



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

Date: Wednesday, April 10, 2024, 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: DC's Food Literacy Initiative - Food IQ

Presenter: Jennifer Elliott, Director, Campus Health and Wellness Centre

5. **CONSENT AGENDA**

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

Recommendation

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

5.1 Approval of Public Session Agenda - April 10, 2024

Recommendation

That the agenda for the April 10, 2024 Board of Governors meeting be approved as presented.

5.2 Approval of Public Minutes from the February 21, 2024 Board Meeting

5 - 11

Recommendation

That the public minutes from the February 21, 2024, Board of Governors

meeting be approved as presented.

- 5.3 Report of the Governance Review Committee - March 25, 2024 12 - 16

Recommendation

That the Governance Review Committee recommends to the Durham College Board of Governors:

That the Governance Review Committee report of March 25, 2024 be received for information and the following resolution be adopted:

1. That based on GOV-2024-09, the Board's Policy: 'Negotiating the President's Contract' be approved as amended.

6. CHAIR'S REPORT

- 6.1 Reflections from the Board Retreat

7. CO-POPULOUS GOVERNORS' REPORT

8. DECISION ITEMS

- 8.1 New Program of Instruction: Interior Decorating - Ontario College Diploma - J. Choi & B. Waite 17 - 49

Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2024-22, the Interior Decorating Ontario College Diploma program be approved.

- 8.2 Request for Permanent Program Suspension: Contemporary Media Production - J. Choi 50 - 52

Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-23, the following program be permanently suspended effective Fall 2024:

Faculty of Media, Art and Design

- Contemporary Media Production (CMEP), Ontario College Advanced Diploma (MTCU Code 69403/APS 1110).

- 8.3 Request for Permanent Program Suspension: Advanced Baking and Pastry Arts - J. Choi 53 - 55

Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-24, the following program be permanently suspended effective Fall 2024:

Faculty of Hospitality and Horticultural Science

- Advanced Baking and Pastry Arts (ABAK), Ontario College Graduate Certificate (MTCU Code 73106/APS 01235).

8.4 Request for Permanent Program Suspension: Renewable Energy Technician - J. Choi 56 - 58

Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-25, the following program be permanently suspended effective Fall 2024:

Faculty of Faculty of Skilled Trades and Apprenticeship

- Renewable Energy Technician (RET), Ontario College Diploma, (MTCU Code 55503/APS01182).

8.5 Public Report of the Audit and Finance Committee - March 19, 2024 - B. MacCheyne 59 - 60

Recommendation

That the Audit and Finance Committee recommends to the Durham College Board of Governors:

That the Audit and Finance Committee report of March 19, 2024 be received for information and the following resolution be adopted:

That based on Report FIN-2024-10:

1. The 2024-2025 request for \$17,280,000 for capital expenditures be approved; and,
2. That the pre-budget request for \$3,500,000 to advance capital projects in fiscal 2025-2026 be approved; and,
3. That this report be released publicly with the capital budget to be reviewed by the Durham College Board of Governors during its public session on April 10, 2024; and,
4. That the approved 2024-2025 capital budget be submitted to the Ministry of Colleges and Universities by the deadline.

9. DISCUSSION ITEMS

9.1 Final Results of the 2023-2024 Business Plan - B. St. George 61 - 119

9.2 Institutional Allocation of International Study Permits - E. Popp & T.

MacDonald (verbal)

10. INFORMATION ITEMS

10.1	Summary of the Committee of Presidents Meeting - March 18 and 19, 2024	120 - 122
10.2	Update on the Activities of the DC Alumni Association	123 - 126
10.3	DCSA's 2022-2023 Audited Financial Statements	127 - 144
10.4	President's Report - February to April 2024	145 - 155
10.5	Report of the Chief Administrative Officer - April 2024	156 - 176

11. UPCOMING EVENTS

- CIGan Connection Conference - April 28 to May 1, 2024
Board attendees: Elaine Popp, Lisa Allen, Liam Croft, Jeff Dornan, Kelly Doyle, John Ecker, Jerry Ouellette
- Unveiling of the "Don Lovisa Building" - May 8, 2024 (3:15 p.m. to 3:45 p.m.) - Whitby Campus
- Employee Town Hall - May 15, 2024 (9:00 a.m. to 11:30 a.m.) - Oshawa Campus

12. MOVE TO IN-CAMERA SESSION

13. ADJOURNMENT



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

Date: Wednesday, February 21, 2024

Location: Oshawa Campus, Durham College Boardroom A144

Members Present: Gail Johnson Morris, Board Chair
Lisa Allen, Board Vice-Chair
Ian Ball (attended virtually)
Jim Brown
Melissa Bosomworth
Elizabeth Cowie
Kalyan Chakravarthy (attended virtually)
Liam Croft
Jeff Dornan
John Ecker
Kelly Doyle
Don Lovisa, President
Ian Murray
Jerry Ouellette
Peter Pryce
Dwight Townsend
Nathan Wilson

Staff Present: Scott Blakey, Chief Administrative Officer
Laura Bogaert, Executive Assistant, Office of the President
Linda Flynn, AVP, Office of Development and Alumni Affairs
Peter Garrett, Mgr., Strategic Reporting and Government Relations
Barbara MacCheyne, VP, Administration/Chief Financial Officer
Elaine Popp, Executive Vice-President, Academic
Melissa Pringle, 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 in attendance:

- Tony Doyle, Executive Dean, Faculty of Science, Engineering and Information Technology
- Dr. Mojgan Rezvani, Executive Dean, Faculty of Health Sciences
- Gillian Dunn, Associate Dean, Faculty of Health Sciences
- Thom MacDonald, Dean, International Education
- Keith Bent, Deputy Registrar
- Megan Bent, Executive Chairperson, DCSA
- Faris Lehn, General Manager, DCSA
- Charles Wilson, Operations Manager, DCSA
- Lisa Frisch, professor, Faculty of Health Sciences
- Jennifer Kellett, professor, Faculty of Health Sciences
- Faizah Chauhan, Work-Study Student, Office of the President
- Joan Acdeo, Student
- Alissa Miller-Babiak, Student
- Sapana Shahi, Student

3. CONFLICT OF INTEREST DECLARATIONS

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

4. PRESENTATIONS

4.1 Program Spotlight: Faculty-Led Classroom Abroad - Dental Hygiene Students in Costa Rica

The Board received a presentation from the Faculty of Health Sciences team regarding a recent eight-day faculty-led classroom abroad project. During the trip to Costa Rica, dental hygiene students taught oral hygiene skills to underserved populations and provided dental kits to under-resourced communities.

