cent of the figure for day 10 of Fall 2022.

Table 4

Domestic Enrolment	Day 10 2019	Day 10 2020	Day 10 2021	Day 10 2022	Day 10 2023	Fall 2023 vs Fall 2022
Total	9,669	9,235	8,625	8,152	8,738	107.2%

* In addition to the figures shown above, as of day 10 in Fall 2021, there were 118 returning funded PSW students. In Fall 2022 as of day 10, there were 49 funded returning ECE students plus 24 returning funded PSW students.

For the Collaborative Bachelor of Science in Nursing (BScN) program, total enrolments were 772 in 2020, 813 in 2021, 805 in 2022 and 879 in 2023 as of day 1.

4.2   Fall International Enrolment

DC Fall 2023 total international student enrolment was 133.3 per cent above budget at day 10 of the semester, as shown in Table 5, below. The breakdown of new and returning international students is also shown. Total international enrolment included students from 80 countries.

Table 5

Budget: International	Budget Fall 2023	Day 10 Fall 2023	Percent of Budget
New Students	1,599	2,191	137.0%
Returning Students	1,320	1,699	128.7%
Total	**2,919**	**3,890**	**133.3%**

International new student enrolment on day 10 of the Fall 2023 semester was 137.0 per cent of the Fall 2022 figure. Returning international enrolment was 128.7 per cent of the Fall 2022 figure.

Table 6 compares the change in total international student enrolment over five years. For the Fall 2023 semester, total international enrolment has increased to 149.2 per cent of the figure for Fall 2022.

Table 6

International Enrolment	Day 10 2019	Day 10 2020	Day 10 2021	Day 10 2022	Day 10 2023	Fall 2023 vs Fall 2022
Total	1,988	1,484	2,001	2,608	3,890	149.2%

4.3   Summary

DC's total Fall 2023 enrolment was 12,628, which translates to 113.0 per cent of the budget target as at day 10 of the semester. This accomplishment was not isolated to only selected areas of the college; every Faculty exceeded their enrolment budgets. Fifteen other post-secondary institutions in Ontario also realized overall year-over-year domestic growth, with Fall 2023 figures averaging 102.7 per cent of those in the previous year. DC significantly exceeded this average by achieving 105.8 percent growth over the same period.

5. Financial/Human Resource Implications

DC Fall 2023 day 10 total domestic enrolment achieved 105.8 per cent of the budget target. Day 10 international total enrolment exceeded the budget target by 133.3 per cent. It is estimated that these strong overall enrolment results will increase post-secondary tuition revenue for the Fall 2023 semester.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

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

 Public Report

Report Number: BOG-2023-80

To: Board of Governors

From: Don Lovisa, President + Peter Garrett, Manager, Strategic Reporting and Government Relations

Date of Report: October 2, 2023

Date of Meeting: October 11, 2023

Subject: First Update on the 2023-2024 Business Plan

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1.   Purpose

The purpose of this report is to provide the first update on the 2023-2024 Business Plan.

2.   Recommendation

This report is being presented for information only.

3.   Background

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

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

The Durham College Board of Governors approved the 2023-2024 Business Plan at its meeting of May 10, 2023 (Report BOG-2023-41). The plan was developed with input, direction, review and guidance representing all departments, schools and areas of operation on the campus, led by the Durham College Leadership Team (DCLT).

4. Discussion/Options

The following describes the progress made to date within the pillar of our Students. For the 2023/2024 reporting season, the board has requested each update focus on one pillar, with the intent of elaborating on key initiatives in this report to provide the board with more detail on these actions. The first update will look at Our Students, the second update will look at Our People, and the final update will look at Our Work as well as Our Community.

The accompanying 2023-2024 Business Plan Scorecard describes in detail the progress made on each objective; the majority of activities for the 116 actions are tracking well for completion with twelve (12) items completed to date. There are five (5) items marked as On Hold, and one (1) Delayed. Some items marked as On Hold or Delayed are the result of internal turnover which have led to delays in some actions until the new staff are onboarded. One item marked on hold is due to a provincial consultation around accessibility for Ontarians with disabilities which is taking place this fall. Once the new standards are released work around training on campus can begin.

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

This year the Durham College community successfully welcomed staff and students back on campus. We welcomed more than 3,900 students to Fall Orientation, where students participated in program orientations and fun events to help them adjust to college life. These activities provided new students with the chance to meet employees and faculty members, explore campus services, and learn about their programs while building connections and friendships.

Additionally, nearly 1,600 international students received support for adapting to the Canadian classroom and finding part-time employment opportunities. This year, the Campus Cup tournament also took place again between the DC Lords and the OTU Ridgebacks – a demonstration of the spirit of sport and comradery between our two campuses. DC's men's soccer team took home the cup this year.

Orientation

Campus Cup

Key highlights from the scorecard on Our Students include:

4.1 Leading the way in community partnerships

- As the year starts there are more than sixty (60) students engaged in applied research projects. One example includes a new chatbot function which will begin testing this fall that was developed in the AI Hub.
- DC is creating new opportunities for students to engage in their community through the TeachingCity and CityStudio partnerships.
- Eight projects to date are ongoing, with more being confirmed as the school year progresses.
- Two events to highlight:
    o DC led a presentation on TeachingCity at the Co-operative Education and Work-Integrated Learning Canada (CEWIL) 2023 national conference. The conference took place in Halifax in June.
    o CityStudio's first ever in-person event was held in DC's Centre for Innovation and Research this past spring, showcasing student success in innovative projects.
- TeachingCity is a collaboration with the City of Oshawa and local post-secondary institutions. Since 2017, DC and the City of Oshawa, along with their other educational partners, have collaborated on 55 applied research projects, creating opportunities for 1,711 students and 135 post-secondary faculty to address a number of topics.
- CityStudio is a similar program hosted by the Region of Durham. This partnership has a webpage where faculty and regional staff can post and view potential project ideas to initiate collaboration. These projects are faculty-led, while providing students with work integrated learning opportunities.

4.2 New co-op/work-term options

- This fall, four new work-integrated learning options launched in:
    o Cloud Computing graduate certificate
    o Fire Prevention Technology advanced diploma
    o International Business Management graduate certificate
    o Project Management graduate certificate
- Co-op term for Data Analytics for Business Decision Making graduate certificate will launch in winter 2024.

- All of these options have launched and are being promoted to students through a number of activities including program orientation, program online webpages, upcoming co-op information nights and more.

4.3 New programs launched – to be launched

- Five new programs have been successfully launched this semester:
  - Cloud Computing, graduate certificate (59 students)
  - Recreation Therapy, diploma (34 students)
  - Fire Prevention Technology, advanced diploma (29 students)
  - Honours Bachelor of Paralegal (17 students)
  - Honours Bachelor of Community Mental Health (36 students)
- Seven three-year degrees have been added to the five-year new program development process:

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.

2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

The 2023 – 2024 business plan builds on the college's commitment to excellence in innovative education. Respect and inclusivity remain at the heart of our actions as we support our students, people, work, and community. Together, our campus will continue exploring new ways of teaching and learning, connecting communities and finding solutions for complex problems.

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:
	• Fall 2023:
	  o Cloud Computing, graduate certificate
	  o Recreation Therapy, diploma
	  o Fire Prevention Technology, advanced diploma
	  o Honours Bachelor of Paralegal
	  o Honours Bachelor of Community Mental Health
	• Winter: 2024
	  o Science and Engineering Fundamentals Ontario certificate
		• Successfully launch new programs.	• Executive vice president, Academic	• Five new programs successfully launched in fall 2023:
				  o Cloud Computing, graduate certificate (59 students registered)
				  o Recreation Therapy, diploma (34 students registered)
				  o Fire Prevention Technology, advanced diploma (29 students registered)
				  o Honours Bachelor of Paralegal (17 students registered)
				  o Honours Bachelor of Community Mental Health (36 students registered)
					On Track

1

2023-2024 Business Plan Scorecard

	• Strategically identify new areas of programming.	• For 2023-2024, pick up new OntarioLearn courses as appropriate to Professional and Part-time Learning (PPL); identify new professional development offerings through third parties; and/or leverage in-house development.	• Executive vice president, Academic	• Launch of first degree-level course in PPL (one breadth picked up, another under consideration); researching and consulting on several new program and course ideas; pursuing accreditation with the Ontario College of Teachers to become a provider of Additional Qualifications.	**On Track**
	• Develop pilot for program health matrix dashboard, including program costing, to assess program quality and viability.	• Program health matrix dashboard developed and shared by March 2024.	• Executive vice president, Academic	• Conceptual development currently in progress.	**On Track**
	• Complete a successful College Quality Assurance Audit Process (CQAAP) cycle.	• Submit the CQAAP self-study (April 2023). • Conduct site visit (June 2023). • Respond to panel report (August 2023).	• Executive vice president, Academic	• Mature status granted with all standards met, after submission of the self-study submitted and site visit completed. Signed Panel Report returned to Ontario College Quality Assurance Service.	**Completed**
2. Provide exceptional learning experiences in and out of the classroom.	• Complete a comprehensive review and develop a plan for the integration of the One Card app with campus services for a seamless approach to access, credentialing and payment.	• Integration of campus services including student meal plan, printing services, library card, athletics, parking, vending, access control, event attendance, etc. Various components to be brought online beginning with meal plan then printing	• Chief administrative officer • Vice president, Administration & Chief financial officer	• A solution allowing meal plans to be accessed on the One Card app has been rolled out. This temporary solution will be in place until proximity technology can be introduced. A temporary solution allowing printing services to be used from an app is currently being rolled out until a more permanent solution using the One Card app is enabled.	**On Track**

	and door access.			
	• Leverage the Digital Learning Taskforce to develop a course delivery roadmap, a plan to renew educational technology resources, a flexible technology plan and a Digital Learning Strategy.	• By March 2024: ○ Create and launch a course development roadmap supporting online, hybrid, flexible and HyFlex. ○ Establish initiative to renew selected educational technology and digital learning resources. ○ Develop a plan for high-quality, easy-to-use, flexible technology in collaboration with IT Services. ○ Develop, launch and promote Digital Learning Strategy.	• Executive vice president, Academic	• Roadmap in development for fall 2023 as part of the Digital Learning Steering Committee workplan. • Resources selected for 2023-24 deliverables determined and communicated via CTL webpage. • Classroom Standards deliverable is now included in the Digital Learning Steering Committee working group; first meeting planned in fall 2023. • Digital Learning Framework was developed, objectives and deliverables of the framework are in progress.	<mark>On Track</mark>
	• Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create and expand work-integrated	• Target: 15 projects with CityStudio Durham and TeachingCity Oshawa partners by March 2024. • Showcase success of TeachingCity Oshawa model in	• Executive vice president, Academic	• Project development continues with CityStudio Durham and TeachingCity Oshawa partners. Eight projects are ongoing or confirmed to date. Planning is also underway for City of Oshawa staff to tour Centre for	<mark>On Track</mark>

	learning opportunities for DC students.	contributing to experiential learning and community building by leading a session at Co-operative Education and Work-Integrated Learning Canada (CEWIL) national conference by March 2024. • Host CityStudio spring 2023 Hubbub, showcasing student success and innovative projects.		Innovation and Research and network with DC staff and faculty. • In June, led a session at the 2023 CEWIL Canada national conference in Halifax in collaboration with City of Oshawa, highlighting the TeachingCity Oshawa model in contributing to experiential learning and community building. • Hosted the first in-person CityStudio Hubbub in April, showcasing student success and innovative projects.	
3. Be a champion of experiential learning, global engagement and applied research opportunities.	• Launch applied research projects with a focus on the Barrett Centre urban farm.	• Secure at least one applied research project with an external partner by March 2024.	• Executive vice president, Academic	• Securing an external partner for applied research project is ongoing. Barrett Centre funded on campus research project started.	<mark>On Track</mark>

	• Launch development of high-quality work-integrated learning (WIL) options that strengthen connections to industry with five new co-op/work term options.	• Four WIL options launched in fall 2023:
		  ○ Cloud Computing graduate certificate
		  ○ Fire Prevention Technology advanced diploma
		  ○ International Business Management graduate certificate
		  ○ Project Management graduate certificate
		• One launch in winter 2024:
		  ○ Data Analytics for Business Decision Making graduate certificate
			• Executive vice president, Academic	• Launched four new co-op and work-term options for fall 2023 and one for winter 2024.
				• All program webpages have been updated to promote the co-op opportunities.
					<mark>Completed</mark>

• Support more than 250 students in securing and completing co-operative education and work term opportunities.	• Students appropriately supported by the completion of their co-op/work terms by March 2024.	• Executive vice president, Academic	• Supported 139 students in securing and completing summer 2023 work terms and 39 students in securing fall 2023 work term employment (ongoing). • 128 students are currently being supported for summer 2024 work terms.	**On Track**
• Implement CEWIL Innovation Hub (iHub)-funded projects with industry and community partners.	• Four CEWIL iHub projects implemented in the year. Conditional on fall 2023/winter 2024 funding call, explore and develop iHub proposals to support new WIL initiatives, and support faculty in executing successful projects.	• Executive vice president, Academic	• Four CEWIL iHub projects have been successfully implemented and completed to date. Reporting is underway. • Five new CEWIL iHub proposals were developed for the fall 2023 funding round. All were successful, totalling $275K and creating WIL opportunities for over 150 students. Implementation is underway.	**On Track**
• Provide recommendations for improved work-integrated learning processes to ensure efficient and consistent management of curricular WIL and enhance and increase WIL employer engagement.	• Complete information gathering and internal stakeholder consultations by May 2023. Develop a set of recommendations to Academic Leadership Team and Executive Vice President, Academic, by June 2023. Resource permitting, implement approved recommendations.	• Executive vice president, Academic	• Initial information gathering completed. Additional stakeholders identified. Consultations scheduled for October. Recommendations to ALT and EVPA delayed to December 2023.	**On Track**

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• Expand and support Faculty-Led Classroom Abroad (FLCA) opportunities.	• Investigate new FLCA opportunities across all Faculties in 2023-2024. • Introduce a minimum of one new FLCA opportunity in at least three Faculties.	• Executive vice president, Academic	Social Sciences • Behavioural Science – Honours Bachelor/ Behavioural Science Technician project approved and Business Travel and Insurance forms submitted. On track for February 2024 implementation. • Social Services Worker program team and International Education office working with two organizations to facilitate a placement in either Costa Rica or Guatemala for Spring 2024. Science, Engineering and IT • Architecture application approved, with students scheduled to travel this academic year. Skilled Trades/Horticulture & Hospitality • Explore new FLCA for Horticulture – Food and Farming and Tourism – Destination Marketing students. Health Sciences • FLCA proposal approved • Pre-Departure meetings held in Sept. 2023 for Dental FLCA to Costa Rica • Dental Hygiene Team: Students and faculty will travel to Costa Rica over Oct 2023 break week to deliver oral health education to vulnerable communities and learn about determinants of health in this region Media Art & Design • Facilitating a FLCA to Guatemala to explore new activities.	