The Board questioned the presenters about similar opportunities to serve in remote First Nations communities.

4.2 Student Voice: Update from the Durham College Student Association

The Board received a presentation from the Durham College Student Association providing an update on their activities and statistics about service usage.

The Board questioned the Executive Chairperson about the increased need for the food bank and students' food insecurity issues.

4.3 Presentation of Good Governance Certificates

The Board presented Governor Brown and Dornan with Good Governance certificates earned through the College Centre of Board Excellence.

5. CONSENT AGENDA

Moved by Governor Ball

Seconded by Governor Bosomworth

"That all items listed under the heading of consent agenda be adopted as recommended except 5.2 and 5.5." CARRIED

5.1 Approval of Public Session Agenda - February 21, 2024

That the public agenda for the February 21, 2024, Board of Governors meeting be approved as presented.

5.3 Approval of Public Minutes from the Board of Governors Meeting of January 8, 2024

That the public minutes from the January 8, 2024 Board of Governors meeting be approved as presented.

5.4 Approval of Public Minutes from the Board of Governors Meeting of January 19, 2024

That the public minutes from the January 19, 2024 Board of Governors meeting be approved as presented.

The Board pulled the following items from the consent agenda for discussion:

5.2 Approval of Public Minutes from the Board of Governors Meeting of December 13, 2023

As the minutes from the December 13, 2023, Board of Governors meeting noted a presentation about Oshawa Music Week, a question was raised about a potential partnership to help support the Oshawa Kiwanis Music Festival's continued operation.

The Board asked the member who raised the question to provide additional information to staff about the partnership request.

Moved by Governor Ouellette

Seconded by Governor Pryce

"That the public minutes from the December 13, 2023 Board of Governors meeting be approved as presented." CARRIED

5.5 Report of the Governance Review Committee - January 17, 2024

The Chair of the Governance Review Committee advised the Board that the timing related to governance changes to assume oversight of the Durham College Foundation and its assets may be extended as the transfer of oversight is expected to occur in March 2025. Furthermore, the Governance Review Committee Chair highlighted a policy amendment discussed at the Committee meeting but not flagged for the Board as part of the agenda package.

Moved by Governor Cowie

Seconded by Governor Doyle

"That the Governance Review Committee report of January 17, 2024, as amended, be received for information and the following resolutions be adopted:

- That based on GOV-2024-06, Board Policy: Board-Relations be approved as amended; and,
- That based on GOV-2024-07, Board Policy: President Emeritus be approved as presented." CARRIED

6. CHAIR'S REPORT

The Chair's report included the following items:

- The Chair acknowledged that February was Black History Month and read the College's anti-black racism statement.
- The Chair advised that the Board's Student Governor and Academic Staff Governor elections would officially launch on February 23, 2024. The winners are anticipated to be announced at the May Board meeting.
- The Chair advised the Board's annual Evaluation and Committee Preference survey will launch between April 1 to 10 and emphasized the importance of full participation.

7. CO-POPULOUS GOVERNORS' REPORT

There was no co-populous governors' report.

8. DECISION ITEMS

8.1 New Program of Instruction: Environmental Technician Ontario College Diploma

The Board received a report from the Executive Vice-President, Academic and Executive Dean, Faculty of Science, Engineering and Information Technology presenting a new program of instruction for approval, Environmental Technician Ontario College Diploma. Furthermore, the Board received assurance from the Executive Vice-President, Academic, that the program had been through the full internal approval process and complied with all Ministry Binding Policy Directives.

The Board questioned the Executive Dean, Faculty of Science, Engineering and Information Technology, if any course content taught graduates how to properly consult and work with Indigenous communities when completing an environmental assessment.

Moved by Governor Brown

Seconded by Governor Chakravarthy

"That in accordance with Report BOG-2024-15, the Environmental Technician Ontario College Diploma program be approved." CARRIED

9. DISCUSSION ITEMS

9.1 Domestic and International Enrolment Update: Winter 2024

The Board received a report from the Deputy Registrar and Dean, International Education, regarding domestic and international enrolment. The Board heard the College recorded the highest-ever enrolment for winter 2024 - 13,724 students. This enrolment statistic comprises 8,812 domestic and 4,912 international students from over 86 countries. Furthermore, the Board heard details about the College's admissions and recruitment tactics to drive an uptick in domestic enrolment.

The Board questioned the presenters about the enrolment management planning cycle, best practices, and potential impacts on international enrolment from the federal government policy changes.

9.2 Second Update on the 2023-2024 Business Plan

The Board received the second update on the 2023-2024 business plan with highlights focused on the *Our People* pillar of the strategic plan.

9.3 Government Relations Update

The Board received a report from the senior leadership team regarding the recent federal government policy changes related to international education and the potential impact to Durham College. The presenters talked about enrolment and financial modeling, the College's potential allocation of attestation letters, the government's perception of sector surpluses, and advocacy about a differentiation strategy for Colleges with low international enrolment. Furthermore, the team informed the Board that Ontario's allocation of attestation letters and how they will be allocated is still unknown, and advocacy related to the Blue Ribbon Panel report is ongoing.

The Board questioned the presenters.

9.4 Update on Relationship with Ontario Tech University and Areas of Collaboration

The Board received a report regarding areas of collaboration with Ontario Tech University.

10. INFORMATION ITEMS

The following items were received for information only:

10.1 Program Advisory Committee Semi-Annual Report (February 2024)

10.2 President's Report - January to February 2024

11. UPCOMING EVENTS

The Chair drew attention to the following upcoming events:

- Farewell Celebration - February 28, 2024 at 6:00 p.m., Whitby Campus
- Board of Governors Retreat - April 6 and 7, 2024, Whitby Campus

12. MOVE TO IN-CAMERA SESSION

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

Moved by Governor Cowie

Seconded by Governor Croft

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

The meeting recessed at 7:47 p.m. and reconvened in camera at 8:00 p.m.