	• Re-establish 48-Hour Film Challenge to engage students in four programs in Faculty of Media, Art & Design.	• 48 Hour Challenge successfully delivered by February 2024.	• Executive vice president, Academic	• Planning meetings for this event are taking place in October.	**On Track**
	• Increase student experiential opportunities in applied research projects.	• At least 20 students engaged in applied research opportunities by March 2024.	• Executive vice president, Academic	• Sixty-one students have been hired to date: Social Impact Hub–7, Mixed Reality Capture Studio-9, Cyber Security-11, Centre for Craft Brewing Innovation-8, AI Hub-23, OVIN-2, Other-1.	**On Track**
	• Embed formal resiliency certification (Warrior 21) into emergency services programs.	• Train-the-trainer program arranged for April/May 2023 for a fall 2023 implementation into Police Foundations, Protection, Security and Investigation, Law Clerk Advanced, 9-1-1 Emergency and Call Centre Communications and Firefighter – Pre-Service Education and Training, and Paramedic programs.	• Executive vice president, Academic	• Faculty training complete and certification embedded in Police Foundations, Protection, Security and Investigation, Law Clerk Advanced, 9-1-1 Emergency and Call Centre Communications and Firefighter – Pre-Service Education and Training, and Paramedic programs as of fall 2023.	**Completed**
	• Collaborate with the Campus Health and Wellness Centre (CHWC) and the Office of Equity, Diversity and Inclusion (OEDI) on	• By March 31, 2024, develop and implement at least two new workshops/events in collaboration with CHWC and OEDI that focus on international student	• Executive vice president, Academic	• First workshop on belonging and cultural adaptation held May 8; second Global Cafe, checking in on international students' wellness June 20; third Global Cafe 'let's talk housing' on July 27. • Collaborating with the Social Service Worker	**On Track**

	workshops/events that promote a sense of belonging for international students.	belonging (total of six per year).		clinic, whose students serve as co-facilitators. This gives DC students an opportunity to live their learning.	
4. Develop and create opportunities to build student resilience, competence, personal capacity and life-enhancing skills.	• Develop student global competency skills program.	• By March 31, 2024, have a minimum of 50 new students enrolled into the Global Competency program, with at least 10 students completing it successfully.	• Executive vice president, Academic	• Seventy-two students enrolled in Global Competency program and three successfully completed in May. Working with C+M on promotional communications for fall 2023.	**On Track**
	• Develop digital-by-design student resources that support digital delivery modes as part of the Digital Learning Strategy.	• Student-facing resources to support online, hybrid, and flexible learning by March 2024.	• Executive vice president, Academic	• Planned deliverables for the Digital Steering Committee for winter 2024.	**On Track**
	• Review and enhance FastStart's (FS) online programming to elevate student understanding of concepts and navigation of the program and resources.	• By March 2024, implement: o Welcome to FS 360 introduction video o Module Based tutorials updated o Student Roadmap graphics added o Alumni Advice/Showcase hosted	• Executive vice president, Academic	• New workbook for students is nearly complete. FS 360 course content is currently being revised and expected to be published on DC Connect by mid-September. Student roadmap graphics have been added.	**On Track**

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2023-2024 Business Plan Scorecard

• Develop a student-facing, Learning Management System (LMS)-integrated support for academic integrity for faculty to integrate into their structured course content.	• Develop a DC Connect module on academic integrity for faculty to import into their course shells by March 2024.	• Executive vice president, Academic	• Development in process; launch planned for winter 2024.	**On Track**
• Student Development Office to develop opportunities for students to build personal capacity and life-enhancing skills by collaborating with the Career Development Office on the delivery of Institute of Student Leadership (ISL) sessions.	• Introduce personal assessment session and tools. • Develop a personal reflection guide.	• Chief administrative officer • Dean, Students	• Continuously researching different assessment tools and working on a list of assessments. • Purchased How to Fascinate assessment test codes. • Intro to Assessment Tools workshop in development. • Personal reflection guide in development.	**On Track**
• Campus and Health and Wellness Centre (CHWC) to decrease barriers for students to access Wellness Coaching.	• Within current physical space, at Oshawa campus, create a 'Wellness Den' space to facilitate weekly drop-in sessions and outreach activities to increase student engagement with their own personal wellness.	• Chief administrative officer • Dean, Students	• Wellness Den space has been created and is open for drop-ins from 10-2 every Wednesday. • Wellness coaches have increased outreach activities in Oshawa and Whitby.	**On Track**

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2023-2024 Business Plan Scorecard

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.	• Update communications courses to support durable skill transfer leveraging current educational technology.	• Develop a refreshed first-semester communications course. Consultation and redevelopment work will occur in 2023-2024, with the first delivery planned for fall 2024.	• Executive vice president, Academic	• Course Learning Outcomes and assessment plan drafted. Weekly plan developed for development in fall 2023.	**On Track**
	• Establish Scholarship of Teaching and Learning (SoTL) research teams to investigate impact of teaching for skills transfer (durable skills).	• Establish a minimum of three SoTL team projects.	• Executive vice president, Academic	• Project underway with five faculty participating; two additional SoTL projects in progress.	**On Track**
	• Embed instructional approaches and assessments that target durable skill development.	• Embed explicit approaches that focus on the development of durable skills (critical thinking; creativity; communications) into a minimum of three courses by March 2024.	• Executive vice president, Academic	• Planned PD opportunities during divisional meetings that focus on instructional practices and formative assessments.	**On Track**
6. Cultivate relationships with students that extend beyond graduation.	• Using data gleaned from alumni engagement study, benchmark current engagement and develop plans to measure, track and increase engagement.	• Solid understanding of DC alumni engagement benchmarked against other colleges. • Plan to continually measure engagement. • Introduce new programming based on survey results.	• Associate vice president, Development and Alumni Affairs	• Survey completed and data in play to develop plan. • Established a college-wide Alumni Engagement Task Force. • Booked Alumni Engagement workshop for early November. • Achieved funding from Durham College Alumni Association to hire an Alumni Engagement Officer – one year contract.	**On Track**

	• Deepen relationships with international alumni.	• Increase international alumni mentor database by 3-5 participants. • Launch International Alumni LinkedIn page.	• Associate vice president, Development and Alumni Affairs	• International Alumni LinkedIn page is operational. •	On Track
	• Introduce DCAA Marketplace (a showcase for alumni-owned business) on the DC Connect app.	• Develop communications plan designed to encourage DC alumni business owners to participate. • Develop incentives for participation. • Target 25 businesses participating.	• Associate vice president, Development and Alumni Affairs	• DCAA Marketplace is active with 31 participants so far. • Communications plan is active both encouraging alumni to list their business and promoting those businesses listed.	Completed
	• First Peoples Indigenous Centre (FPIC) to develop an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.	• Assessment/Survey of Alumni to determine alumni who identify as Indigenous. • Conduct outreach to Indigenous alumni to see if there is an interest in forming a network.	• Chief administrative officer • Dean, Students • Associate vice president, Development and Alumni Affairs	• Has been on hold • In the meantime, an indigenous Fall Feast event is scheduled for October – 25 participants identified so far.	On Hold
7. Champion the necessity and value of life-long learning.	• Collaborate on Nursing Transformation Initiative Pathways.	• For 2023-2024 host and pick up OntarioLearn courses to provide pathways for internationally educated nurses and Personal Support Workers (PSWs) bridging to Practical Nursing.	• Executive vice president, Academic	• Pathway courses picked up via OntarioLearn; DC hosts two courses hosted in the PSW to Practical Nursing bridge.	On Track

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• Enhance current dual credit offerings by offering an additional three new dual credits.	• Develop and offer at least one new dual credit option in at least two different Faculties by March 2024.	• Executive vice president, Academic	Science, Engineering and IT • Dual-credit established with St. Stephen's Catholic High-School and DCs Honours Bachelor of Artificial Intelligence - first run - Fall 2023. Business • Continuing to investigate opportunities with regional school boards.	<mark>On Track</mark>
• Increase micro-credential offerings.	• Develop a plan to launch three micro-credentials. Launch at least one by winter 2024.One will focus on urban farming that is expected to begin content development by spring 2024.	• Executive vice president, Academic	• Concept paper is being developed	<mark>On Track</mark>

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2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

OUR PEOPLE

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

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Attract and retain highly qualified, creative and collaborative employees.	• Achieve Top Employer and Greenest Employer designations.	• Strategically identify DC initiatives and milestones for inclusion in award applications. • Promote application highlights to all DC employees through ICE.	• Chief administrative officer	• 2023 Canada's Greenest Employer award announcement completed in April 2023. • 2024 application submitted May 2023. Condensed version of the application package will be shared on ICE in November/December 2023 when the awards are announced. • Condensed version of the 2023 application package was promoted on ICE. This aligned with our 2023 awards announcements.	On Track
	• Build targeted recruitment campaigns for high-growth program areas of the college.	• Work with department leadership to identify areas of expected growth. • Pilot an online employer branding and job promotional campaign for work at the college. • Enhance recruitment activity metrics.	• Chief administrative officer	• Recruitment activity metrics captured in the Jan-Aug HR & Equity In-Year report. • LinkedIn pilot for job postings and employer of choice branding showing improved applicant numbers and visits/interest in the DC LinkedIn job related sites via LinkedIn metrics.	On Track

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2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Implement improved employee onboarding processes.	• Establish steering and operational committees. • Review current state processes. • Create documentation and identify gaps. • Develop proposals for improvements and implement them.	• Chief administrative officer	• Committees established and detailed current state process documentation and maps developed for each staffing group and employee classification for onboarding, offboarding and internal movement. • Surveyed committee participants, new employees, and employees who have moved internally to assist in gap analysis. • Developed recommendations for proposed improvements presented to steering committee.	On Track
2. Develop teams whose work exemplifies our mission, vision and values.	• Provide professional development (PD) opportunities for all employee groups.	• Provide a calendar of PD, Wellness and EDI development opportunities for all employee groups. • Enhance PD opportunities available through the Brightspace platform. • Implement renewed credential verification and license renewal processes.	• Chief administrative officer	• Fall 2023 PD and Wellness Program to be announced September. • New modules have been added to Brightspace • Credential and license records audit and review of process was conducted Summer 2023. • Next steps: Create a documented process for receiving and recording faculty credentials and licenses, and a schedule for renewals.	On Track

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Respond to employee Pulse survey results.	• Develop a framework to review, assess, communicate and address results.	• Chief administrative officer	• Winter 2023 Pulse survey results were posted on ICE. HR has a dedicated page for The Pulse: Employee Pulse Survey • Fall Pulse Survey: November 6-15, 2023	<mark>On Track</mark>
	• Support the college in achieving its enrolment goals by implementing new or enhanced Communications, Marketing, and Recruitment strategies by March 2024.	• Develop a comprehensive communications strategy which includes content marketing, media relations, and web. • Execute a marketing strategy for Metrolinx, degrees, signature and priority programs, and intakes. • Produce expanded digital assets including program videos, social media, Leading the Way video, interactive map, virtual tour and mobile app. • Develop improved recruitment strategies to generate new leads and applications, including deliberate and increased presence in communities and secondary schools identified by market share data, enhanced lead generation practices, recruitment events and communication.	• Chief administrative officer	**Communications:** Developed content marketing strategy with 150 recruitment emails and 50 admissions emails. **Metrolinx (Oshawa GO):** Oshawa GO marketing is in place, including presence in-train, platforms, e-newsletter, digital screens across the GO network. **Marketing:** Campaigns are in market for Degrees, Signature and Priority (SPP) programs, Winter, Spring and Fall intakes through digital, print, social media and out-of-home channels. Final results will be reported in Q4 update. **Digital:** • 50+ GB of content has been captured and 21 videos have been created to date.	<mark>On track</mark>

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We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				• 50 student social media content creators on-boarded. • 12 program videos underway. • New Leading the Way video underway. • Development of the new interactive map in progress with 7,000+ campus content items. A soft launch is scheduled for October 2023 **Recruitment:** • Completed 115 recruitment events and have secured 271 recruitment bookings for the fall recruitment season, an increase of 183% over the previous year. • Launched a direct recruitment strategy to target new lead generation in the GTA secondary schools to expand our reach. • Enhanced use of the Salesforce (CRM) to integrate personalized and ongoing communication with leads.	
	• Support employee engagement by launching an internal newsletter that informs staff of DC-focused content and information to support their work while streamlining content.	• Successfully launch weekly newsletter by May 30, 2023.	• Chief administrative officer	• Launched internal weekly newsletter August 2023.	Completed

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2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Promote and award employee awards of excellence for those who are 'leading the way' in their area of expertise. • Facilitate external CiCan award nominations.	• Promote awards programs. • Chair review of nominations for DC program and coordinate recognition event to acknowledge all nominees and selected award winners.	• Chief administrative officer	• 2023 Employee Awards of Excellence nomination period closed on June 29, 2023. Received nomination for each staffing category and team category. • EAE Selection Committee will meet in September to determine winners. • Winners will be announced on ICE in October, followed by a celebration luncheon with DCTL. • Nominees were recognized at the Academic Kickoff in August 2023.	On Track
3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.	• Revise Accessibility for Ontarians with Disabilities Act (AODA) for educators training to support equity and inclusion.	• Redevelop AODA for Educators based on Web Content Accessibility Guidelines (WCAG) 2.1. • Collaborate with Accessibility Coordinating Committee. • Launch by March 2024.	• Executive vice president, Academic	• The ministry is conducting provincial consultations with all post-secondary institutions in fall 2023 around new AODA requirements. • Once new standards are released, changes to the training requirements will be incorporated.	On Hold
	• Champion Whitby campus health and safety initiatives.	• Enable AODA-accessible campus. • Update safety signage on campus by March 2024.	• Executive vice president, Academic • Chief administrative officer	• Signage updated, green books and first aid kits have been installed and a maintenance cycle has been established.	Completed

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Increase DC community participation in intercultural and global competency training.	• Ensure 20 employees have completed at least one of the face-to-face Intercultural Awareness Modules (2 to 5) by December 2023, and at least 400 employees have completed Intercultural Awareness Module 1 by March 2024.	• Executive vice president, Academic	• Nineteen employees completed at least one face-to-face Intercultural Awareness Module in June 2023. • Plans are in place to revise the program based on the feedback from the initial sessions.	On Track
	• Enhance accessibility in the classrooms by installing 10 AODA-compliant podiums.	• Purchase podiums. • Identify classrooms that would get new podiums. • Install 10 podiums before March 31, 2024.	• Chief administrative officer	• Ten podiums were purchased. • The classrooms that need AODA-compliant podiums were identified. • Five podiums have been installed already.	On Track
	• Provide college-wide EDI programming for employees and students on a variety of educational topics as well as host recognition events.	• Launch annual EDI work plan. • Continue to enhance organizational communications on work plans and objectives. • Plan an annual calendar of events sponsored by EDI Office.	• Chief administrative officer	• Office of EDI workplan developed and presented to DCLT; operational plans in development. • Durham College community Pride BBQ hosted in June 2023. • Communication plan for EDI survey results underway.	On Track
	• Expand EDI resources and supports for students and employees.	• Collaborate with college departments to facilitate objectives in the Ontario Post-secondary Access and Inclusion Program (OPAIP) application. • Continue to develop EDI website resources.	• Chief administrative officer	• Working group established and meetings scheduled, to ensure collaborative effort on OPAIP program reporting. • EDI Training request process formalized and integrated with management development series.	On Track

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Continue to build community connections in support of EDI resources for employees and students.	• Attend and host community organizations' committees and events to support the promotion of pathways to post-secondary through the RISE program.	• Chief administrative officer	• Congress of Black Women Durham – 150 prospective students • J. Clarke Richardson Collegiate by Durham 1 – 50 Students • Adult dual credit workshop for basic electric and wood construction – 11 students. • Cypher Conference and Durham Black Educator Network – 300 Students. • Continued membership on Women's Committee of Durham Region, Ontario Colleges Sexual Violence Response and Prevention Network.	On Track
	• Provide intuitional EDI leadership and support to related activities and groups e.g. Black Student Success Network (BSSN), EDI working group, Wellness Committee.	• Continue to build framework for EDI working group. • Provide ongoing support and consultations on initiatives that address anti-Black racism to BSSN.	• Chief administrative officer	• Presentation to EDI committee in June 2023 on EDI and strategic planning. • BSSN program planning session held in Spring. • Residence Advisor group trained on Understanding Healthy Relationships. • Class visits to the Whitby campus to share messaging about the SV Policy. • Instagram Live Real Talk session with Residence on Consent Culture. • 250 attendees at annual Pride BBQ. • Attended Spring and Fall Orientation activities at both Whitby and Oshawa Campuses to promote services offered by EDI Office.	On Track

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2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• 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	• Sexual violence report to be presented at October's DCLT meeting.	**On Track**
4. Empower and support employees to be entrepreneurial, innovative and strategic.	• Provide website resources for faculty to support the development of course assessment and instructional design contributing to the Digital Learning Strategy.	• Update the Assessment & Evaluation page and Planning to Teach web pages to include a broader scope of information and at least six new resources.	• Executive vice president, Academic	• Four new resources launched in summer 2023: High quality online learning considerations; Developing a Flexible Course website; Digital Delivery Modes resource; Lesson Plan templates for digital delivery modes.	**On Track**
	• Develop and launch course exemplars in digital delivery modes (e.g., flexible, HyFlex, online synchronous, etc.) as part of the Digital Learning Strategy.	• Course exemplars developed and launched by March 2024.	• Executive vice president, Academic	• Online Asynchronous Exemplar launched in the self-registration portal in August 2023, remaining exemplars in development.	**On Track**
	• Explore and innovate educational technology to evaluate its impact on student learning.	• Enable a minimum of one SoTL pilot by March 2024.	• Executive vice president, Academic	• CodeGrade SoTL project plan in place for launch Winter 2024.	**On Track**

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2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	• Investigate the opportunities for use of Large Language Models (LLMs) and generative artificial intelligence in higher education to develop synergistic resources for faculty and students to support implementation in teaching and learning.	• 15 faculty and staff to complete purposeful research & experimentation. • Create a minimum of five paired faculty and student resources to outline use cases and guide implementation. • Resources in place September 2023.	• Executive vice president, Academic	• Eighteen faculty and staff experimented and researched eighteen Generative Artificial Intelligence (GenAI) tools for teaching and learning purposes. Results were published as part of the GenAI section on the CTL website. The tool guidebook has been published with an additional eight areas to support faculty members including: benefits for teaching and learning; a framework for implementing GenAI; Ethics, data privacy and security considerations; how to incorporate GenAI in curriculum; adapting assessments to mitigate unauthorized use of GenAI; how to write a prompt with GenAI and academic integrity and GenAI. Student resources are currently in development, scheduled for launch by winter 2024.	On Track
	• Develop program in online course development and delivery as part of Colleges and Institutes Canada's Skills to Access the Green Economy international project, in collaboration with seconded faculty member, to build global	• Develop five module courses. • Deliver five modules in various delivery modes.	• Executive vice president, Academic	• Modules 1-3 launched synchronously in the spring, the CTL facilitated training in online course development to over 120 faculty from six countries (Guyana, Jamacia, St. Lucia, Grenada, Belize, Dominica). Modules 4 and 5 launch in-person in fall 2023 and winter 2024.	On Track

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	competence.				
5. Strengthen our organizational culture to prioritize the health and wellness of our employees.	• Implement programming in support of the mental health and wellness framework for employees.	• Develop and deliver in-house programming focused on supporting wellness and resiliency at work. • Include a session specific to managers and their role in promoting wellness at work.	• Chief administrative officer	• Nutrition Series, Mindfulness Series and Mental Health First Aid will be regular offerings available to employees beginning September 2023. • HR's Leave and Return to Work Specialist became certified to deliver The Working Mind, which is a mental health program to support workplaces. The training will be delivered to managers then to support staff and faculty.	<mark>On Track</mark>
	• Develop a 'learn-more' series for employees about retirement planning, including benefits plans.	• Develop employee presentations on retirement planning covering all the various aspects employees need to consider in preparing for retirement. • Deliver seminar and review feedback for future wellness planning sessions.	• Chief administrative officer	• New modules added to Brightspace on the following topics: Understanding Your Pension Plan and Preparing for Retirement. Understanding Your Sun Life Benefits (separate modules for each staffing group and plan). • Revising the information on ICE. Plan to create a dedicated page on Retirement Planning. The page will include information on pension,	<mark>On Track</mark>

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2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				benefits, retirees' association, resources through EAP.	
	• First Peoples Indigenous Centre (FPIC) to initiate programs that offer Elder teachings that are meant to foster wellness by thinking of health in a way that is all-encompassing and supports mental, physical, emotional and spiritual wellbeing.	• Monthly Teachings will be hosted and promoted to employees and students.	• Chief administrative officer • Dean, Students	• Teachings with Elder Shirley scheduled for the Fall semester.	On Track

2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

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.	• Offer monthly Institutional Research & Planning consultation sessions and brown bag lunch-and-learn opportunities to help navigate and understand the information presented through Institutional Research dashboards.	• Consultation and learning session planned. • Learning sessions offered by March 2024.	• Executive vice president, Academic	• Be In the Know (lunch and learn sessions) and IR Clinics scheduled; Be In the Know sessions shared on CTL PD calendar.	On Track
	• Organize and host Advancing Learning Conference.	• Successfully host the Advancing Learning Conference in May 2023.	• Executive vice president, Academic	• 200+ individuals attended the first flexible access (online and in-person) Advancing Learning Conference at Durham College featuring 45 speakers from across Ontario.	Completed
	• Develop new training opportunities for faculty members interested in research to encourage greater participation.	• Offer at least two training modules, including the seven-part Fundamentals of Applied Research workshop series.	• Executive vice president, Academic • Chief administrative officer •	• Fundamentals of Applied Research workshop series delivered in May/June. Discussion with HR is in progress to make Cybersecurity awareness training as a Professional Development offering. College and Community Social Innovation Fund workshop series planned for fall/winter for interested faculty, to be delivered by external consultant.	On Track

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Continue to enhance food service options for students, and employees.	• Reopen the food outlet at the CFCE this winter with quick-serve options and begin exploring a new concept for implementation this fall. • Create an outdoor dining space at Starbucks in the summer of 2023. • Continue to revitalize our food service portfolio through innovative engagement strategies for students with our service provider, Chartwells. • Increase vending options to allow for 24/7 availability of food and beverages. • Promote and educate students, faculty and staff on healthy food options.	• Chief administrative officer • Vice president, Administration & Chief financial officer	• The CfCE food outlet has been reopened with expanded menu offerings. • Starbucks patio has now been completed. • We continue to work with Chartwells, our food service provider, on new concepts and options for both our Whitby and Oshawa campuses. • Vending options have been expanded with a new coffee vending machine and salad vending machine (due to arrive in the coming weeks) • A review is underway on increasing the capacity and menu offerings of the existing Galleria Tim Horton's. • The C-wing Tim Horton's will be reopened in October.	On Track
2. Lead in the development of transformational programs, services and systems that enhance the	• Develop new courses that integrate virtual reality technology through Mixed Reality Capture (MRC) Studio in three programs in the Faculty of Media, Art and Design (MAD).	• New courses focused on technology introduced into program delivery for fall 2024 in Animation, Broadcasting and Video Production.	• Executive vice president, Academic	• Building a strategy focused on enhancing teaching in the MRC. • Identifying courses where new technology will be introduced and the faculty members to support this work. Plan will be finalized November 2023.	On Track

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
student experience.	• Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space.	• Develop an EV certificate and submit Program Proposal Review Committee (PPRC) documents by October 2023. • Weave EV/HV learning into existing automotive credentials, leverage space for non-automotive professionals to train on EV/HV technology and secure equipment.	• Executive vice president, Academic	• Special PAC meeting did not meet quorum. An ad hock PAC meeting to be held this fall semester.	On Track
	• Finalize and launch new Engineering pathway agreement with Ontario Tech University.	• Pathway finalized and approved by spring 2023.	• Executive vice president, Academic	• Agreement finalized between two institutions, with final approval still to come from Ontario Tech University.	Completed
	• Develop a college-wide training plan for student research assistants that includes EDI in research.	• Engage at least 24 students in training by March 2024.	• Executive vice president, Academic	• A module on EDI practices in Craft Brewing has been developed; plans are in place to use this as a pilot and develop similar ones in other areas. • Social Impact Hub students completed DC created EDI modules. Once the Ethics Compliance, Training and Inclusion Coordinator is hired (with Mobilize funding), these efforts will be coordinated and documented centrally, with enhancements.	On Track

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2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop and propose a new service model to enhance the student experience and better achieve outcome measures as identified by DC and the Ministry of Colleges and Universities.	• Submit a plan to the EVPA by August 31, 2023.	• Executive vice president, Academic	• Proposed high level overview of service model for approval to Associate Vice President Academic and Associate Vice President C&M. • This work will continue through the recently established Service Excellence Steering Committee.	**Completed**
	• Enhance cyber security posture by having a penetration test conducted by a third party.	• Identify the security company that will perform the penetration testing. • Define the scope of the work to be conducted. • Have the test done before March 31, 2024.	• Chief administrative officer	• In the process of identifying the security company that will perform the penetration test.	**On Track**
	• Improve online presence of Financial Aid and Awards (FAA) to disseminate financial aid information in a more effective method to all our stakeholders, including partnering with National Student Loans Centre (NSLC) to share their social media communications.	• Enhance web page content and format. • Introduce exit workshops/ interviews, create videos and partner with NSLC regarding loan repayment to reduce OSAP default rates by providing knowledge to students regarding repayment options (default management impacts College's KPI metrics). • Summer/Spring Develop content and videos by summer 2023. • Summer/Spring Collaborate with NSLC regarding upcoming campaigns by summer 2023.	• Chief Administrative Officer • Dean, Students	• Web site redesign phase 1 completed, (minor delay due to C+M workload). • Exit workshops under development to be offered Nov 2023, March 2024 and July 2024. • Video development in approval stage launch anticipated 18 Sept2023 (minor delay due to C+M workload) • Collaboration completed, Director of C+M following up to ensure more engagement. • Web site relaunch phase 1 completed, anticipated launch date 25 Sept 2023 (minor delay due to C+M workload).	**On Track**

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		• Fall relaunch the FAA website by spring 2024.			
	• Implement a system that provides a more efficient integration between Banner and DC Connect.	• Contract the vendor to assist with the implementation. • Work with the vendor to define the scope and do the implementation. • Go live with the new system before March 31, 2024.	• Chief administrative officer	• Working with vendor to define the scope of the implementation.	On Track
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	• Pilot compressed general education course to support student graduation rates.	• Offer a minimum of one general education course in compressed delivery mode by March 2024.	• Executive vice president, Academic	• LS now offers at least one 7-week course per semester and PPL is working on a 4-week compressed course for early spring to support June grads. Work is ongoing with the RO to ensure that students needing a general education course can be identified appropriately.	On Track
	• Develop a research and training strategy for a Natural Sciences and Engineering Research Council of Canada (NSERC) Mobilize grant application.	• Mobilize grant proposal submitted and approved by August 2023.	• Executive vice president, Academic	• Mobilize grant awarded.	Completed

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop collaborations with synergistic partners in applied research that amplify our reach.	• Develop collaborative opportunities with at least two stakeholder organizations.	• Executive vice president, Academic	• New partnerships being pursued with Tribros for the MRC Studio and In-Sec-M for the Centre for Cybersecurity. Discussions underway for partnerships with Police Accelerator, Schwartz Reisman Institute, and Vector Institute. Plans are in place to develop collaborations between the MRC Studio and the AI Hub with DC's CTS. Social Impact Hub has begun working with Lake Ridge Community Support Services and Inspire by Example and is continuing to work with Ontario Shores and the Abilities Centre. Had exploratory conversations with Grandview Kids and the Abilities Centre.	On Track
	• Collaborate with Centre for Teaching and Learning to develop an asynchronous 101 best practices in teaching module for PPL.	• Module developed and launched by March 2024.	• Executive vice president, Academic	• Established new title for the module: Best Practices for Asynchronous Teaching; collaborating with CTL and planning is underway.	On Track

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2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Develop a strategy to expand the AI Hub services to include more fee-for-service offerings and training.	• At least eight services developed through the AI Hub and provided to at least six companies.	• Executive vice president, Academic	• Six specific services and one additional microservice has been added - LLM advisory service. Currently 6 companies have been identified to engage in these services.	On Track
	• Develop a business plan for MRC Studio to grow operations.	• Develop a three-year plan for MRC Studio with at least two new funding streams identified.	• Executive vice president, Academic	• The business plan is being developed. CFI-Funding stream has been identified to support MRC studio. Fee for Service and microservices have been identified as sources to fund collaborations.	On Track
	• Continue to grow the Social Impact Hub as a thriving, diverse research centre.	• Engage at least two more researchers/full-time faculty members in research collaborations.	• Executive vice president, Academic	• Received interest in internal funding by 6 researchers; 1 funded; 3 potential. New partners and/or partnership development activities involved in each: Ontario tribunals; Indigenous organizations; Community Development Council of Durham; ON Tech; Durham District School Board.	On Track
	• Expand and build a strategy to grow operations in the Centre for Cybersecurity Innovation, leveraging the new cybersecurity lab infrastructure.	• Develop three new services and start eight projects with 15 students trained.	• Executive vice president, Academic	• Ten services in the Centre for Cybersecurity have been developed. Scoping for 5 projects is in progress.	On Track

2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
4. Maximize resources and processes in all aspects of our business.	• Deliver a balanced budget for 2023-24 that optimizes resources and results in a clean audit opinion. • Implement the new PSAB accounting standard – Public-Private Partnerships for March 31, 2024.	• Monitor revenues and expenses to achieve a balanced budget for March 31, 2024. • Review internal controls to ensure that no deficiencies are recorded by the external auditors. • Engage BDO to assist with the required re-evaluation of our current Public Private Partnership (Whitby residence). • Record the estimate on the 2023-24 financial statements.	• Chief administrative officer • Vice president, Administration & Chief financial officer	• Management provides budget updates to the Board through the Audit and Finance Committee on a regular reporting basis. • The Internal Controls procedures will be reviewed by the A&F and external auditors in November 2023. • Management has engaged an independent team at BDO to assist with the adoption of PS3160. The estimate for this provision has not yet been finalized.	<mark>On Track</mark>
	• Develop and execute a plan to relocate the administrative departments from Campus Corners.	• Renovate existing spaces within the Gordon Willey building to accommodate the Human Resources, EDI, and Communications & Marketing departments and begin relocations spring/summer 2023. • Renovate the third floor of the Simcoe Village residence to accommodate the Finance and	• Chief administrative officer • Vice president, Administration & Chief financial officer	• EDI has been fully moved into C-wing level 1. • Communications and Marketing will move at the end of October. • Human Resources will move at the end of October. • H-wing level 2 will re-open for use as student space in early October. • IT and finance will remain at campus corners as a result of preliminary design work which revealed the	<mark>On Track</mark>

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We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	Administrative Computing departments.			new space would come with occupancy restrictions. Other options are being explored.	
	• Continue to work towards Accessibility for Ontarians with Disabilities Act (AODA) 2025 compliance.	• Budget identified over the next two years to complete all necessary requirements. Half of the remaining work required is to be completed in fiscal 23-24.	• Chief administrative officer • Vice president, Administration & Chief financial officer	• Work is underway to update many areas of the campus identified as not meeting AODA requirements. Several improvements in areas such as stairwells, doors operators, entrance ways, and grounds enhancements have been made to-date with work scheduled to continue into next year.	**On Track**
	• Install a new combined heat and power plant (co-generation plant) at the Whitby campus.	• A concept design has already been explored and further design work will begin spring 2023.	• Chief administrative officer • Vice president, Administration & Chief financial officer	• Preliminary consultation work has begun and is currently awaiting feedback on next steps.	**On Track**
	• Implement a battery storage system to reduce overall electricity costs.	• Partner selection to occur in the coming months with installation to occur within the year. Commissioning to occur in summer 2024 with realizable savings in summer of 2025.	• Chief administrative officer • Vice president, Administration & Chief financial officer	• A letter of intent has been signed and preliminary design work has begun on battery sizing in addition to the connection impact assessment. Further legal review is being completed as we work towards a signed contract with Peak Power.	**On Track**

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2023-2024 Business Plan Scorecard

DURHAM COLLEGE
SUCCESS MATTERS

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Enhance the online experience for international education stakeholders (prospects, students, agents, partners, staff, etc.) in order to help enhance DC's global reputation.	• Redesign and implement a new international website by March 2024.	• Executive vice president, Academic	• After consultations between International Admissions and International Student Support and Engagement, most website content has been revised. Input from International Projects and Partnerships to be provided this fall. • Reviewed content with Enrolment Services for awareness and alignment. • Will review student experiences post-start-up and make required adjustments.	On Track
	• Improve the online enrolment experience for all domestic students.	• Redesign and implement a new Enrolment Services website by March 31, 2024.	• Executive vice president, Academic	• Auditing website and identifying duplicate information on multiple pages. • Rebuilt Important dates webpage and working on Tuition and Fees webpages. Next is developing registration template page.	On Track
	• Continue to focus on diversity and market development, per the Internationalization & Global Engagement plan.	• Receive applications from at least 90 different source countries by March 31, 2024.	• Executive vice president, Academic	• May 2023 intake received applications from 73 unique countries. • Sept 2023 intake received applications from 98 unique source countries.	On Track

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2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Improve the international applicant experience.	• Provide new agent supports through new training materials by December 31, 2023. • Improve processes to ensure fully-completed international deferrals and refunds (sent to Finance) will be processed within five business days of receipt. • Develop a business case for implementing a West African office by October 1, 2023.	• Executive vice president, Academic	• International deferrals and refunds are on track for service standard levels. • Agent resource website has been launched and five information sessions have been held. • Business case for remote admissions support in development.	On Track
	• Advance Office of Development and Alumni Affairs toward its relationship-based fundraising goals outside of a capital campaign.	• Formalize process to determine annual fundraising priorities. • Identify and maintain 100+. qualified prospects relevant to 2023-24 fundraising priorities and future fundraising priorities. • Establish formal stewardship plans for $500,000+ donors whose last gift was received/committed since 2015.	• Associate vice president, Development and Alumni Affairs	• Meetings complete with all Faculties. Working on case for support for college-wide fundraising priorities. • Currently have 55 qualified major gift prospects. Will grow now that priorities have been identified.	On Track
5. Support Effective College Governance	• Create an onboarding toolkit for new Governors. • Create a guidance document for employees presenting to the Board. • Launch the President's Circle group and engagement strategy.	• An onboarding toolkit is posted to the Board portal by fall 2023. • A guidance document is created and shared with DC employees, offering guidance on presenting to the Board by fall 2023. • President's Circle is established and launch event is held in June 2023.	• President's Office • Associate vice president, Development and Alumni Affairs	• The Board portal was refreshed over the summer with new content and the inclusion of a Best Practices Toolkit. • President's Circle launched. • The creation of a guidance document for employees presenting to the Board has been deferred due to other Board priorities.	On Track