The Board rose from the in-camera session at 8:51 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees and emerging trends.

13. ADJOURNMENT

With no further business, the meeting ended at 9:04 p.m.



**PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT
ITS PUBLIC MEETING HELD ON APRIL 10, 2024**

BACKGROUND

The Governance Review Committee met by videoconference on Monday, March 25, 2024.

SUMMARY

1. Minutes of the January 17, 2024 Governance Review Committee Meeting

The Committee reviewed and approved its minutes from the January 17, 2024, Governance Review Committee meeting.

2. Policy Review: Negotiating the President's Contract

The Committee reviewed and discussed proposed edits to the Board's policy, Negotiating the President's Contract.

The Committee questioned the President about the reference to 'Chief Administrative Officer' in Section 2.2 and, following a discussion, agreed to strike out the words 'Chief Administrative Officer' and to insert the words 'head of human resources.'

Further, the Committee discussed the reference to the word 'contract' in Section 2.4 and whether it should be omitted in favour of verbiage such as 'employment offer' or 'employment arrangement' as a previous discussion at the Board suggested the sector was moving away from fixed-term contracts for the presidential position. Following a discussion, the Committee decided to leave the red line edits in Section 2.4 as-is, as the current President is under a contract, and the policy will be up for review again before the President's contract expires.

It is recommended that the following resolution be passed.

RESOLVED:

That based on GOV-2024-09, the Board's Policy: 'Negotiating the President's Contract' be approved as amended.

3. Policy Review: Collection, Use and Disclosure of Governor Information

The Committee reviewed and discussed proposed edits to the Board’s policy, Collection, Use, and Disclosure of Governor Information, and suggested that the instance of the word ‘director’ in Section 2.2 be changed to ‘Governor.’

Additionally, a discussion ensued about Section 1.3 and the nuance of personal information required for various legal, regulatory, or necessary purposes, as well as optional personal information that may be collected to build a Governor profile or support participation in various activities. As there may be sensitivity to collecting certain personal information, the Committee asked for the wording in Section 1.3 to clarify what is legally or mandatory to provide versus optional information, as the impact of non-compliance would be different.

Following a discussion, the Committee requested that the policy be referred back to staff for further refinement and that the policy be brought back to the next meeting of the Governance Review Committee for consideration.

4. Governance Considerations to Assume Oversight of the Durham College Foundation and Investment Portfolio

The Committee reviewed and discussed various options for the Board’s governance structure to assume oversight of the Durham College Foundation and investment portfolio. The Committee discussed the potential expertise necessary for members of an Investment Committee, the role of management versus the Board, how the current Foundation’s Investment Committee functions, the Board’s current capacity and structure, potential risks, and how other colleges have responded to the wind-down of its foundations. Furthermore, the Committee learned that the transfer of assets from the Foundation to the College would not occur until March 2025.

Following the discussion, the Committee was undecided on a path forward and requested additional information about how other colleges have handled this transfer of responsibility, the role of management versus the Board in investment oversight, and overall committee structure.

The Committee agreed to move forward with socializing the options with the entire Board at the April Board meeting and to work towards making a formal recommendation at the June Board meeting about necessary changes to the Board’s governance structure.

5. Board of Governors Final Retreat Agenda

The Committee discussed the agenda and final details for the Board retreat on April 6 and 7, 2024.

6. Rescheduling of May Governance Review Committee Meeting

The President advised of a scheduling conflict with the current Governance Review Committee meeting date in May and sought the Committee's agreement to move the meeting to May 15, 2024. The Committee agreed to change the date and requested the Board Secretary update the calendar invitation.

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

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



POLICY TYPE: Board-President Relationship
POLICY TITLE: Negotiating the President's Contract
EFFECTIVE DATE: June 2023
REVISION DATE: ~~June 2023~~ April 2024
RENEWAL DATE: ~~June 2023~~ April 2027

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In this policy, unless otherwise defined herein or the context requires otherwise, words have the same meaning as they do in the Definitions Schedule to By-law No. 1 of the College.

1. POLICY STATEMENTS

It is necessary to negotiate the president's contract when selecting a new president or when the president's contract is renewed. In either case, the process for negotiating a contract is the same.

The Board of Governors Executive Committee (excluding the current president) is responsible for negotiating the president's contract and will use the following guidelines when doing so:

- The process shall reflect rigor, thoroughness, ~~and objectivity~~, and trends in the college sector;
- The process shall respect confidentiality;
- The contract shall comply with applicable government statutes, regulations, Minister's Binding Policy Directives, and operating procedures and consider any other reference documents provided by the College Employer Council.

2. PROCEDURE

2.1 Negotiating the Contract

As delegated by the Board, the Executive Committee has the authority to lead the contract negotiation process. Typically, the Board Chair will seek advice from the Executive Committee and negotiate directly with the current or incoming president.

The Board of Governors is responsible for and approves the final negotiated contract before it is signed.

2.2 Internal Resources

The Board Secretary and/or the ~~head of Human Resources Chief Administrative Officer~~ (unless they have applied for the position of president) provides logistical assistance in ensuring the negotiation process and activities are conducted in conjunction with Board, College, and government policies and procedures.

To avoid any possible conflicts of interest, it should be emphasized that the only function of this internal resource is to facilitate the logistics of this process and ensure that sufficient resources are appropriately provided and budgeted.

2.3 External Resources

When developing the contract, legal counsel ~~must~~ shall be consulted.

2.4 Communications

There shall not be any public announcement of ~~the successful-a new president's appointment or contract renewal candidate~~ until ~~a contractan employment contract~~ is executed to ensure the negotiation process is not compromised.

3. MONITORING

The Governance Review Committee will review this policy as part of its cyclical review of Board by-laws and policies.

4. RELATED LEGISLATION, MINISTER'S BINDING POLICY DIRECTIVES AND OTHER DOCUMENTS

4.1 Board Policy: Committee Terms of Reference

4.2 Ministry Binding Policy Directive: Board-President Relations

Report Number: BOG-2024-22

To: Board of Governors

From: Dr. Jean Choi, Vice-President, Academic

Date of Report: March 27, 2024

Date of Meeting: April 10, 2024

Subject: New Program of Instruction: Interior Decorating

1. Purpose

To seek approval from the Board of Governors to offer the following post-secondary program of instruction beginning in the Fall 2025 intake:

Interior Decorating

- Credential: Ontario College Diploma (OCD)
- Duration: Four semesters
- Faculty: Media, Art & Design

2. Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2024-22, the Interior Decorating Ontario College Diploma program be approved.