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	• Support the work of the Innovation & Disruption Catalyst Group.	• Host a minimum of one employee and one student think tank by March 2024. • Review and evaluate all the inputs from the past year and identify themes that can be actioned and celebrated.	• President's Office	• Two IDCG Employee Think Tanks are scheduled for October 2023. • Planning for a Student Think Tank event is in progress (expected to occur in fall 2023). • The 3rd *Share Your Story* campaign concluded in June 2023.	On Track
	• Determine future of Durham College Foundation.	• DC Foundation resolution to expand mandate or transfer to Board of Governors.	• Associate vice president, Development and Alumni Affairs	• Discussions continue. Final recommendation September 26th.	On Track

2023-2024 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.**	• Launch Barrett Centre Agricultural urban farm – Ajax site.	• Farm started with operational start-up including but not limited to the installation of an orchard, demonstration gardens, first range of open crop production, berry shrubs, Grower unit, passive solar greenhouses and apiary by March 2024.	• Executive vice president, Academic	• Official opening date - October 2, 2023. • Grower unit has power and sign installed. • Security cameras on order, lights discussion ongoing. • Town of Ajax in for inspection based on drawings/ plans. • Gardens looking good and on track for pick your own produce for the grand opening.	On Track

	• Expand the Barrett Centre Urban Farm capabilities – Whitby campus.	• Expansions to the farm to be completed by March 2024:
		  o Install – hydroponic unit and ensure AODA compliance
		  o Re-establish apiary.
		  o Initiate the operation of Centre for Organic Regeneration.
		• Align farm systems to increase internal crop usage.
			• Executive vice president, Academic	• Apiary- complete with exception of Ajax to be established end of season.
				• Hydroponic container installed and seedlings planted.
				• Biodigester starting September 2023.
					On Track

	• Strengthen relationships with community and industry partners and celebrate the contributions of WIL employers to student learning and success.	• Host the 2023 WIL Employer Appreciation event. • Event debrief completed with plans/improvements documented for 2024 event.	• Executive vice president, Academic	• 2023 WIL Employer Appreciation event was held in April and featured a WIL student panel and tour of Oshawa campus spaces. Debrief completed with suggested improvements for 2024.	Completed

• Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate support for international student populations.	• Chair the International Community Partnership committee throughout 2023-2024, ensuring that objective goals are established and met through collaboration with member community groups, Trent University and Ontario Tech University.	• Executive vice president, Academic	• Completed two rounds of working group meetings in April and May 2023, including Housing, Health and Wellness (new chair - OnTechU), Community Connections, and Employment (new chair - Trent). • Held International Community Partnership (proper) meeting in June 2023. • Next meeting scheduled for Nov 2023.	On Track
• Pilot Corporate Training Services (CTS) "Expand to Canada Program," a training program designed for international executives who are considering expanding or starting businesses in Canada.	• Goal is to include 10 participants by spring 2024.	• Associate vice president, Development and Alumni Affairs	• Program content in development – beta stage. • Part-time advisory and content developer being utilized. • Pricing for program drafted. • Next steps are to confirm professional services support structure to deliver live program. • Marketing of program will be in January 2024.	On Track
• Develop an external relations strategy that maximizes relationships with community, government and industry.	• Planning will take place through spring/summer with a report presented to DCLT for consideration by the fall. • Include multiple internal partners in discussions to help inform report.	• Associate vice president, Development and Alumni Affairs • President's Office	• Initial draft is being reviewed and updated. • Conversations with leadership will begin in the fall for input.	On Track

	• First Peoples Indigenous Centre (FPIC) to engage and support the local school board Indigenous Initiatives team.	• Provide support directly to Indigenous student networks and supports. • Build on resources available through the local school board.	• Chief administrative officer • Dean, Students	• Plans on hold due to period of staff transition.	On Hold
2. Expand opportunities for employees and students to volunteer in our community.	• Enhance partnerships with local Chambers of Commerce.	• Plan and host at least six events in fall 2023 and winter 2024. • Send a monthly communication to faculty about upcoming events with the goal of having at least 10 faculty members participate. • Ensure one Chamber event is related to applied research.	• Executive vice president, Academic	• Five chamber events have been confirmed. The first event will occur in November. • Research-related event to be scheduled in fall 2023 and will be held in winter 2024.	On Track
	• Facilitate the expansion of the Walls to Bridges (W2B) program to include one additional course option.	• Provide one additional W2B course offering to give additional options for inmates. New course to be delivered in fall 2023.	• Executive vice president, Academic	• Course development complete and will be delivered winter 2024.	On Track
	• Increase international student volunteer and mentoring engagement.	• By March 31, 2024, double the number of peer mentors to 50. • Maintain the number of international volunteers at a minimum of 100 for 2023-2024.	• Executive vice president, Academic	• There are 34 peer mentors currently engaged; campaign for fall peer mentors and volunteers began end of July. • Recruitment for additional peer mentors to support incoming international students continues.	On Track

DURHAM COLLEGE
SUCCESS MATTERS

3. **Leverage and grow our positive impact on the communities we serve.**	• Expand the Child and Youth Worker virtual care clinic to provide additional enhanced mental health supports to young people and increase field placement opportunities.	• Increase participation to 20 students for winter 2024.	• Executive vice president, Academic	• Implementation underway with students from Child and Youth Care (compressed), Social Services Worker and Honours Bachelor Behavioural Science. • Thirteen students are from Child and Youth Care, 4 from Developmental Services worker and 3 from Social Services worker – 20 students in total.	On Track
	• Collaborate with campus partners to plan and implement a diverse range of events and celebrations.	• Throughout the 2023–2024-year, plan and implement events celebrating Diwali, Christmas, Lunar New Year, Holi and Eid (at a minimum), in partnership with Student Affairs, DCSA, and Whitby Campus representatives.	• Executive vice president, Academic	• Cultural Celebrations working group met end of May to plan upcoming calendar; cultural celebrations group met twice - leads for all cultural celebrations for upcoming academic year assigned; planning taking place for cultural celebrations 2023-24.	On Track
	• Community Employment Services (CES) to partner with the Region of Durham and Durham Workforce Authority as the Service System Manager within the Employment Ontario Transformation.	• Participate in strategic planning sessions. • Perform community consultations. • Provide support to service providers to assist with building their capacity.	• Chief administrative officer • Dean, Students	• Meetings with System Service Manager consortium partners are ongoing.	On Track

4. Guide students in making meaningful connections with their communities.	• Actively seek out and participate in community events, including: IT Expo, Science Rendezvous, Hack for Good event, Young Women in Skilled Trades and Technology, Skills Ontario, National Engineering Month activities.	• Active participation in all listed events, along with any others that we are invited to attend and that are in alignment with our programs.	• Executive vice president, Academic	• Science Rendezvous held for the first time in May, with significant community participation. Other events take place later in the academic year.	**On Track**
	• Career Development will continue to engage community employers and students through a variety of recruitment related opportunities (virtually and in-person) as well as provide students with insight to community employers and agencies through Q&A sessions on Instagram.	• Host a minimum of one employer Q&A per month on Instagram. • Increase student/alumni event attendance by 2%.	• Chief administrative officer • Dean, Students	• Plan was temporary on hold until September due to period of staff transition but back on track now.	**On Track**
	• First Peoples Indigenous Centre (FPIC) to partner with organizations in Durham Region to celebrate Indigenous excellence, amplify Indigenous voices and build connections across the local community.	• Host a successful Indigenous showcase event with positive reviews based on participant and organizer feedback.	• Chief administrative officer • Dean, Students	• Plans on hold due to period of staff transition.	**On Hold**

5. **Strengthen our relationships with Indigenous communities.**	• Redevelop First Nations, Métis, and Inuit (FNMI) online general education based on faculty feedback and using best practices identified in the High-Quality Online Course Considerations Checklist (from the Digital Learning framework).	• Four refreshed courses ready for fall 2024 delivery.	• Executive vice president, Academic	• With support from CTL, all four courses have migrated to the exemplar template. Two of the four courses have been redesigned to integrate edtech such as Padlet and Mentimeter to make these asynchronous courses more engaging for students. Content and assessments have been updated where necessary based on faculty team feedback, including integration of reflection wheel framework to guide student responses.	**On Track**
	• Explore expansion of Indigenous offerings in Professional and Part-time Learning (PPL) programming in collaboration with Liberal Studies (LS).	• Collaborate with LS to offer Indigenous courses, pending business analysis. Analysis to be completed by December 2023.	• Executive vice president, Academic	• PPL and LS consulting on possible avenues.	**On Track**
	• Expand Seven Generations Education Institute (SGEI) program delivery and partnership to three sites.	• Successful program delivery in fall 2023 in three SGEI sites (Fort Francis, Kenora, Sioux Lookout Campus).	• Executive vice president, Academic	• New MOU to include additional campus (Sioux Lookout Campus) to offer Paramedic (PCC) and Emergency Services Fundamentals (EMSF) programs. • PPC on third intake, second intake EMSF to launch September 2023.	**On Track**

	• Offer at least one First Nations, Métis, and Inuit (FNMI) course face to face each semester to align with Indigenous ways of learning.	• One in-person delivery for winter 2024.	• Executive vice president, Academic	• Liberal Studies is working with the FNMI faculty team to identify a potential faculty member.	**On Track**
	• Secure funding to deliver pre-apprentice training to non-traditional populations - Indigenous, newcomers and women.	• Secure funding to deliver training in summer 2023.	• Executive vice president, Academic	• Funding secured; 60 students joined the pre-apprenticeship training in the spring of 2023	**Completed**
	• Build on partnership with Ogemawahj Tribal Council for ongoing programming.	• Cooperation agreement finalized in May 2023 with program delivery in fall 2023. • Ogemawahj Tribal Council participation in 48 Hour Film Challenge.	• Executive vice president, Academic	• Follow-up planned for October. Waiting on the Ogemawahj Tribal Council to have a new Education manager in place to establish agreement. • Work is underway to include Ogemawahj Tribal Council participation in the 48 Hour Film Challenge.	**Delayed**
	• Expand and provide meaningful programming for DC's Alumni Indigenous Network.	• Establish a DCAA Indigenous Award for presentation at Convocation. • Durham College Alumni Association to provide Convocation blanket.	• Associate vice president, Development & Alumni Affairs	• On Hold until at least Spring convocation. Requires further consultation once FPIC team transition is complete.	**On Hold**

2023-2024 Business Plan Scorecard

Status Column Legend

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

On Track
Cancelled
On Hold
Delayed
Completed

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Report Number: BOG-2023-79

To: Board of Governors

From: Don Lovisa, President & P. Garrett, Manager, Strategic Reporting and Government Relations

Date of Report: October 2, 2023

Date of Meeting: October 11, 2023

Subject: Engagement Process for Strategic Plan Renewal Process

1. Purpose

As the responsibility for setting the college vision, strategic direction, and overall goals and outcomes within the context of appropriate laws, government policy, and local needs is the responsibility of the Board of Governors, this report aims to outline the process for engaging our stakeholders to assess our current strategic direction, and either modify or develop a new strategic plan.

2. Recommendation

This report is being presented for information only.

3. Background

As detailed in the Minister's Binding Policy Directive on Governance and Accountability - Strategic Plan, colleges are required to have a strategic plan covering a minimum of three years.

The strategic plan should publicly identify the vision, core businesses and long-term goals for the college as established by the college board of governors. When preparing the strategic plan, the college is to seek broad input and consider the views of persons and organizations both within and outside the college that may have an interest in its activities.

The strategic planning process allows a college to chart its future, anticipate and respond appropriately to the changing environment, examine critically the organization's strengths and weaknesses, and develop consensus among the board members and other key members of the college community. In addition, the Ministry of Colleges and Universities uses the information provided in the colleges' strategic plans to advise and inform government planning and policy-making.

The current strategic plan ends March 31, 2025, and the new plan will take effect April 1, 2025.

4. Discussion/Options

4.1 Strategic Plan Engagement 2024

The Board of Governors initially approved the 2020-2025 strategic plan for a three-year term on February 12, 2020. This plan saw an extensive review process, which resulted in a new mission and vision for the college. The stakeholder engagement process took place in 2019, revealing a strong desire for the plan to be updated to reflect how Durham College is perceived among all stakeholder groups. The college released the plan publicly in May 2020, and in 2023, the Board of Governors approved a motion to extend the plan until 2025.

When updating a strategic plan, the process for engagement takes about one year, including developing the document itself after collecting feedback and data. Looking ahead, the process would involve a survey for all stakeholder groups and several in-person consultation sessions with partners, staff, and students. An environmental analysis will also be prepared that looks at emerging trends in higher education and what other colleges are focusing on in their strategies. All of this data will be consolidated into reports for leadership to inform updates to the strategic plan.

The recent survey completed to inform the presidential selection process may also provide key data to help influence the strategic planning process and could provide substantial background for the review in 2024.

The Office of the President facilitates this process with support from various internal departments (e.g., Research Services, Communications & Marketing). Depending on the outcome of stakeholder responses and leadership's direction, some aspects of the strategic plan may be updated with minor edits – or in the case of the 2019 engagement, a completely new set of mission, vision, values, and goals was created.

In February 2024, a follow-up report will include an overview of the accomplishments of the 2020-2025 Strategic Plan and a more detailed engagement plan. Below are key dates summarizing the overall process for reviewing and updating the strategic plan.

Key Dates	
February 2024	1) Board Approves Strategic Plan Engagement Process 2) Report on success of 2020-2025 Strategic Plan presented to board
April 2024	1) Board Retreat – Strategic Planning Session 2) Survey released to all stakeholders
April – September 2024	1) Engagement sessions held with various stakeholder groups.
October 2024	1) Data from survey, engagement sessions is compiled into report for leadership to assist in developing updated plan.
December 2024	1) Updated plan is developed
February 2025	1) Board approves 2025-20xx Strategic Plan
March 2025	1) New plan is launched publicly

5. Financial/Human Resource Implications

A full strategic planning process would be co-led by the Manager, Strategic Reporting and Government Relations and the Executive Assistant to the President, with additional resources to be brought in as required.

The costs associated with developing a new strategic plan are estimated at $10,000 and are budgeted.

6. Implications for the Joint Campus Master Plan (if applicable)

Any goals or objectives identified in the strategic plan that are related to campus growth would need to be developed in consideration of the master plan.

7. Implications for Ontario Tech University (if applicable)

It is expected there may be some indirect linkages to Ontario Tech University as goals and objectives are established.

8. Relationship to the Strategic Plan/Business Plan

The development or extension of the strategic plan will be a goal in the 2023-2024 business plan.

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-81

To: Board of Governors

From: Don Lovisa, President & P. Garrett, Manager, Strategic Reporting and Government Relations

Date of Report: October 2, 2023

Date of Meeting: October 11, 2023

Subject: Government Relations Update

1.   Purpose

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

Provincial

On August 30, the College hosted the grand opening of the new electric vehicle lab and PROTO centre. As part of this event, political delegates from several political offices were invited to celebrate alongside community and industry partners. The Honourable Jill Dunlop, Minister of Colleges and Universities attended and provided remarks on behalf of the province to congratulate DC on the new spaces. DC received $500,000 from the province through the Apprenticeship Capital Grant that went toward the construction of the electric vehicle lab.

The Region of Durham contributed $600,000 toward the construction of the electric vehicle lab and PROTO through the Region's Community Investment Grant. Regional Chair, John Henry, provided remarks on behalf of the Region. Additional delegates present included Whitby councilors (Maleeha Shahid and Matt Cardwell), MPP Barnes (Ajax), MPP Coe (Whitby), and MPP McCarthy (Durham).

There are two advocacy issues this fall that the province is focused on; the Blue-Ribbon Panel Report, and housing. This past year, the Ministry of Colleges and Universities created a Blue-Ribbon panel consisting of several experts to examine the fiscal sustainability of the post-secondary sector. It is anticipated that this report will provide recommendations for the province to pursue new policies that will assist colleges and universities. Recent media coverage has drawn a parallel between immigration, international students and their impact on housing prices and rent in Canada. These same reports have noted provincial policy regarding post-secondary funding and private partnerships which have intensified international student numbers in Ontario.

Recent discussions with the Ministry of Colleges and Universities (MCU) indicate the Blue-Ribbon report may be discussed as early as thanksgiving – though there may be a delay in publishing the report publicly. It is rumoured that any action by the province to support post-secondary may be linked to policy around affordable housing for students. Once the report is shared with colleges, the Office of the President will provide the Board an update.

The College hosted MCU's new Deputy Minister, David Wai, on September 13 to discuss these issues. Until the report is released, there are no details on the province's strategy to address fiscal sustainability and housing. We continue to

inform our local MPP's of college priorities and updates on discussions with MCU.

A recent Council of President's retreat was held, in which core issues were discussed. International students, student housing, financial sustainability and the Blue-Ribbon Panel, and linking international enrolment to labour market needs. Facilitated by Colleges Ontario, this retreat let presidents discuss these key issues and develop a provincial wide approach to advocating for positive reform from MCU.

Lastly, a recent cabinet shuffle sees MPP Todd McCarthy appointed as Minister of Public and Business Service Delivery, and MPP David Piccini appointed as Minister of Labour, Immigration, Training and Skills Development.