3. Background

The Interior Decorating OCD program guides students through the design process, space planning and décor selection to curate functional, accessible and attractive residential and business environments. Purpose and function are emphasized in order to determine optimal use of furnishings, finishes and décor, fixtures, accessories, lighting, and materials to meet client needs. Students engage in critical and creative thinking and problem-solving to address decorating challenges and enhance quality of life for those accessing the designed spaces.

Graduates contribute to the interior design process, working independently or with a professional team of designers, architects, contractors and consultants to meet client needs for residential or small business settings.

Interior decorators establish careers in design firms, film and television studios, commercial offices, residential real estate staging, procurement for major retail chains and showrooms, home décor marketing and independent consulting.

As per the Ministry of Training, Colleges and Universities Minister's Binding Policy 3.0: Programs, Framework for Programs of Instruction, the Board of Governors is responsible for approving programs of instruction to be offered by the college.

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

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

4. Discussion

Based on the environmental scan completed by Institutional Research and Planning, it is expected that the proposed Interior Decorating OCD program would be a positive addition to Durham College's program offerings due to the:

- Continued growth in the design services sector, particularly commercial design/decoration. This is expected to create job opportunities for graduates both provincially and across Canada;
- Demand for interior decorators trained in inclusive and sustainable design principles;
- Stable domestic applicant interest and enrolments in the current Interior Decorating diploma programs at CAATs;
- Consistent catchment loss in this program area to other CAATs.

5. Financial/Human Resource Implications

The proposed Interior Decorating OCD program will submit a Request for Approval for Funding Form to the Ministry of Colleges and Universities (MCU) for a base tuition of \$2,722.05.

The proposed new program will break even in year one.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no anticipated implications for Ontario Tech University resulting from the implementation of this new program recommendation.

8. Strategic Alignment

8.1 Strategic Fit

The proposed program aligns with the following goals of the [Academic](#), [Strategic](#), and [Business](#) plans (please remove any that do not apply).

Academic Plan

Goal 1: Ensure Exceptional Quality in our Academic Programs

Objective 1.1: We will develop, launch, review and renew high-quality programs that reflect evolving societal and workforce needs.

Objective 1.3: We will embed, enhance and expand experiential learning, global engagement and applied research opportunities.

Goal 2: Enhance Exemplary Teaching and Learning Practices

Objective 2.2: We will foster a scholarly approach to teaching and learning that supports student success.

Objective 2.5: We will celebrate excellence and innovation in teaching.

Goal 5: Strategically Manage Enrolment

Objective 5.2: We will achieve enrolment targets.

Strategic Plan & Business Plan

Pillar: Our Students

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

It is anticipated that the proposed program will positively contribute to enrolment targets and address the identified current and projected labour shortage in the career cluster. The Interior Decorating OCD program addresses the need for inclusive and accessible design through form, function and attention to compliance requirements. Graduates will be prepared to apply the skills gained through in-class and field placement opportunities to meet the needs of clients and design teams.

8.2 Fit with Existing Programs

Interior Decorating OCD programs are currently offered at six Colleges of Applied Arts and Technology (CAAT) under the MTCU code 51838. Programs constructed on this Program Standard, including the proposed program, provide students with hands-on opportunities in the studio and field placement(s).

The proposed program includes an examination of Canadian and global interior decorating practices and techniques in four studio courses and a 196-hour field placement in semester four. Few colleges have identified a culturally-responsive approach to decorating; DC's proposed program will provide students with a culturally-informed exploration of interior expression through spatial curation and accessibility considerations.

General Program Information

Proposed Program Title: Interior Decorating

Proposed Credential: Ontario College Diploma

Academic Dean(s): Barry Waite, Executive Dean

Faculty: Faculty of Media, Art & Design

Date of Review by PPRC: February 14, 2024

MTCU Code: 51838 (Program Standard)

Weight and Funding Unit (as per APS table): Weight = 1.1, Funding = 2.1

Proposed Tuition: Year One: \$2,722.05

Classification of Instructional Program (CIP) Code(s): 19.0605

NOC Code(s): 5242 (52121), 5243 (53123 and 64100), 6222 (62101)

Proposed Implementation (Year)/Scheduled Intakes (F/W/S): 2025, Fall

Year 1 Enrolment: 26 students

Number of Semesters: Four

Number of Sections, Y1: One

International Students Seat Allocation: Three

Total Hours: 1,008 instructional hours + 196 hours (field placement) = 1,204 hours

New or Replacement Program: New

Number of New FT/PT Faculty: three PT (year one), one FT and two PT (year two)

Program Delivery Methods: Classroom, Online, and Field Placement

Laptop Requirement: Yes

New or Renovated Space Requirements: Movable desks to re-configure classroom

Total Capital Costs: Year one: \$5,000

1. Approval Stages

The following approval stages have been assessed for this program:

- Escan: Labour Market Analysis and for degrees: Student Demand
- Budget reviewed and approved by the Chief Financial Officer
- Presented to the Program Proposal Review Committee (DATE: February 14, 2024)
- New Program Proposal Summary reviewed by the Associate Dean, Centre for Teaching and Learning
- New Program Proposal Summary reviewed by the Dean, Centre for Teaching and Learning (DATE: March 28, 2024)
- New Program Proposal Summary reviewed and approved by Vice-President, Academic (DATE: March 29, 2024)
- New Program Proposal Summary reviewed and approved by President (DATE:)

2. Program Overview

2.1 Program Description

The Interior Decorating Ontario College Diploma (OCD) program guides students through the design process, space planning and décor selection to curate functional, accessible and attractive residential and business environments. Purpose and function are emphasized in order to determine optimal use of furnishings, finishes and décor, fixtures, accessories, lighting, and materials to meet client needs. Students engage in critical and creative thinking and problem-solving to address decorating challenges and enhance quality of life for those accessing the designed spaces.

Graduates contribute to the interior design process, working independently or with a professional team of designers, architects, contractors and consultants to meet client needs for residential or small business settings.

Interior decorators establish careers in design firms, film and television studios, commercial offices, residential real estate staging, procurement for major retail chains and showrooms, home décor marketing and independent consulting.

2.2 Career Outcomes

Job Titles	Where Graduates Might Work
<ul style="list-style-type: none"> • Interior decorator • Interior design technician • Project manager: Interior design • Office/retail/commercial/residential space planner (for instance, Kitchen and Bath designer) • Interior design consultant 	<ul style="list-style-type: none"> • Construction Companies • Kitchen and Cabinetry firms • Design firms • Architectural firms • Realtors and/or Realtor firms • Theatre, TV and Film • Self-employment

2.3 Vocational Program Learning Outcomes (MTCU# [51838](#))

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

1. Analyze client needs and goals to create a decorating solution.
2. Evaluate the effectiveness of the completed decorating project based on the specific requirements of the client.
3. Communicate using a variety of formats (such as verbal, written, visual, and digital) to describe the decorating concept to the client and contractors.
4. Assess and select materials and finishes to be used in the decorating project, to meet the needs of the client.
5. Prepare technical documents as necessary for the implementation of the final decorating solution.
6. Collaborate with a variety of design and decorating professionals and other industry specialists for the implementation of the decorating solution.
7. Employ customer relationship management practices maintain to work a positive reputation as an interior decorator that will encourage repeat business or referrals.
8. Employ project management to manage the time, resources and costs required to implement the decorating solution to meet the needs of the client.
9. Adhere to industry standard codes, regulations and by-laws when creating and implementing a decorating solution.
10. Employ environmentally responsible and sustainable practices in the selection of materials and products used to create the decorating solution.

2.4 Admission Requirements

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

Recommended

- Grade 11 or 12 Visual Arts (C, U, or O)

2.5 Laddering Opportunities

Locale/Site	Programs that Feed into Proposed Program	Programs Graduates may consider for further education
Within school	<ul style="list-style-type: none"> • Foundations in Art and Design Ontario College Certificate (OCC) • Graphic Design Ontario College Advanced Diploma (OCAD) 	<ul style="list-style-type: none"> • Graphic Design (OCAD)
Within the college	<ul style="list-style-type: none"> • Carpentry and Renovation Technician (OCD; STA) 	<ul style="list-style-type: none"> • Architectural Technology (OCAD; SEIT)

Locale/Site	Programs that Feed into Proposed Program	Programs Graduates may consider for further education
	<ul style="list-style-type: none"> Interior Decorating Local College Certificate (PPL) 	<ul style="list-style-type: none"> Entrepreneurship and Small Business (OCD; BUS) Project Management Ontario College Graduate Certificate (OCGC; BUS) Supply Chain Management – Global (OCGC; BUS)
External to the college	<ul style="list-style-type: none"> Art and Design Fundamentals certificate programs across the sector 	<ul style="list-style-type: none"> Bachelor of Commerce (Fashion Management) (Humber) Interior Design Degree programs (colleges currently offering: Algonquin, Conestoga, Fanshawe, Humber, Sheridan) Honours Bachelor of Environmental Design and Planning (Fanshawe) Event Management – Event and Exhibit Design (OCGC; Seneca) Kitchen and Bath Design (OCGC; Algonquin & Georgian) Sustainable Fashion Production (OCGC; George Brown)

2.6 Differentiation (Within DC)

Durham College (DC) is proposing a two-year Interior Decorating OCD program offering. The proposed program engages students in examination of historical and contemporary furnishings, finishes, and décor to design functional and aesthetically pleasing interior spaces. North American accessibility standards and inclusive design principles are emphasized in order to decorate and modify interior spaces to accommodate the full range of human abilities.

The following tables present the graduate count and employment rate for two high affinity programs currently offered at DC: Foundations of Art and Design and Graphic Design.

Ministry Title: Art Fundamentals (41800)

Related Programs at Durham Art Fundamentals, Certificate (MTCU 41800)					
Program		Key Performance Indicator	Reporting Year		
Banner Code	MTCU Code		2019-20	2020-21	2021-22
FAD	41800	Graduate Count	29	27	21
		Employment Rate	100.0% (1/1)	N/A	0.0% (0/1)
		Employment Rate in a Related Field	100.0% (1/1)		0.0% (0/1)

Ministry Title: Graphic Design (61820)

Related Programs at Durham Graphic Design, Advanced Diploma (MTCU 61820)					
Program		Key Performance Indicator	Reporting Year		
Banner Code	MTCU Code		2019-20	2020-21	2021-22
GDES	61820	Graduate Count	40	42	30
		Employment Rate	80.0% (8/10)	60.0% (6/10)	50.0% (2/4)
		Employment Rate in a Related Field	60.0% (6/10)	40.0% (4/10)	40.0% (2/4)

The Interior Decorating OCD complements programs currently offered in the Faculty of Media, Art & Design (MAD).

Students enrolled in the Foundations of Art & Design OCC (MTCU 41800) explore basic design and colour theory, art concepts and different genres of art and design. Graduates of this certificate program will be encouraged to consider the pathway opportunity into the proposed program.

The proposed program is aligned to the Graphic Design OCAD (MTCU 61820) currently offered in MAD which highlights the affinity of both programs in their focus on user-centred design, which is the core principle in the proposed program. In the Graphic Design OCAD program, students explore how design is used across multiple modalities, with a focus on print and digital applications; in the proposed program, students explore similar concepts with the goal of bringing design into three-dimensional spaces. Each program provides different career path options, allowing students to explore a variety of job opportunities in design. It is anticipated that graduates of the Graphic Design program may wish to further their education in the proposed program.