Federal

The Canada-India relationship has taken a sharp downturn following Prime Minister Justin Trudeau's announcement on September 18 regarding the potential link between agents of the Indian government and the killing of a Canadian citizen, Hardeep Singh Nijjar. This crisis, rooted in domestic politics in both nations, illustrates how geopolitical developments can significantly impact unrelated commercial interests. The future trajectory of this situation is uncertain, as the complex interplay of economic factors, geopolitics, and political decisions will shape it. India has already responded with reciprocal measures, including the expulsion of a senior Canadian diplomat, possibly High Commissioner Cameron MacKay. India has also issued a travel advisory warning its citizens to exercise extreme caution in Canada due to perceived anti-India activities and politically condoned hate crimes while abruptly halting visa application processing for Canadians intending to travel to India.

Post-secondary education institutions will closely monitor this situation, as it could affect the flow of students between the two countries. India's warning to its students about a deteriorating security situation in Canada raises concerns about potential restrictions on Indian students coming to Canada. Moreover, Canada may use this crisis as a pretext to advance its domestic agenda, such as addressing unaffordable housing by targeting international students. India was also de-prioritized in the most recent International Education Strategy released by Global Affairs Canada because of the outsized proportion of Indian students studying here.

Before these statements by the Prime Minister's Office, Immigration Minister Marc Miller announced concern about the skyrocketing number of international students entering Canada. The Minister noted this is not just about housing but Canadians' confidence in the "integrity" of the immigration system itself. Canada is on track to host around 900,000 international students this year. That's more

than any point in Canada's history and roughly triple the number of students who entered the country a decade ago. About 40% of international students are from India.

With the rapidly increasing number of international students gaining increased attention in recent weeks – Canada's housing minister, Sean Fraser, floated the idea of a possible cap on the number of students Canada brings in.

Durham College will be attending Colleges and Institutes Canada's (CICan) On The Hill event in Ottawa on October 2 and 3. During this time, it is expected that senior staff from Immigration, Refugee and Citizenship Canada (IRCC) will engage colleges across Canada to discuss these issues.

The College will continue to monitor the situation and work with Colleges Ontario and CICan. As details emerge from the province regarding the results of the Blue-Ribbon report or the IRCC on potential international policy reform, the board will be updated as necessary.

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-2023-74

To: Board of Governors

From: Don Lovisa, President

Date of Report: October 6, 2023

Date of Meeting: October 11, 2023

Subject: President's Report – June to October 2023

Purpose

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

1.   Our Students

Durham College celebrates student achievement at 2023 Spring Convocation

More than 2,600 career-ready graduates received credentials.

Durham College (DC) recognized the outstanding academic achievements of the Class of 2023 at Spring Convocation.

A total of 2,604 graduates from the college's eight faculties received their diplomas and graduate certificates, including the inaugural cohorts of the Behavioural Science Technician and Supply Chain Management – Global programs.

Guest speakers at the ceremonies included:

- **Kerri-Ann Williams**, project management professional and professor and 2016 Biomedical Engineering Technology program graduate.

- **Stew MacDonald**, president and chief revenue officer of OEG Sports & Entertainment Group, DC Alumni Leader, student mentor and 1981 graduate of the Sports Administration program.
- **Matt Hamilton**, automotive industry professional and 2014 Chemical Engineering Technology program graduate.
- **Noor Ra'fat Ibrahim**, television news on-air personality for Global News Toronto and 2017 graduate of the Journalism – Broadcast and Electronic Media program.

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

- **Christine Cunningham**, Social Service Worker, Class of 2015
- **Stew MacDonald**, Sports Administration, Class of 1981
- **Tre Sanderson**, Culinary Management, Class of 2015

Durham College expands access to real-world learning for students thanks to transformational gift

Hands-on, practical education is a cornerstone of college education in Ontario and co-operative education, a longer and more intensive immersion in the workplace, is an increasingly important mode of WIL at DC. Supporting these valuable

opportunities and other aspects of experiential learning and workplace preparedness was the motivation behind a recent transformational $2 million gift from philanthropist Diane Blake.

The Diane Blake Student Success Initiative (DBSSI) will support the development of essential employability skills designed to help students launch their careers. It will accelerate DC's goal of developing co-operative education components in all appropriate programs and increase the number of employer partners, so all eligible and interested students can participate in WIL opportunities. It will support the acquisition of technology to develop students' soft skills related to job search and the workplace and create more research assistantship opportunities in DC's applied research centres. And, students facing barriers to participation in WIL opportunities – such as costs related to

transportation or accommodation, childcare, personal protective equipment or uniforms – will be eligible for financial support through the DBSSI.

Students strike silver at 2023 Skills Canada National Competition

Two students from the Horticulture – Technician program made DC proud at the Skills Canada National Competition in Winnipeg in May.

Competing in the Horticulture and Landscape (Team of 2) category, Abigayle Hamilton and Emma Pace brought home silver medals.

Falling just short of the gold didn't dampen the experience for the pair, according to Pace.

The journey to Winnipeg was a long and rewarding one for the team, who excelled in their studies at DC and earned gold at the 2023 Skills Ontario Competition to qualify for Nationals.

For Hamilton, teaming up with her friend was the best part of the experience. Serving as a role model for other students is an added benefit for the pair, and Hamilton encourages anyone with a passion for horticulture or another trade to expand their education and put their skills to the test.

Project Management students excel at competition

DC continues to graduate some of the best Project Management students in the

province. That was proven once again at the Ontario Project Management Competition (OPMC) on May 6 at the Ted Rogers School of Management in Toronto. Up against tough competition in a field of 11 colleges and universities, DC's team of five students and two faculty members finished third.

It was another stellar showing for DC at the event, after finishing first in 2021 and 2022.

The OPMC challenges students to demonstrate the knowledge and skills needed to be successful project managers. They are tasked with shepherding a project from beginning to end and then presenting it to a panel of industry judges.

The projects must align with two or more of the United Nations Sustainable Development Goals. DC's project, a website prototype called 'DC Food Matters,' addresses food insecurity and provides information on key initiatives like food literacy, sustainable urban agriculture, food bank access and health and wellness.

The DC team consisted of international students from India, the Philippines and the United States.

New culinary scholarships help Black students lead the way in the food industry

DC is proud to partner with DoorDash to launch the DoorDash #BlackFoodEnergy Culinary Scholarship. Two scholarships – valued at $20,000 each, divided between two years – will support domestic and international Black students in DC's Culinary Management diploma program, gain the skills and experience needed to pursue a career in the culinary field.

These scholarships are an extension of the DoorDash #Blackfoodenergy program that supports, amplifies and celebrates Black chefs and Black-owned/led restaurants across Canada.

Durham College partners with Johnson Controls to support next generation of skilled technology workers

DC is proud to partner with Johnson Controls to help meet the growing need for skilled technology workers in Ontario by providing Electromechanical Engineering Technology students with financial support as well as mentorship opportunities.

DC has been approved for a grant from Johnson Controls that will provide:

- Annual entrance bursaries valued at $2,000 each to five students who demonstrate financial need and belong to an equity-deserving group entering their first semester of studies in the Electromechanical Engineering Technology program.
- Opportunities for students to be mentored and connect on and off campus with Johnson Controls employees to gain additional insight into their future careers.
- New equipment that will support DC's Electromechanical Engineering Technology curriculum and the establishment of a new building automation lab.
- Opportunities to share the benefits of this program with new prospective students.

The college will receive $95,000 this year, plus $5,000 in equipment, with the total $100,000 commitment renewable for three more years.

Local Johnson Controls employees – many of whom are graduates from DC's Electromechanical Engineering Technology program – will work with the college to mentor students in this automation program. Through relationship building with industry professionals, students will gain insight into their future career paths.

Students represent DC at Microsoft Office Specialist World Championship

Ryanna Law and Blake Dawson made DC proud at the Microsoft Office Specialist (MOS) World Championship in Orlando, Florida.

After excelling in their MOS exams, the pair qualified for the competition with stellar showings at the MOS Canadian Championship in June.

Competitors travelled from across the globe to represent their countries at the event earlier this month. Ryanna put her PowerPoint 2019 skills to the test while Blake gave it his all in Word 2019. Each student was tasked with completing an exam, as well as a project, in their respective MOS program. They were graded on the results they produced as well as their speed.

With programs that incorporate important technical skills like MOS programs, Durham College continues to lead the way in preparing students for the job market.

Pay day lottery funds new equipment for Durham College

Durham College has purchased new, state-of-the-art equipment to provide even more opportunities for innovative and hands-on learning thanks to the proceeds from the employee Pay Day Lottery.

Each month, DC employees have the option of buying up to six tickets ($5 each) in the lottery. The lucky winner gets half of the money collected, while the other half goes to the Student Experience Fund.

The Office of Development and Alumni Affairs has unveiled the equipment purchased with last year's lottery proceeds, which includes:

- Five emergency childbirth simulators for instructors and students in our nursing and paramedic programs.
- A thermal imaging camera to aid in live fire training for firefighting students.
- Two teaching robots for students in our automation and robotics courses and science programs. With many applications, these robots will be featured at events both on- and off-campus.
- A micro-volume spectrophotometer for DNA and RNA quantification, to be used by students in microbiology-related courses within a variety of programs.

Students participate in RBC grant program in support of urban agriculture

Eight Durham College (DC) students launched innovative urban agriculture projects this year, thanks to $5,000 in funding each from the RBC Urban Agriculture Work Integrated Learning Program.

The new grant program is a partnership between RBC and

DC's Barrett Centre of Innovation in Sustainable Urban Agriculture and aims to raise awareness of this critically important field which encompasses any farming or food production done in an urban area, such as aquaponics, aeroponics, rooftop farms and community gardens.

Students from a wide range of DC's programs submitted ideas, bringing their unique expertise and experience to promote urban agriculture. Some project examples include:

- The expansion of the DC Farmer's Market, led by Horticulture – Food and Farming student Natalie Cox.
- A community seedling program that provides seeds to promote planting in urban spaces, from Graphic Design student Labiba Raisa.
- A micro-garden system allowing clients to build their ideal 12'x12' garden, led by Horticulture – Technician student Matthew McCready.

DC welcomes more than 3,900 new first-year students during 2023 Fall Orientation

Durham College welcomed more than 3,900 students to Fall Orientation in September to mark the beginning of a new year and educational journey.

Students participated in program orientations as well as a variety of fun events to help them adjust to college life. New students had the opportunity to meet employees and faculty members, discover campus services and learn more about their new programs all while making connections and friendships with fellow attendees. Nearly 1,600 international students also received programming to assist with adapting to the Canadian classroom, part-time employment opportunities and more.

Following both campus program orientations, students enjoyed DC Fest where they received new DC swag, enjoyed live music and indulged in free food truck fare before cheering on the Durham Lords as they went toe-to-toe with the Ontario Tech Ridgebacks at Campus Cup.

2. **Our People**

Durham College names three new Alumni of Distinction

DC is proud to announce the recipients of its 2023 Alumni of Distinction award.

Christine Cunningham (Social Service Worker, 2015), Stew MacDonald (Sports Administration, 1981) and Tre Sanderson (Culinary Management, 2015) have all been selected this year.

MacDonald is president and chief revenue officer with the Edmonton Oilers of the National Hockey League. Throughout his tenure, the team has won multiple Stanley Cup championships, hosted the NHL's first-ever outdoor game and relocated to a new, state-of-the-art arena. Throughout his career, he has supported DC as an Alumni Leader, a participant in the DC Talks: Alumni Series, and a mentor to students.

Tre Sanderson made history last year as the first Black winner of Top Chef Canada. He has worked in some of Toronto's best kitchens throughout his career and incorporates his diverse culinary influences into his creations. He returned to DC earlier this year as the guest chef for a special event at the campus restaurant, Bistro '67, and shared his knowledge and experience with today's students.

Durham College professor receives prestigious PR award

DC professor Matisse Hamel-Nelis has been recognized for her tireless commitment to accessibility in communications.

PR News has named her one of their People of the Year in the Diversity, Equity and Inclusion (DEI) Champion category.

A professor in the PR and Strategic Communications

program, she emphasizes the importance of making communication materials accessible to all.

As a 2015 graduate of the program in which she now teaches, Matisse knows firsthand how fast things can change. Accessibility wasn't a big part of the curriculum at the time, and she didn't realize the scope of its importance until she got a job at the Canadian National Institute for the Blind.

In addition to her work at DC, she serves as vice president, Communications for AbleDocs, where she helps organizations ensure their messages are accessible to all.

3. **Our Work**

AI Hub leads the way with comprehensive support for local organizations

$1.75-million Technology Access Centre grant will build AI talent, create new synergies
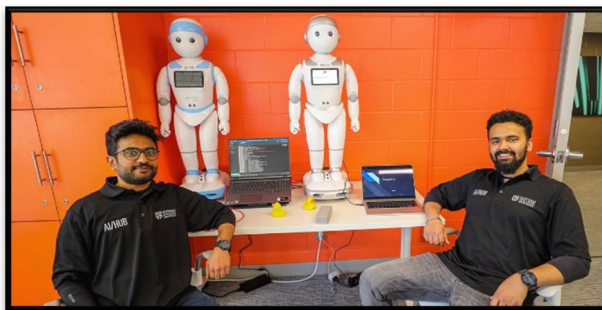
As more organizations incorporate artificial intelligence (AI) technologies in their daily operations, Durham College's (DC) AI Hub is strengthening its reputation as an industry resource, increasing its research and development capacity, sharpening frameworks for delivery and growing its expert talent pool.

DC's AI Hub is one of 16 recipients of the College and Community Innovation (CCI) program's Technology Access Centres (TAC) grants and will receive $350,000 per year over the next five years, creating new opportunities to support multi-sectoral organizations in Durham Region and beyond.

The CCI program is managed by the Natural Sciences and Engineering Research Council of Canada (NSERC) in collaboration with the Social Sciences and Humanities Research Council (SSHRC) and the Canadian Institutes of Health Research (CIHR).

As specialized centres of expertise, TACs offer timely innovation support to organizations from the private, public, health care or not-for-profit sectors in a college's community.

Durham College shows its Pride with flag raising, celebration

The Intersex Inclusive Pride flag, hoisted at the corner of Conlin Road East and Simcoe Street North on Wednesday, May 31, serves as a symbol of DC's commitment to providing a safe, welcoming and inclusive campus. Dr. Elaine Popp spoke to the assembled crowd, crediting the efforts of the DC Pride Collective, which supports the 2SLGBTQQIA+ community through training, programming and partnerships, as well as the DC Pride Coalition, a student social group which helps build community and belonging.

After the flag was raised, revellers gathered in the South Village Courtyard for the Pride BBQ and celebration: Together Always, United in Diversity!

Students, staff, and faculty enjoyed great food, music and drag performances, as well as fun activities like giant Jenga and giant chess.

The message of the event was clear; everybody is welcome at DC.

Nursing program faculty teach lifesaving skills to DC community

Professors from DC's and Ontario Tech University's collaborative Bachelor of Science in Nursing (BScN) program took their AED simulator around campus to offer training to faculty members, employees and students. They also demonstrated the proper use of naloxone kits, which can save the life of someone experiencing an opioid overdose.

The demonstrations gave the campus community a glimpse into a career that plays a critical role in our health system.

DC is leading the way in preparing the next generation of nurses, both in collaboration with Ontario Tech on the BScN program and on its own with programs like Practical Nursing and Critical Care Nursing.

DC's welding program collaborates on world's most powerful student-built rocket

Experts from DC's welding program helped achieve a significant milestone in the pursuit of space exploration with Space Concordia.
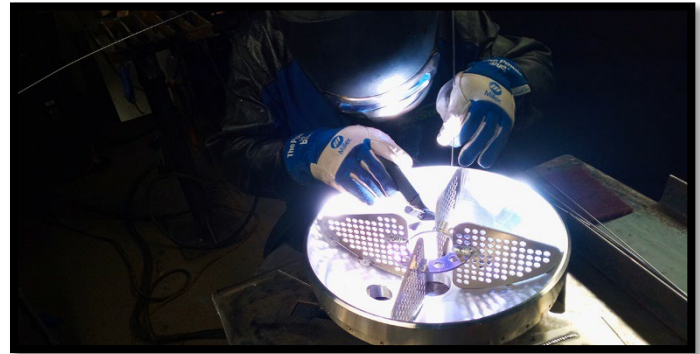
A number of DC's expert welding faculty worked collaboratively for a year to design, test, build and weld the fuel propulsion system for a Base 11 challenge rocket named Starsailor. The space-capable rocket was transported and assembled at Concordia's Loyola campus and was successfully mounted and raised on the launch tower, making it Canada's largest and the world's most powerful student-built rocket.

Thanks to DC's superior welding and the completion of a successful test fire, Space Concordia is now planning to test the rocket to validate its engine control systems, ground control systems, telecommunications and propulsion system. Space Concordia is preparing Starsailor for flight this summer as it continues its journey toward the stars.

DC welcomes Skills Ontario Sumer Camp to youth a taste of the trades

DC proudly opened its doors once again to host the Skills Ontario Summer Camp, welcoming 18 campers from Grades 7 to 9 to explore future career opportunities in the skilled trades at DC's Whitby campus.
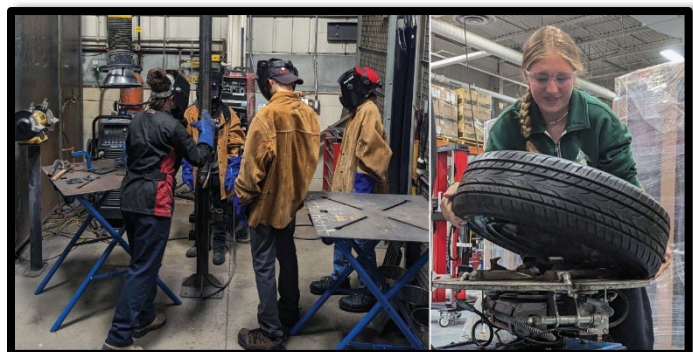
The camp focused on inspiring the next generation of skilled trades students, through hands-on activities, interactive workshops and shop tours.

Led by Skills Ontario staff and DC employees, campers learned virtual welding skills and measuring techniques, how to change a tire on the rim and build a birdhouse and a hula hoop before testing their own vehicles in a CO_2 dragster car racing competition. They also took to the Weston Centre fields for a day to learn about the college's field-to-fork philosophy and sustainability practices, before harvesting, cleaning and pickling their own vegetables.

Durham College leads the way with grand opening of PROTO and Eclectic Vehicle Lab

DC celebrated the grand opening of two new modern and collaborative learning spaces – PROTO and an Electrical Vehicle (EV) Lab – on August 30, 2023.

PROTO provides clients, industry partners, student engineers and skilled trades faculty members and students an opportunity to collaborate and develop creative solutions and prototypes to address industry challenges. The EV Lab – which makes DC one of only a few Ontario colleges with a dedicated EV learning space – equips students with the specialized skills required in the evolving automotive industry.

PROTO and the EV Lab are propelling Durham College forward as a leader in innovation and transformative education. The opening of these new spaces further demonstrates our commitment to driving change, generating big ideas and continuously adapting to meet the needs of our evolving industries.

Durham College's progressive approach to generative AI tools

In an era of rapid technological advancements, the emergence of generative artificial intelligence - GenAI - tools has ignited a wave of innovation across industries. It is revolutionizing how we teach, learn and prepare post-secondary students at Durham College for their future careers.
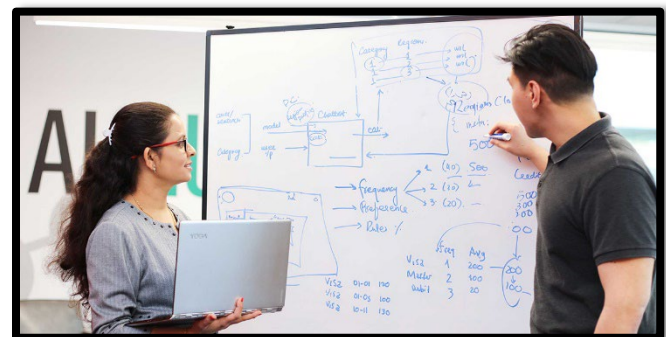
GenAI software can write essays, recommend computer code, draft exams and student assignments, generate graphics, and much more. This technology is being adapted by faculty into their teaching and learning practices in purposeful ways to enhance student learning and support the development of transferable skills in alignment with industry expectations.

With new technology like this, we need to be constantly curating resources to help harness its potential and be aware of its risks. DC's *Framework for Implementing Generative AI* is a living document designed to help support faculty members use these tools, which focuses on five principles: Intentionality, Active Engagement, Responsibility for Accuracy, Ensuring Ethical and Legal Considerations, and Reflective Practice as an Evaluation of Learning. This framework will help address any concerns.

Durham College expands capacity to support clients with commercialization efforts

Durham College (DC) is helping small businesses and startups take the next steps to bring their products and services to market, as a result of a $300,000 grant from Intellectual Property Ontario (IPON), expanding DC's capacity to foster innovation and entrepreneurial growth in Ontario.

This new funding will further expand the intellectual property advisory services from DC's Office of Research Services, Innovation, and Entrepreneurship (ORSIE). More than 50 business clients are expected to take advantage of the tailored resources and mentorship to help them navigate the complexities of intellectual property and commercialization. DC students participating in FastStart, the college's on-campus Entrepreneurship Centre, will have expanded opportunities to learn about intellectual property so that they can protect and leverage this vital business asset.

Training in intellectual property literacy will also be available, eliminating barriers clients face when navigating the process by themselves, often affecting their impact and profitability. A limited number of high-potential clients will also have access to financial support to cover costs related to filing and regulatory fees and to procure legal services.

Community members, business owners, start-ups and students can benefit from DC's IP expertise during ORSIE's first TechTalk event on Friday, October 27 at the Oshawa Campus.

DC is among seven post-secondary institutions to receive the funding. IPON's $2-million pilot project is part of the Commercialization Mandate Policy Framework, an initiative aimed at helping post-secondary institutions advance their research and innovation efforts for the benefit of Ontario.

4. **Our Community**

25th Regional Chair's Classic honours legacy of Roger Anderson
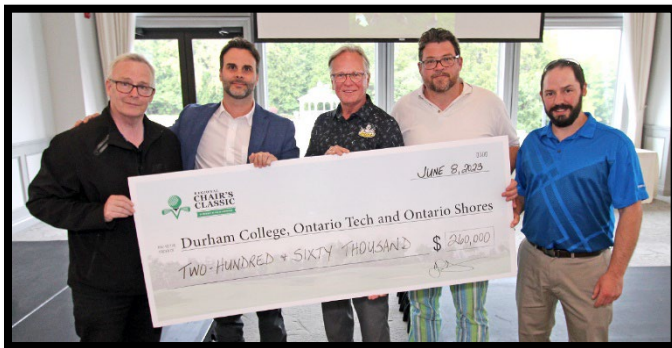
The 2023 Regional Chair's Classic in Memory of Roger Anderson was a great success.

On Thursday, June 8 at Deer Creek Golf and Country Club in Ajax, close to 200 golfers and generous sponsors joined Regional Chair John Henry for the 25th tournament in support of students in financial need at DC and Ontario Tech University, as well as patient-focused programs at Ontario Shores Centre for Mental Health Sciences.

With $260,000 raised this year, the total amount of funds raised since the tournament's inception is now more than $7.6 million.

PulsePoint hosts CPR training at Durham College

Oshawa's PulsePoint partners welcomed over 80 members of the community to DC on June 22 to learn CPR and other life-saving skills.

Student volunteers from the DC/Ontario Tech University Campus Emergency Response Team (CERT) led the training, sharing their expertise on how to properly perform CPR as well as how to use an automated external defibrillator (AED). They also

touched on important topics like naloxone, epinephrine, and infant and child CPR.

As a partner in the PulsePoint initiative (which also includes Oshawa Fire Services, General Motors, Ontario Tech University, Lakeridge Health and the Durham Region Critical Incident Stress Support Team), DC was an ideal host for the event.

The event provided essential training while promoting the PulsePoint mobile apps that are free to download in Oshawa and the surrounding area (Brock, Scugog and Uxbridge).

Celebrating 50 years of quality journalism

The Journalism – Mass Media program is celebrating 50 years of excellence.

The first issue of the Durham College Chronicle was published in November of 1973. What started as a printed campus newspaper has grown into an online platform that incorporates social media, Riot Radio and YouTube. But what hasn't changed is the hard work of the award-winning students and professors who deliver the news from campus and the surrounding community with accuracy and integrity.

The 2023-24 school year will feature a number of special events to commemorate the Chronicle's semi-centennial:

- A series of panel discussions will highlight important issues, beginning on Tuesday, September 26 with 'Indigenous Voices in Journalism.'
- At the campus Library, a microfiche machine will allow for perusal of copies of the Chronicle from throughout its history.
- During Social Justice Week in January, professor and writer-in-residence Alvin Ntibinyane will discuss the importance of equity in journalism, while librarian Trish Johns-Wilson and students from the program will promote digital literacy and provide tips on how to critically analyze information and navigate online platforms.
- There are also plans for a panel discussion involving graduates of the program who have gone on to exceptional careers.

Durham College serves up unique student learning opportunities at Harvest Dinner

Community members once again enjoyed an evening under the stars as Durham College (DC) hosted the seventh Harvest Dinner at the W. Galen Weston Centre for Food (Weston Centre) on Thursday, September 21.

This signature event is a unique opportunity for students and employees in the Faculty of Hospitality & Horticultural Science and Weston Centre to come together to create an unforgettable dining experience.

With a special focus on student engagement, the Harvest Dinner's hands-on opportunities allow students from DC's horticulture, culinary, event management, hospitality and tourism programs to be active participants in their learning, under the guidance of Andrew Guay, Weston Centre field supervisor and Bistro '67's executive chef, Raul Sojo.

To prepare, Horticulture – Food and Farming and Horticulture Technician students tended to and harvested the fields where many components of the meal were grown and were brought to life by Culinary Management and Culinary Skills students in the Bistro '67 kitchen and Weston Centre labs and classrooms. Students set up the impressive harvest table – fit to accommodate more than 100 guests and spanning the length of the garden path – as part of the experiential learning component of the Special Events Management program, before joining fellow Hospitality – Hotel and Restaurant Operations, Hospitality Skills and Tourism – Destination Marketing students to provide exceptional service and execution of the event.

Upon arrival, guests enjoyed pre-dinner drinks, including Lords Ale, brewed by All or Nothing Brewhouse, and samples of a new IPA brewed on-site in the college's Centre for Craft Brewing Innovation (CCBI).

DC Recognizes Orange Shirt Day and National Day for Truth and Reconciliation

Durham College (DC) recognized the 10th anniversary of Orange Shirt Day and the third National Day for Truth and Reconciliation through remembrance, reflection

and action around the history and impact of residential schools on First Nations, Inuit and Métis families and communities.

Together with Ontario Tech University, Durham College hosted *Recognizing Orange Shirt Day and National Day for Truth and Reconciliation*, in The Rotary Global Classroom on September 29. Employees and students were invited to participate and hear from speakers Kevin Lamoureux, award-winning scholar from the University of Winnipeg; Elder Dorothy Taylor, a Mississauga Ojibwe Elder from Curve Lake First Nation; and Elder Dr. Shirley Williams, who is Midewiwin and a member of the Bird Clan from the Wikwemikong Unceded Territory on Manitoulin Island.

5.   **Key Meetings Involving the President's Office (June 7, 2023 to October 10, 2023)**

- Global University Systems & DC Partnership Meeting – June 9, 2023
- MPP Roundtable – June 16, 2023
- Colleges and Institutes Canada Mentorship Meeting – June 16, 2023
- College Quality Assurance Audit Process Site Visit – June 19 – 21, 2023
- Ontario College Application System Annual General Meeting – June 19, 2023
- College Employer Council Board of Directors and Annual General Meeting – June 20, 2023
- CICan Leadership Institute for Vice Presidents – June 26 – 29, 2023
- Durham College Alumni Association Annual General Meeting – September 13, 2023
- Colleges Ontario Presidents Annual Retreat – September 24 – 26, 2023
- DC Foundation Directors Meeting and Annual General Meeting – September 26, 2023
- Barrett Centre Grand Opening – October 2, 2023
- CICan on the Hill – October 3, 2023

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2023-71

To: Board of Governors

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

Date of Report: September 11, 2023

Date of Meeting: October 11, 2023

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

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1.   Purpose

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

2.   Recommendation

This report is being presented for information only.

3.   Background

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

4.   Discussion/Options

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

5.   Financial/Human Resource Implications

There are no financial or human resources implications.

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6.   Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7.   Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8.   Relationship to the Strategic Plan/Business Plan

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

Faculty of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Culinary	April 27, 2023	9 External 6 College representatives	Blue
Food and Farming	April 12, 2023	10 External 4 College representatives	Blue
Horticulture	March 29, 2023	7 External 3 College representatives	Blue
Event Planning Hospitality - Hotel & Restaurant Operations Management Hospitality Skills - Event Planning - Tourism	March 27, 2023	10 External - Events 6 Externals - Hospitality 8 Externals - Tourism 6 College representatives	Green

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

PAC Semi-Annual Report: October 11, 2023

Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Culinary (CMGT/CSK)	Ensure all PAC members have an opportunity to contribute to industry questions to the discussion.	To share the industry questions via email and compile responses.	Complete	C. Silvera
	Clarification on the role of PAC committee chair.	Share information with members about the role of the CGMT PAC chair in preparation for the next meeting.	Added to the upcoming agenda	C. Silvera/K. O'Brien
Food and Farming (AAGR)	Ensure all PAC members have an opportunity to contribute to industry questions.	To share the industry questions via email and compile responses.	Complete	C. Silvera
	Recommend using more current technologies within the program.	Review use of drones, remote sensing trends in industry.	Ongoing	K. O'Brien/M. Appleby
	Inform PAC members about the Farmer's Market.	To share the Farmer's Market information with the PAC on launch.	In-process	C. Silvera
	Increase awareness of current trends and industry practices.	Review use of AI, climate action (greening of events), mental health and managing burnout in stressful industry.	Ongoing	K. O'Brien
Horticulture (HORT)	Ensure all PAC members have an opportunity to contribute to industry questions.	To share the industry questions via email and compile responses.	Complete	C. Silvera
	Inform PAC members about the Farmer's Market.	To share the Farmer's Market information with the PAC on launch.	In-process	C. Silvera

Program area	Recommendation	Action Plan	Status	Responsibility
	Improve available material on current horticultural practices at the college.	To share a list of reading recommended literature for new horticultural practices– for consideration of inclusion in the Durham College library.	Ongoing	J. Jaegar
Hospitality / Tourism/ Event Planning (HROM/HSK/ EVPN/TOUR)	Inform PAC members about the Farmer's Market.	To share the Farmer's Market information with the PAC on launch.	In-process	C. Silvera
	Increase communication with PAC members regarding college events.	To share with PAC members additional communication of upcoming events.	Ongoing	C. Silvera
	Increase engagement with BOG members.	Invite PAC members to attend BOG meeting and provide discussion topics to engage in a thoughtful discussion.	Ongoing	K. O'Brien

Faculty of Business

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Accounting	March 21, 2023	9 External 11 College Representatives	Green
Cosmetics & Esthetician	April 6, 2023	9 External 16 College Representatives	Green
Entrepreneurship & Small Business	March 7, 2023	9 External 10 College Representatives	Green
Finance	March 10, 2023	9 External 9 College Representatives	Green
Human Resources	March 9, 2023	8 External 13 College Representatives	Green
International Business Management	February 28, 2023 May 16, 2023	8 External 10 College Representatives	Green
Marketing	March 10, 2023 May 29, 2023	9 External 12 College Representatives	Green
Office Administration	March 27, 2023	8 External 13 College Representatives	Green
Project Management	March 22, 2023	9 External 12 College Representatives	Green
Recreation and Leisure Services	February 16, 2023	8 External 9 College Representatives	Green
Sport Administration/Management	March 20, 2023	9 External 12 College Representatives	Green
Supply Chain and Operations	March 23, 2023	8 External 12 College Representatives	Green

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

PAC Semi-Annual Report: October 11, 2023

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Accounting	Continue to review course content to ensure it is relevant to industry standards and expectations.	Replace software that is rarely used anymore with current software/application. Include assignments that use this software to give students experience. Continue to help students develop their communication and professionalism skills.	Ongoing	Program Coordinator
Cosmetics & Esthetician	Provide students with more experience dealing with the public/clients.	Further expand time in the labs/Spa for students.	Ongoing	Program Coordinator & Associate Dean & Spa Manager
Entrepreneurship and Small Business	The Cross-Functional Collaboration course would be really valuable to students.	Add the Cross-Functional Collaboration course into the Program of Study.	Ongoing	Program Coordinator & Associate Dean
	The program could use more social media content within courses and/or the Program of Study.	Continue discussions on where additional digital marketing / social media, components can be added.	Ongoing	Program Coordinator
	Students could benefit from more public speaking, personal branding and presentation knowledge early on in the program.	Add public speaking, personal branding and presentation skills, and how it relates to selling, into courses, specifically in early semesters.	Ongoing	Program Coordinator
Finance	Have a higher participation and involvement at college events.	Encourage student participation and ensure external members are invited to events (e.g. Career Fair).	Ongoing	Program Coordinator