3. Program of Study

YEAR 1		YEAR 2	
Semester 1	Semester 2	Semester 3	Semester 4
Introduction to Principles of Interior Decorating (Classroom: 2 hrs, Online: 1 hr)	Design Trends, Styles, and History (Classroom: 2 hrs, Online: 1 hr)	Emerging Technologies in Interior Curation (Classroom: 3 hrs)	Curating a Decorating Portfolio (Classroom: 4 hrs)
Elements of Design (Classroom: 3 hrs)	Spatial Curation, Culture and Techniques (Classroom: 3 hrs)	Professional Practice for Interior Decorators (Online: 3 hrs)	Advanced Inclusive Design (Classroom: 3 hrs)
Principles of Inclusive Design (Classroom: 3 hrs)	Building Systems (Classroom: 3 hrs)	Presentation, Communication and Marketing (Classroom: 3 hrs)	Emerging Fields of Practice (Online: 3 hrs)
Interior Curation: Drawing and Rendering (Classroom: 3 hrs)	Residential Interior Decorating Studio (Classroom Studio: 4 hrs)	Residential Interior Decorating Studio – International Perspective (Classroom Studio: 4 hrs)	Field Placement (196 total hours) 2 days a week @ 7 hours each
Interior Design Digital Applications (Classroom: 3 hrs)	Commercial Interior Decorating Studio (Classroom Studio: 4 hrs)	Commercial Interior Decorating Studio – International Perspective (Classroom Studio: 4 hrs)	
		Field Placement Preparation (Online: 1 hr)	
Communication Foundations (3 hrs)	GNED (3hrs)	GNED (3 hrs)	GNED (3 hrs)
18 hours per week	20 hours per week	21 hours per week	27 hour per week (courses + field placement)
Interior Styling	Professional Practice	Life Centered Design	

Course Descriptions

Semester 1

Course Title: Introduction to Principles of Interior Decorating

Course description: Explore spatial design and interior curation, while analyzing ways in which spaces reflect and shape societal values and foster human connection in the built environment. Investigate culturally diverse perspectives, highlighting global practices and functional requirements that inspire a sense of wonder, connection and purpose in environments.

Instructional Setting: Classroom 2 hrs/wk, Online (asynchronous) 1hr/wk

Total Hours (Semester): 42

Course Title: Elements of Design

Course description: Engage in an immersive exploration of the foundational principles that shape visual aesthetics and creative expression. Examine the culturally diverse elements that constitute the language of design and empower the interior decorator to harness these elements. Explore the core elements of design and dynamic interplay between proportion, scale, balance, harmony and rhythm, and develop the skills to leverage these elements to communicate compelling narratives and evoke emotional responses.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Principles of Inclusive Design

Course description: Explore holistic approaches to understanding human needs that shape the interaction between the physical world, technology and well-being. Human factors influence all aspects of design planning, decision-making and outcomes, and understanding this spectrum of need, grounded in the context of physical spaces, will enhance design responses that are aesthetically pleasing, meaningful and human centered.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Interior Curation: Drawing and Rendering

Course description: Bring built environments to life through hand sketched drawings and realistic renderings. Develop the skills and strategies to communicate and showcase design concepts effectively through graphic representation, development and implementation.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Interior Design Digital Applications

Course description: Step into the future of spatial design and project management through the exploration of digital applications leveraged for interior decorating and design. The artistic and organizational aspects of the interior decorating industry are emphasized. A dual focus on industry-leading design software and cutting-edge project management tools elevates students'

skills to seamlessly blend creativity and structure with planning and efficiency in the dynamic field of interior decorating.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Communication Foundations

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

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Semester 2

Course Title: Design Trends, Styles, and History

Course description: Explore the rich tapestry of design influences, styles, trends and history, and the diversity of cultures that have shaped the creative design landscape. Emphasis is on the relationship between culture, history and global contexts that inform aesthetics, the use of furniture, materials and methods, and the dynamic innovations of contemporary design. Broaden the design perspective and enhance cultural sensitivity in order to navigate the global landscape of contemporary and historical design movements.

Instructional Setting: Classroom 2 hrs/wk; Online (asynchronous) 1 hr/wk

Total Hours (Semester): 42

Course Title: Spatial Curation: Culture and Techniques

Course description: Engage in thoughtful culturally diverse sustainable practices to inform design, planning and the use of space. Emphasis is on environmental elements such as furniture selection and arrangements, lighting design, textiles and fabrics, window treatments, and flooring and wall coverings. Explore sustainability in space typologies and use and develop strategies to communicate and present designs for different audiences.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Building Systems

Course description: Create visually-appealing and functional spaces that align with and support the essential role building systems in both residential and commercial applications. The art of harmonizing aesthetics with practical considerations is explored, including advanced lighting concepts for mood and

wellbeing, consideration of HVAC and plumbing systems, accessibility, sustainability, trade collaboration, and restoration practices.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Residential Interior Decorating Studio

Course description: Embark on an in-depth exploration of North American and Euro-Centric residential design typologies and methods. Explore various residential types and living arrangements to inspire design considerations that optimize space, promote accessibility and create a sense of community. Study emerging trends in residential design such as aging in place, micro-living and laneway living to create compact and functional living spaces and promote sustainable urban growth.

Instructional Setting: Classroom Studio 4 hrs/wk

Total Hours (Semester): 56

Course Title: Commercial Interior Decorating Studio

Course description: The creation of functional, yet aesthetically pleasing and sustainable commercial spaces is important to meet the needs and preferences of both businesses and their patrons. With a focus on North American and Euro-Centric commercial design typologies and methods, develop the knowledge, skills and strategies to design environments decorated for retail, hospitality, wellness, institutional office and workplace applications.

Instructional Setting: Classroom Studio 4 hrs/wk

Total Hours (Semester): 56

Semester 3

Course Title: Emerging Technologies in Interior Curation

Course description: Technology has become integral to shaping the interior design landscape and developing strategies for integrating it into the creative process is an essential skill for contemporary interior decorators. Examine applications and considerations for the use of digital tools such as artificial intelligence (AI), immersive technologies and design documentation for interior curation. Investigate the ability of these technologies in enhancing the creativity, efficiency and sustainability of interior decorating projects.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Professional Practice for Interior Decorators

Course description: Ongoing personal and professional development are essential aspects to enhancing the role of an interior decorator in managing projects and engaging with and relating to clients. Guided by ethical and professional standards, emphasis is on exploring methods and approaches to discover and engage in personal and professional growth, and support self and team members in building community and wellness.