PAC Semi-Annual Report: October 11, 2023

	Find potential candidates with their LLQP designation to teach an insurance course.	External members to provide potential/interested names to the Program Coordinator.	Ongoing	External Members & Program Coordinator
	Consider whether NaviPlan has a KYP function.	Look into what the functions of NaviPlan are.	Ongoing	Program Coordinator
Human Resources	Replace the Organizational Change course with the Cross-Functional Collaboration course.	Adjust the Program of Study to add in this new course.	Ongoing	Program Coordinator
International Business	Consider eco-systemic impacts and methods of teaching critical thinking skills.	Add this topic as an agenda item for the next meeting.	Ongoing	Program Coordinator
Marketing	Continue discussions on how to incorporate EDI into more course content, specifically for students in the two-year program.	Program team will continue discussions when reviewing courses/outlines.	Ongoing	Program Coordinator and Program Team
Office Administration	Students would benefit from a more in-depth knowledge of document accessibility formatting.	Expand current course content lessons on accessibility.	Ongoing	Program Coordinator
	Students should have experience with the Epic software now that organizations have implemented it.	Replace the Meditech with the Epic software into the Health Services program.	Ongoing	Program Coordinator
Project Management	Increase attendance and engagement in classes.	Program team to review in-process assignments.	Ongoing	Program Coordinator

	Obtain PAC member feed back on the Consultancy course outline.	Include a discussion on the Consultancy course outline at the next PAC meeting.	Ongoing	Program Coordinator
Recreation and Leisure Services	Consider alternative advertising options and cross-posting in the Faculty of Health Science and/or Faculty of Social and Community Services.	Contact the Communications and Marketing department to discuss available options that may help with marketing the program and enrolment.	Ongoing	Associate Dean
	Students would benefit from more knowledge of job opportunities available within the industry.	External members to provide Program Coordinator with job openings; Program Coordinator to share postings with students.	Ongoing	Program Coordinator and Membership
	Consider collaborative options with the Faculty of Health Sciences on the new Recreation Therapy program that they are offering.	Continue attempts to collaborate with the Faculty of HS on the new program if they are open to it and / or consider alternative delivery options for the RECL program.	Ongoing	Program Coordinator
Sport Admin/Mgmt.	Continue to develop/review Sport for Life modules.	Consider adding a module on Girls in Sport.	Ongoing	Program Coordinator and External Member
	Increase community awareness of the program.	External PAC members to help spread the word of the DC Open House to their networks.	Ongoing	External membership
Supply Chain and Operations Mgmt.	Consider expanding on the Public Sector Procurement course to address the industry need/changes.	Review the Public Sector Procurement course outline and content.	Ongoing	Program Coordinator

	Review the timings and content of course content within the graduate certificate program.	Conduct a debrief session with a focus group of students from the first cohort of the graduate certificate program.	Ongoing	Program Coordinator

Faculty of Health Sciences

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Animal Care	March 23, 2023	10 External 4 College Representative	Green
Communicative Disorders Assistant	April 3, 2023	9 External 5 College Representatives	Green
Dental Programs (DA/DH/Dental Office Administration)	May 19, 2023	8 External 8 College Representatives	Green
Fitness & Health Promotion	March 8, 2023	10 External 7 College Representatives	Green
Massage Therapy Program	April 20, 2023	8 External 5 College Representatives	Green
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	May 16, 2023	9 External 6 College Representatives	Green
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	May 8, 2023	10 External 7 College Representatives	Green
Pre-Health	April 6, 2023	9 External 8 College Representatives	Green
Practical Nursing/Personal Support Worker and Critical Care Nursing*	April 27, 2023	9 External 9 College Representatives	Green

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

PAC Semi-Annual Report: October 11, 2023

Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	Examine areas of curriculum where exotic animals can be further incorporated.	Discuss at team curriculum review and program meetings and implement revisions in course outlines and preparations completed in the spring.	Completed	Program Coordinator
	Support community partners with staffing needs.	PAC members to send job opportunities directly to PC to share with students and graduates. Create a closed social media platform for grads.	Completed	Program Coordinator
	Explore ways where the quality of students FP/experiential learning can be improved or revised based on student and community hosts.	Create a confidential survey to obtain information from community partners and graduates around students experiential learning in field placements.	Completed	Program Coordinator/FP Advisors
Communicative Disorders Assistant (CDA)	Raise awareness of SAC (Speech and Audiologists Canada) to students and the resources and services they offer.	Faculty will ensure students learn about professional organizations including SAC, encourage them to take advantage of the free membership and resources – embed in a course for Sept.	In Progress	Program team
	Confirm and expand community partners beyond Durham Region to support students completing FP in their third semester.	Outreach to community partners through the fall semester to support spring field placements.	Completed- placements secured for increased cohort	Field Placement Officer

Program area	Recommendation	Action Plan	Status	Responsibility
	Topics discussed to enhance in the curriculum include over the counter hearing aides, Cogniview technology, EDI and new advertising strategies.	Discuss with team in spring curriculum and CPR meetings as well as follow up at fall program meetings to identify where these are covered.	In Progress	Program team
Dental Programs Dental Hygiene/Dental Assisting/Dental Reception and Administration (DH_DA_DRA)	Share proposed curriculum and program of study changes with external stakeholders for input and review.	Incorporating newer technologies into curriculum as well as identifying that equity, diversity and inclusion is threaded throughout the programs.	In process	Program team/Associate Dean
	Further strengthen students' skill knowledge and experiences with four handed dentistry, contributing to new patient experiences (phone skills), and sterilization processes.	Coordinators take topics back to the program team to identify areas in the curriculum where these can be further practiced and reinforced.	In Progress	PC's/Program Teams
	Explore potential collaboration with Brock Community Health Centre.	Investigate if there has been communication with the program team or administration and whether there are experiential learning or placement opportunities for a partnership.	In Progress	PC's, Faculty, AD
Fitness and Health Promotion (FITS_FHP)	Sharing of new research projects being incorporated in the program and completed by the program team with PAC and explore collaborations.	Provide updates on research projects findings and progress at fall PAC meeting.	In progress	Program Coordinator
	Examine currency and relevancy of curriculum to align with industry practices.	Consider technology and techniques in labs and courses in areas of wearables as well as skin fold testing to ensure	In progress	Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
		students are prepared for what is used in industry.		
Massage Therapy (MAST)	Examine areas of opportunity within the curriculum for incorporating new technologies, alignment of curriculum with professional scope of practice standards and evidence-informed decision making and ergonomics.	Program team reviewed course outlines, content and delivery of diverse experiences during spring program review.	Completed	Program Team
		Review comprehensiveness of treatment planning in delivery of client care.	In Progress	Program Team
		Survey students at end of placements to further improve student experiences.	Completed	Program Team
	Potential for professional PD opportunities for External partners, students and grads with taping Micro Credential.	Complete development and approval of MC and offer in the fall of 2023 to professionals who may be interested in therapeutic taping.	In Progress	Associate Dean
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	Profession requires marketing/ increased awareness of scope both with public and inter-professionally (OT grads for example).	Faculty and students work on projects, collaborations and presentations to educate and raise awareness and profile of OTA PTA as a profession. Laura M to connect with Comm and Marketing to request support with this.	In Progress	Program Coordinator/Program Team
	Support professionals in community by offering micro credential certification courses in areas such as taping.	Delivery of a micro credential in Therapeutic taping in fall 2023.	In Progress – pending approval	Program Coordinator/AD
Paramedic, Advanced Care Paramedic and EMSF programs	Enhance peer supports and extend to EMSF students with first year paramedic students.	In fall, seek ways to connect PPC and EMSF for peer supports.	In process	Program Coordinators

Program area	Recommendation	Action Plan	Status	Responsibility
(PPC/ PADV/ EMSF)	Develop more robust pedagogical best practices and standardization/calibration among program faculty.	Discuss practices and calibration opportunities and onboarding at spring and fall meetings.	In Process	PC/Program Team
	Consider after hours use of cardiac monitors.	Assess space, equipment and safety needs that would be needed to support this.	Completed	Program Coordinator
	Explore incorporating more resilience training in curriculum.	Team to further discuss in spring planning and enhance the content in course outlines and curriculum.	In progress	Program team
Pre-Health Sciences	Assess strategies within the program curriculum to best prepare students for College studies and the health programs that they aspire to enter.	Further enhance delivery of Pre-Health Courses such as Chemistry to support student success.	Completed	Program Coordinators
		Analyze opportunities and strengths through the CPR process in spring and upcoming year.	In progress	Program Team
		Encourage collaborations with other programs, encouraging students to attend a class in the program of interest.	In Progress	Program Team
		Make other programs aware of Pre-Health students available for volunteer opportunities	Completed	AD/PC's
		Analyse data and feedback from stakeholders through CPR and report findings at PAC in fall	In Progress	AD/PC's

Program area	Recommendation	Action Plan	Status	Responsibility
Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)	Email PAC COVID questionnaire to membership for completion and return (meeting held during an outbreak crisis).	Recorder to email membership for completion and return.	Completed	Recorder
	Elect a chair.	PC to discuss with specific external members and elect at next meeting. The person offering to accept the chair position did not attend the last meeting. We continue to seek out a new chair.	In Progress to Chair to start in fall 2023	Program Coordinator
	Add Long-Term Care Act into the PN and PSW curriculum.	The principles and components are to be threaded through both PSW and PN curriculum.	Completed	Program Coordinator Program Coordinator and Faculty
	Need PSW student representation on the PAC.	PC to request PSW student for PAC.	Completed	Program Coordinator
	Curriculum in PN Health & Healing –Older Adult to reflect best practices.	Care across the continuum (independence to dependence care) to be included in curriculum.	Completed	Program Coordinator and Faculty
	Semester 5 Consolidation students need leadership opportunities.	Trends and issues in LTC (hospitalization / complications / discharge planning) to be included in curriculum.	Completed	Program Coordinator and Faculty
		Secure leadership opportunities in Long-Term Care for PN students.	Completed	Program Coordinator and Field Placement Officer
		Add to agenda of next PN/PSW program meeting	In Progress On agenda for September	Program Coordinators Program Teams

Program area	Recommendation	Action Plan	Status	Responsibility
	Consider adding multi-tasking and time management into the curriculum.	Provide BEGIN information to SA/FPO and admin assistants and for membership and LTC agencies.	2023 program meetings	AD/PC's
	Encourage and support PSW students in LTC placements to continue with PSW to PN Bridge through awareness f potential funding.	Visit placement sites and provide thank you notes, swag in an informal meeting.	Completed (but ongoing)	PCs, SA/FPO
	Thank PN and PSW preceptors for providing their expertise and time to our students.		In Progress for fall 2023	AD, PCs, SA/FPO

Faculty of Liberal Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
General Arts & Science Previously General Arts & Science – Liberal Arts	May 17, 2023	10 External 4 College Representatives	Green

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

Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
General Arts & Science	Provide an update on enrolment retention initiatives at the next PAC meeting.	Program team to meet to discuss the planning and implementation of retention activities for all GAS programs.	In-process.	Program team
	Add the English Language Centre (ELC) as part of the fall teacher tour.	Add the ELC to the fall secondary-school teacher tour.	In-process.	Clayton Rhodes
	Provide an update on 'student perceptions of generative AI in education' research proposal.	Compile information and present to committee members at fall PAC meeting.	In-process	Lynne Kennette

Faculty of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	April 27, 2023	9 External 5 College Representatives	Blue
Animation – Digital Production, Game Art and Media Fundamentals	June 1, 2023	7 External 4 College Representatives	Blue
Broadcasting for Radio & Contemporary Media	March 28, 2023	8 External 3 College Representatives	Blue
Interactive Media Design/Interactive Media Design – Web Development	April 4, 2023	9 External 4 College Representatives	Green
Fine Arts – Advanced and Foundations in Art & Design	May 24, 2023	9 External 4 College Representatives	Green
Graphic Design	May 17, 2023	9 External 3 College Representatives	Green
Journalism – Mass Media and Journalism Creative Writing	May 1, 2023	9 External 4 College Representatives	Green
Music Business Management/Music Business Administration	June 15, 2023	8 External 2 College Representatives	Blue
Photography and Video Production	March 30, 2023	9 External 4 College Representatives	Green
Public Relations	April 13, 2023	8 External 3 College Representatives	Green

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Key Recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	There were no recommendations as quorum was not met. Review PAC membership.	Before Fall meeting.	In-process	PC's and Executive Dean
Animation – Digital Production/Game Art/Media Fundamentals	Explore having students using ChatGPT as a tool to create a starting point for a project.	AI (including ChatGPT) being incorporated for Fall 2023.	Fall 2023 (September)	PCs and Faculty
	Recommend that the members are invited to tour the Motion Capture Reality Studio (MRC).	Tour of MRC to be coordinated with next meeting.	Fall 2023	
	Recommend that the program website page links are shared with the members.	Links have been shared.		
	Recommend that the next meeting is scheduled as a hybrid			
Broadcasting for Radio & Contemporary Media	There were no recommendations as quorum was not met. Review PAC membership.	Before Fall meeting.	In-process	PC's and Executive Dean
Interactive Media Design/Interactive Media Design – Web Development	Recommend that a Hack-A-Thon event for the students is explored.	Faculty to discuss at start-up for F23 activity.	September	PC & Faculty
	Recommend that Design Libraries/Components/Styles is added into the curriculum.	Curriculum recommendations being added where appropriate.		

Program area	Recommendation	Action Plan	Status	Responsibility
Fine Arts – Advanced/Foundations in Art & Design	Recommend that a tip box is set-up in the L-wing that would allow students to help other students who may need some extra help. Recommend that fundraising is introduced into the Entrepreneurship class that could help fund field trips.	To be discussed internally in Fall start-up as well as other options; same with fundraising.	In-process	PC's and Executive Dean
Graphic Design	Recommend that AI is introduced as a supplementary tool in the New Media Courses and the ethics are reviewed. Recommend that collaborations are explored with other programs within the Faculty of Media, Art & Design.	Faculty incorporating AI resources in F23. Faculty to consider Collaborations as vehicle.	In process	Faculty, PC's and Executive Dean
Journalism – Mass Media/Journalism Creative Writing	Recommend that some basic Graphic Design skills (Adobe and Canva) are introduced into the curriculum. Recommend that a presentation on the Trent-Durham program is given to the members in the fall advisory meeting.	Curriculum to be reviewed in F23. Presentation on JCC scheduled for Fall.	In-process	PC's and Executive Dean
Music Business Management/Music Business Administration	There were no recommendations as quorum was not met. Review PAC membership. Recommend that the Board of Governors questions are sent to all external members with a link to the Board of Governors and their biographies. https://durhamcollege.ca/about/governance/board-of-governors	Before Fall meeting.	In-process	PC's and Executive Dean
Photography/Video Production	Recommend that video production students gain some on-set production experience.	Under consideration as part of CPQR in	In-process	PC's and Executive Dean

Program area	Recommendation	Action Plan	Status	Responsibility
	Recommend that the video production explores having the students tour a studio. Recommend that the photography business course incorporates freelance business tips.	23/24 for where to add.		
Public Relations	Recommend that Alt-text and inclusivity be incorporated into the curriculum. Explore if previous graduates can take the Equity, Diversity and Inclusion (EDI) courses from the post-graduate certificate.	Adopted for 2nd year curriculum. Update to be provided when new course complete.	In-process	Faculty & Executive Dean

Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Mental Health & Addictions PAC	May 3, 2023	7 External 2 College Representatives	Blue

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Mental Health & Addictions	Continue to support the growth of qualified RNs, RPNs and other healthcare staff.	Launch the Internationally Educated Nurses (IEN) pathway *of the Nursing Transformation Initiative (NTI) offering – (Ontario Government, College of Nurses (CNO), Ontario Colleges collaboration)*	Complete	Manager, Health & Community / Dean Professional and Part-time Learning
		Launch the PSW TO PN Bridge *of the Nursing Transformation Initiative (NTI) offering – (Ontario Government, College of Nurses (CNO), Ontario Colleges collaboration)*	Complete	Manager, Health & Community / Dean Professional and Part-time Learning
	Continue to assess and develop opportunities for professional development in the following areas: Physical assessment; Dual diagnosis; Increasing complexity of patients; De-escalation techniques; Data Analysis and technology skills; Leadership skills; Project management.	Explore opportunities to offer short physical assessment or other offerings in short professional development format	In Progress	Manager, Health & Community / Dean Professional and Part-time Learning
	Evaluation of PAC Membership.	Evaluate the diversity of the current membership in order to inform future recruitment needs.	In Progress	Manager, Health & Community / Dean Professional and Part-time Learning

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Faculty of Social and Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Conflict Resolution & Mediation	February 21, 2023	9 External 7 College Representatives	Green
Community (ADMH/SSW)	March 22, 2023	8 External 13 College Representatives	Green
Firefighter – Pre-service, Education and Training	February 13, 2023	10 External 6 College Representatives	Green
Child and Youth Care	March 1, 2023	9 External 3 College Representatives	Green
Developmental Service Worker	February 15, 2023	7 External 6 College Representatives	Blue
911 Emergency & Call Centre Communications	February 23, 2023	10 External 6 College Representatives	Green
Law Clerk Advanced	March 2, 2023	9 External 10 College Representatives	Green
Community Integration Through Co-operative Education	March 9, 2023	9 External 6 College Representatives	Green
Victimology/Youth Justice & Intervention	March 20, 2023	8 External 9 College Representatives	Green
Behavioural (ATBS/BHTN/HBBS)	March 29, 2023	10 External 11 College Representatives	Green
Early Childhood Education	March 7, 2023	10 External 7 College Representatives	Green
Paralegal	March 21, 2023	10 External 7 College Representatives	Green
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	March 15, 2023	8 External 15 College Representatives	Green

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Key recommendations

Program area	Recommendation	Action Plan	Status	Responsibility
Conflict Resolution & Mediation	Consider alternate electives on topics of trauma-informed practices or social issues in Canada.	Students indicated that these are areas that they would like to learn more about during the program.	In progress	Program Coordinator/Associate Dean
	Investigate the possibility of obtaining more volunteer opportunities for students.	Students indicated that they would appreciate additional experience with mediation and ADR.	In progress	Program Coordinator/Program Team
Community (ADMH/SSW)	Ensure that the SSW field placement seminars are planned for in-person.	This will provide students an opportunity for discussion and reflection with their peers.	In progress	Associate Dean
	Consider moving some ADMH content online.	This will help the program be more flexible for working professionals.	In progress	Program Team/Associate Dean
Pre-Service Firefighter – Education & Training	Provide update on CPR status.	Program is currently in CPR and members shared some recommendations for potential gaps that could be addressed. Will provide update at fall meeting.	In progress	Associate Dean
	Investigate the potential of developing additional credentials for students.	Investigate additional credentials that could be offered to students in addition to the PFET program to help them prepare for the workforce.	In progress	Associate Dean

Program area	Recommendation	Action Plan	Status	Responsibility
Child and Youth Care	Investigate the possibility of involving more case studies and practice exercises across more courses.	Students feel that this type of hands on learning is invaluable.	In progress	Program Coordinator/Program Team
	Consider holding job fair for human services programs.	Job Fair specific to this program and other similar programs would be valued by potential employers.	Pending	Executive Dean/Program Coordinator
Developmental Service Worker	Share information with placement hosts regarding skills that students have gained and can utilize during their placement.	Program team will develop documentation to share with field placement hosts.	In progress	Program Coordinator/Program Team
	Ensure students are aware of professional practices when connecting with placement hosts and potential employers.	Share best practices for developing positive and professional relationships with placement hosts and employers.	In progress	Program Coordinator/Program Team
911 Emergency & Call Centre Communications	Communicate student desire for in-person placements to placement hosts.	Students appreciate the experience of working in person for networking, interpersonal skill development and realistic job preview.	In progress	Program Coordinator/Program team
	Implement a greater number of program specific simulations for students.	Students report that the simulated and hands on activities are invaluable and that they could be implemented in additional courses across the program.	In progress	Program Coordinator/Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
Law Clerk Advanced	Invite guest speakers to present to students about working for larger firms in Toronto.	Inspire students and speak to the benefits of working for larger firms.	In progress	Program Team
Community Integration through Cooperative Education	Investigate potential workshops or intramural events for all abilities.	Arrange some extra-curricular events for students.	In progress	A. Wood and M. Greenwood
	Follow up on partnership and field placement opportunities with Community Living Oshawa Courtice.	Strengthen connection to create additional student opportunities.	In progress	A. Wood and J. Dewland
Victimology/Youth Justice & Interventions	Investigate additional opportunities for guest speakers across all courses.	Increase the number of guest speakers in the program to share their experiences.	In progress	Program Team
	Include course content on court processes so that graduates can better support victims.	This information will help graduates better support victims who are working through the court system.	In progress	Program Team
Behavioural Sciences	Create a peer studying and support group.	Create a group for students to build a community and provide support for one another.	In progress	Program Team
	Investigate holding an industry-specific Career and Agency Fair.	Share an update at next meeting about the possibility of holding an industry-specific career fair to help employers connect directly with students.	In progress	Program Team

Program area	Recommendation	Action Plan	Status	Responsibility
Early Childhood Education	Provide update on return to industry pilot.	Program Coordinator will be connecting with industry partners to make arrangements for this pilot.	In progress	Program Coordinator
	Discuss self-advocacy with field placement students.	Ensure students are able to meet field placement outcomes by advocating for themselves and indicating what skills they need to learn.	In progress	Program Team
Paralegal	Ensure curriculum covering technology is up-to-date with current practices.	Program team will ensure that curriculum is teaching students most current technology.	In progress	Program Team
	Incorporate information regarding online court practices into course material.	Ensure that graduates are comfortable in an online court environment.	In progress	Program Team
Police Foundations, Protection Security & Investigations, Advanced Law	Ensure communication is sent early to students who need to meet Synergy requirements.	Student Advisors and Program Team to work together to ensure early communication.	In progress	Program Team/Student Advisors
	Consider expansion of environments for field placement opportunities in PSI.	For PSI program, consider implementation of field placement opportunities in addition to the bylaw environment.	In progress	Program Team

Faculty of Science, Engineering and Information Technology

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Architectural Technology, Civil Engineering Technician/Technology, Honours Bachelor Construction Management	April 19, 2023	16 External 5 College Representatives	Green
Biomedical Engineering Technology	May 24, 2023	7 External 3 College Representatives	Green
Biotechnology – Advanced and Fast-track	March 20, 2023 June 5, 2023	6 External 3 College Representatives	Blue
Chemical Engineering Technology	April 26, 2023	8 External 3 College Representatives	Green
Chemical Laboratory Technician	June 8, 2023	5 External 3 College Representatives	Blue
Computer Programming cluster	April 26, 2023	9 External 4 College Representatives	Green
Computer Systems	April 19, 2023	8 External 4 College Representatives	Green
Electronics Technician/Technology	June 6, 2023	8 External 3 College Representatives	Green
Electromechanical Engineering Technology	March 29, 2023	8 External 4 College Representatives	Green
Emerging Technologies	April 24, 2023	9 External 7 College Representatives	Green
Environmental Technology	April 3, 2023	7 External 3 College Representatives	Green
Environmental Health and Safety Management	March 27, 2023	6 External 3 College Representatives	Blue
Mechanical Engineering Technician/Technology	April 25, 2023	9 External 3 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	April 20, 2023	11 External 3 College Representatives	Green

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PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Pharmaceutical Science + Pharmaceutical and Food Science	March 20, 2023	7 External	Blue

Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Architectural Technology, Civil Engineering Technician/Technology, Honours Bachelor Construction Management	Examine how PAC can support increased number of student-placement opportunities.	Members to connect with program coordinators to provide any potential placement opportunities.	Fall	External members
	Review opportunities to include soil testing and grading into curriculum.	Program team to investigate incorporation of soil testing and grading into curriculum by bringing in experts to speak to students.	Fall	Program team
	Review opportunities to incorporate additional software into curriculum.	Program team to investigate strategies to incorporate new software learning into curriculum.	Fall	Program team
	Introduce additional student visits to construction sites.	PCs to reach out far in advance of the construction season to schedule student tours.	Fall	Program coordinators
Biomedical Engineering Technology	Increase PAC membership.	External members to source and suggest new PAC members.	Fall	External members
	Introduce additional industry speaker opportunities for students.	External members to send industry speaker suggestions to the program coordinator.	Fall	External members
	Present updated Program Learning Outcomes to PAC members.	Share PLOs at the fall PAC meeting.	Fall	Program coordinator
Chemical Engineering Technology	Increase PAC membership.	External members to source and suggest new PAC members to PC and Dean.	Fall	External members
	Expand association knowledge for students	Program team to send survey for the collection of professional associations for faculty networking opportunities.	Fall	Program coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
		Develop list of faculty networking opportunities through professional associations.		
Chemical Laboratory Technician	Increase PAC membership.	External members to source and suggest new PAC members.	Fall	External members
				Program coordinator
	Introduce student facility tours into targeted courses.	The PC to investigate inclusion of facility tours.	Fall	
	Increase student employment opportunities.	The associate dean will e-mail the Hired Portal link to members. Field placement officer to do outreach to potential employers.	Fall	Associate dean
Computer Programming	Investigate opportunities to embed generative AI within the curriculum, and establish criteria for acceptable use.	Investigate and make recommendations on strategies to embed generative AI, and establish criteria for acceptable use.	Fall	Program coordinator
	Increase graduate employment opportunities within the banking sector.	The PC to update PAC members on course development for the mainframe course (as this is a key skill required in the banking industry).	Fall	Program coordinator
Computer Systems	Investigate opportunities to include generative AI within the curriculum, and establish criteria for acceptable use.	Investigate and make recommendations on strategies to embed generative AI, and establish criteria for acceptable use.	Fall	Program coordinator
	Introduce multi-disciplinary course to expose students to working with other	Develop multi-disciplinary course in the program curriculum.	Fall	Program coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
	departments while enhancing soft-skills.			
Electronics Engineering Technician /Technology	Review opportunities to incorporate various new software into the curriculum that is utilized in industry.	PC to investigate strategies to incorporate.	Fall	Program coordinator
	Investigate apprenticeship opportunities with Elexicon Energy.	PC to connect with PAC member representative in Fall	Fall	Program coordinator
Electromechanical Engineering Technology	Increase coop opportunities for interested students.	PC and Associate dean to discuss strategies to increase coop opportunities for interested students.	Fall	Program coordinator/ associate dean
	Continue discussion of capital investment into curriculum.	PC to continue discussion of opportunities for capital investment into the program.	Fall	Program coordinator
	Review opportunities to increase review of safety devices and risk analysis in the curriculum.	PC to review opportunities to increase review of safety devices and risk analysis in the curriculum.	Fall	Program coordinator
Emerging Technologies	Increase coop opportunities.	PAC members and coordinators to discuss strategies for increasing opportunities.	Fall	External members
	Investigate opportunities to include Chat GPT as an educational tool and establish acceptable-use criteria within programs.	Investigate and make recommendations on strategies to use Chat GPT and establish acceptable-use criteria within programs.	Fall	Program coordinators
	Increase industry representation at the IT Expo.	Send a save-the-date to external membership.	In progress	Administrative assistant
Environmental Technology/Fast-track	Increase placement opportunities.	Members will reach out to the Field Placement Officer with potential placement opportunities.	Fall	External members

Program Area	Recommendation	Action Plan	Status	Responsibility
	Inclusion of Resource Productivity and Recovery Authority (RPRA) in course material.	The PC will connect with the Waste Regulations professor for the inclusion of RPRA in course material.	Fall	External members
Environment Health and Safety Management	Include industry members at Open House to speak to prospective students.	Invite external members, as industry experts, to speak to prospective students at Open House.	Fall	Administrative Assistant
	Provide sample job postings to students for greater comprehension of expectations.	External members to provide sample job postings to Program Coordinator.	Completed	External members
	Provide industry-relevant feedback to students of resumes.	Associate dean will request the field placement officer connect with students to gather resumes to submit to the membership.	Fall	Associate dean/placement officer
Mechanical Engineering Technician and Technology	Increase PAC membership.	The PC to send the executive dean PAC member recommendations. The chair to connect with local PEO to source PAC members. External member to reach out to OACETT to source PAC members.	Fall	Program coordinator/committee chair/external member
	Share highlights from the comprehensive program review at fall meeting.	Program coordinator to present in the fall.	Fall	Program coordinator
	Increase coop opportunities.	The chair to connect company seeking a coop candidate to the PC.	Fall	Program coordinator
Mechanical Engineering Technician – Non-Destructive Evaluation	Increase student job opportunities.	Associate dean to share Hired Portal link with External members for job postings.	Fall	Associate dean

Program Area	Recommendation	Action Plan	Status	Responsibility
	Include industry members at Open House to speak to prospective students.	Invite external members, as industry experts, to speak to prospective students at Open House.	Fall	Administrative assistant
	Review tax credits for placement students.	External members will connect with their finance departments to assess eligibility for tax credits in hiring students.		External members
	Determine if financial literacy could be embedded into program.	The PC to consider the proposal for financial literacy though a GNED course in the Annual Program Review.		Program coordinator
Pharmaceutical Science, and Pharmaceutical and Food Science	Review opportunities to designate placement as an optional semester.	Investigate making the third placement semester optional.	Fall	Program team
	Increase PAC membership.	Members to send recommendations to the PC.	Fall	External members

Faculty of Skilled Trades and Apprenticeship

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status[1]
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	May 18, 2023	7 External 6 College Representatives	Blue
Crane Operation, Rigging & Construction Techniques (CORC)	Meeting Cancelled due to quorum	8 External 5 College Representatives	Red
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	April 12, 2023	8 External 5 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	March 15, 2023	7 External 3 College Representatives	Blue
Mechanical Technician – Millwright (MTMW)	April 25, 2023	10 External 5 College Representatives	Green
Mechanical Technician – Elevating Devices (MTED)	May 16, 2023	7 External 4 College Representatives	Blue
Mechanical Technician – Plumbing (MPLU)	April 24, 2023	5 External 2 College Representatives	Blue
Motive Power Technician (MPTN)	Meeting Cancelled due to quorum	6 External 4 College Representatives	Red
Power Engineering Technician (PETN)	March 29, 2023	6 External 3 College Representatives	Green
Welding Techniques (WETN)	Meeting Cancelled due to quorum	4 External 4 College Representatives	Red

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Key Recommendations

Program Area	Recommendation	Action Plan	Status	Responsibility
Building Construction Technician (BDCT) & Carpentry and Renovation Technician (RENO)	Inclusion in BOG member meetings.	Support for the idea to invite PAC members to BOG meetings.	Ongoing	M. Jones
	Reintroduce carpentry apprenticeship.	Schedule/include in upcoming PAC an opportunity to discuss a Carpentry apprenticeship.	To be added to next agenda	V.Vithiyalakan
Crane Operation, Rigging & Constructions Techniques (CORC)	*Winter 2023 meeting cancelled due to quorum.*			
Electrical Technician - Instrumentation and Control and Electrical Techniques (EETN/ELEC)	Membership would like a tour of the updated campus.	Schedule in person visit/tour of campus for membership.	To be added to next agenda	V. Vithiyalakan /M. Jones
	Membership would like to discuss apprenticeship.	Include a discussion opportunity in next PAC meeting regarding apprenticeship.	To be added to next agenda	V. Vithiyalakan
	Membership recommends adding a co-op component to the program.	Co-op component for EETN program.	Recommendation	G. Gray/M. Jones
Heating, Ventilation, Air Conditioning Techniques/Gas Technician 2 (HVAC/GFIT)	Membership welcomes a meeting with BOG members.	Discuss further about integration of hydrogen, hybrid/renewable systems.	To be added to next agenda	R. McLeod
	Information requested regarding hosting Skills Ontario summer camp and events.	More information and links to be provided to membership.	In process	V. Vithiyalakan
Mechanical Technician – Millwright (MTMW)	More engagement with BOG members.	PAC member(s) attend BOG meeting.	Ongoing	C. Cornish /R. McLeod

	Encourage to do more than reading minutes alone to better strengthen connections within the program.	Membership encourages BOG members to attend PAC meetings.	Ongoing	C. Cornish/R. McLeod
Mechanical Technician – Elevating Devices (MTED)	Encourage BOG involvement.	Invite BOG members to PAC meeting.	Ongoing	R. McLeod
	More current technology in classrooms.	Review current practices and technology available in order to reflect industry standards.	Ongoing, to be added to next agenda	M. Bujna
Mechanical Technician – Plumbing (MPLU)	Open to engage with BOG members.	BOG member can attend one PAC meeting a year moving forward OR a PAC member can attend the BOG meeting as a guest.	Ongoing	R. McLeod/E. Logan
	Up engagement and drive-up communications between PAC and BOG.	Have a designated liaison between PAC and BOG – M. Antonacci volunteers as liaison or interested party.	Recommendation	R. McLeod/ E. Logan
	Further connect and discuss relative topics.	Push trade awareness through various school sanctioned events.	Ongoing	R. McLeod/ E. Logan
Automotive Technician – Service and Management (MPTN)	*Winter 2023 meeting cancelled due to quorum.*			
Power Engineering Technician 4th Class (PETN)	Invite PAC for VR and campus tour.	Another VR demonstration once fully implemented.	To be added to next agenda	L. Iantomassi
	Attend Gathering of the Colleges.	Ensure invite for event being hosted at the college on May 24th, 2023, is sent to all PETN PAC members.	Complete	R. McLeod
				R. McLeod

	Public recognition for those who partner with the college for placements.	Support the idea for placement employer recognition.	Ongoing	
Welding Engineering Technician (WETN)	*Winter 2023 meeting cancelled due to quorum.*			