Instructional Setting: Online (synchronous) 2 hrs/wk, (asynchronous) 1 hr/wk

Total Hours (Semester): 42

Course Title: Presentation, Communication and Marketing

Course description: Successful communication for business and collaboration, persuasive presentation and effective marketing strategies are essential for interior decorators to communicate their design vision to clients. Build a comprehensive toolkit for showcasing design concepts, marketing services and portfolio artifacts by harnessing the power of photography and social media.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Residential Interior Decorating Studio – International Perspective

Course description: Explore global diversity and innovation of residential design typologies and methods, and identify historical, cultural, social, and environmental factors that shape the design and use of different types of housing. Develop skills and knowledge to design residential spaces, homes, condominiums, generational living spaces, aging-in-place designs, micro-living units, and laneway co-living spaces, that respond to the needs and preferences of different lifestyles, age groups, and societal needs.

Instructional Setting: Classroom 4 hrs/wk

Total Hours (Semester): 56

Course Title: Commercial Interior Decorating Studio – International Perspective

Course description: A global exploration of commercial design, investigate diverse commercial design typologies and methodologies from around the world. Examine diverse commercial spaces including retail and hospitality design, wellness centers, institutional buildings, and office workspaces from an architectural, cultural, and the social aspects that influence these commercial forms.

Instructional Setting: Classroom 4 hrs/wk

Total Hours (Semester): 56

Course Title: Field Placement Preparation: Interior Decorating

Course description: Develop the skills to set up a successful field placement opportunity in an interior decorating environment. Proactively seek opportunities and work collaboratively with the program team to share leads and interview coordination with partners who provide opportunities for students to showcase their creative talents. Gain the information and tools for an effective job search to secure a field placement opportunity.

Instructional Setting: Online (asynchronous) 1 hr/wk

Total Hours (Semester): 14

Semester 4

Course Title: Curating a Decorating Portfolio

Course description: Showcase your unique vision in interior decorating through a compelling and professional portfolio. Leverage creativity, technology and experiences and apply the design process to create a

comprehensive interior decorating portfolio that communicates a decorating vision and aesthetic and highlights unique styles and capabilities by curating samples of work.

Instructional Setting: Classroom 4 hrs/wk

Total Hours (Semester): 56

Course Title: Advanced Inclusive Design

Course description: Create environments that reflect diversity, prioritize inclusion and support equity. Apply inclusive design theories, frameworks, and guidelines to creatively solve decorating/design challenges and meet the needs of clients.

Instructional Setting: Classroom 3 hrs/wk

Total Hours (Semester): 42

Course Title: Emerging Fields of Practice

Course description: The world around us influences and shapes needs and expectations reflected in the design and décor of spaces that are both functional and beautiful. Investigate the intersection of design and cross-cultural health promotion, sustainability, trauma informed practice and support care, virtual worlds, social justice, neurodiversity and emotional and physical well-being. Through a multi-disciplinary lens, explore emerging fields that challenge traditional design paradigms and prioritize holistic approaches to address complex human and environmental needs.

Instructional Setting: Online (synchronous) 2 hrs/wk, (asynchronous) 1 hr/wk

Total Hours (Semester): 42

Course Title: Field Placement: Interior Decorating

Course description: Participate in a field placement in the decorating/design industry and apply the knowledge, skills and decoration strategies acquired in the program of study.

Instructional Setting: Field Placement 14 hrs/wk

Total Hours (Semester): 196

3.1 Work Integrated and Experiential Learning

Work Integrated Learning Opportunities

- Co-op (Mandatory)
- Co-op (Optional)
- Clinical placement
- Field/Work Placement
- Skills Lab that simulates workplace environment (e.g., clinical skills lab used by nursing students to practice on life-like patient models, “fieldwork”)
- Degree work placement – Mandatory

Interior Decorating OCD students participate in a field placement in the decorating/design industry to apply the knowledge, skills and decor strategies acquired throughout the program. While students are encouraged to

proactively seek opportunities, the field placement team offers support, such as lead sharing and interview coordination with industry partners. Students complete a minimum of 196 hours in a related decorating/design environment where supervisors assess student performance.

4. Strategic Alignment

4.1 Strategic Fit

The proposed program aligns with the following goals of the [Academic](#), [Strategic](#), and [Business](#) plans (please remove any that do not apply).

Academic Plan

Goal 1: Ensure Exceptional Quality in our Academic Programs

Objective 1.1: We will develop, launch, review and renew high-quality programs that reflect evolving societal and workforce needs.

Objective 1.3: We will embed, enhance and expand experiential learning, global engagement and applied research opportunities.

Goal 2: Enhance Exemplary Teaching and Learning Practices

Objective 2.2: We will foster a scholarly approach to teaching and learning that supports student success.

Objective 2.5: We will celebrate excellence and innovation in teaching.

Goal 5: Strategically Manage Enrolment

Objective 5.2: We will achieve enrolment targets.

Strategic Plan & Business Plan

Pillar: Our Students

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

It is anticipated that the proposed program will positively contribute to enrolment targets and address the identified current and projected labour shortage in the career cluster. The Interior Decorating OCD program addresses the need for inclusive and accessible design through form, function and attention to compliance requirements. Graduates will be prepared to apply the skills gained through in-class and field placement opportunities to meet the needs of clients and design teams.

4.2 Fit with Existing Ontario College and University Programs

Interior Decorating OCD programs are currently offered at six Colleges of Applied Arts and Technology (CAAT) under the MTCU code 51838. Programs constructed on this Program Standard, including the proposed program, provide students with hands-on opportunity(ies) in studio and field placement(s).

The proposed program includes an examination of Canadian and global interior decorating practices and techniques in four studio courses and a 196-hour field placement in semester four. Few colleges have identified a culturally responsive approach to decorating; DC's proposed program provides students with a culturally-informed exploration of interior expression through spatial curation and accessibility considerations.

5. Labour Demand and Graduate Employment Possibilities

Based on the environmental scan, it is expected that the proposed Interior Decorating OCD will be a strong addition to DC's program offerings due to the:

- Continued growth in the design services sector, particularly commercial design/decoration. This is expected to create job opportunities for graduates both provincially and across Canada.
- Demand for interior decorators trained in inclusive and sustainable design principles.
- Stable domestic applicant interest and enrolments in the current Interior Decorating diploma programs at CAATs.
- Consistent catchment loss in this program area from DC to other CAATs.

5.1 Labour Market Analysis

Interior decorating enhances interior spaces through the addition of aesthetically pleasing elements¹. Although the term interior decorating is often used interchangeably with interior design, these two terms refer to distinct professions. Interior designers plan the layout of functional and aesthetically pleasing spaces and commonly work with contractors, architects, and developers to implement their designs. In contrast, interior decorators enhance existing spaces by working directly with clients to select a specific style and colour pallet and then outfit the space with décor elements such as furniture, wallcoverings, art, rugs and to achieve the desired aesthetic². Interior decorators are hired when existing interior spaces need to be enhanced, updated or refreshed, without making architectural changes to spaces.

Interior decorators benefit from diverse career options in design firms, film and television studios, commercial offices, residential home staging and in procurement jobs for major retail chains, retail showrooms and home décor marketing. There is also a high rate of self-employment relative to other occupations³.

¹ Wolfe & Allen (2022), <https://www.forbes.com/home-improvement/interior/interior-designer-vs-interior-decorator/>

² Whyte (2022), <https://ddacanada.com/becoming-an-interior-decorator-or-interior-designer-what-you-need-to-know/>

³ Government of Canada Job Bank (2023), <https://www.jobbank.gc.ca/marketreport/outlook-occupation/25809/ON>

Toronto is a premier destination for screen content creation and is experiencing a boom in the field of film and TV⁴. In 2021, Hackman Capital Partners invested \$250 million to begin construction on the new Create TO, Basin Media Hub⁵. This nine-acre waterfront development includes eight sound stages, production offices and workshop space intended to support the many film and TV projects being done in the city of Toronto. This development represents an important opportunity for interior decorators who will be required to furnish the new spaces.

In addition, DC's Mixed Reality Capture studio supports projects in film, television, and gaming and presents the opportunity for collaboration between interior decorating students and industry partners on applied research projects that make use of their learned skills while affording them additional experiential learning opportunities.

Interior decorators must have detailed knowledge of a variety of traditional and contemporary décor styles to understand and meet the needs of their clients. With a strong understanding of foundational design principles such as proportion, scale, and the relationship between objects of different sizes, interior decorators create spaces that are practical, accessible, visually interesting and harmonious. Experience with various 2D and 3D software packages allows interior decorators to visualize and share the design concepts and space planning ideas with clients and contractors.

It is increasingly important for interior decorators to have the knowledge and skills to apply inclusive and sustainable design principles to decorate spaces that meets the needs of the greatest number of people possible by addressing potential concerns of accessibility, mobility, safety and convenience⁶. Sustainable interior design uses renewable resources and materials to minimize the environmental impact of design, reduce waste and energy consumption, and promote the health and well-being of the occupants of the interior space.

The interior design field, which includes interior decorators, has been growing steadily in Canada since 2015, with an annual growth rate of two per cent between 2015 and 2020⁷. The commercial segment of the interior design sector is expected to continue to grow at an annual rate of 7.5 per cent through to 2027. It is estimated that in 2021 the interior design sector in Canada generated approximately \$1.5 billion in revenue.

Seventy-three per cent of professionals employed in interior design occupations in Canada are based in either Ontario or British Columbia,

⁴ City of Toronto (2023). <https://www.toronto.ca/business-economy/industry-sector-support/film/Careers-in-the-Toronto-Film-Industry/>

⁵ Ranger, M. (2021). <https://toronto.citynews.ca/2021/11/16/toronto-film-television-studio-project-port-lands/>

⁶ Flaxman (2022), <https://foter.com/the-7-principles-of-universal-design-how-to-apply-them-at-home>

⁷ Blair (2023), <https://madeinca.ca/interior-design-canada-statistics/>

demonstrating that Ontario is a hub for this industry⁸. Currently there are roughly 10,400 interior decorators or designers in Ontario, many working in architectural, engineering and design services, retail trade, and construction industries⁹. Within the province of Ontario, moderate employment growth is expected for interior decorators and designers between 2022-2024.

DC's proposed Interior Decorating OCD program will provide students with the knowledge of design principles, traditional and contemporary furnishings, fixtures, and decor necessary to create functional and aesthetically pleasing interior spaces. Graduates will be prepared to integrate accessibility standards and guidelines to decorate and modify interior spaces to promote inclusivity and accommodate the full range of human abilities.

Associations and Affiliations

- Association of Registered Interior Designers of Ontario (ARIDO)
- Decorator & Designer Association of Canada (DDA)
- Interior Designers of Canada (IDC)

The DDA has provided written endorsement for the proposed program.

Employment Projections

The National Occupation Classification (NOC) provides a standardized framework for organizing the labour force in a coherent system. Statistics Canada updated the NOC classifications in 2021 to provide an updated and more specific reflection of the labour market. The use of five digits instead of four digits for the NOC codes allows for more specificity in the jobs described under that category. However, many sources of labour market information have not yet transformed their database from the 2016 NOC structure to the 2021 NOC structure. Hence the following description identifies the relevant 2016 and their 2021 equivalencies below; however, the discussion in this section relies upon the 2016 framework.

Job titles and descriptions relevant to the field of interior decorating were collated from a variety of labour market reports and graduates' responses to the Graduate Outcomes and Employer Survey (GOES) administered six months after graduation. The GOES results are aggregated based on MTCU code. Based on the titles and descriptions, three key four-digit National Occupation Classifications (NOC) codes were identified: 5242, 5243 and 6222 as relevant to the Interior Decorating labour market. Where possible the 5-digit NOC code has been provided.

- 5242 (2016) – Interior designers and interior decorators (e.g., interior decorator, interior decorating consultant, office/retail space planner,

⁸ ibid

⁹ Government of Canada Job Bank (2023), <https://www.jobbank.gc.ca/marketreport/outlook-occupation/25809/ON>

home stager) is equivalent to 52121 (2021) Interior designers and interior decorators

- 5243 (2016) – Theatre, fashion, exhibit and other creative designers (e.g., set decorator – theatre and motion pictures, visual display stylist, visual merchandiser-home decor) is equivalent to 53123 (2021) Theatre, fashion, exhibit and other creative designers and 64100 (2021) Retail salespersons and visual merchandisers
- 6222 (2016) – Retail and wholesale buyers (e.g., assistant buyer-home décor, furniture and home décor buyer) is equivalent to 62101 Retail and wholesale buyers

The proposed program will equip students with durable skills that align with industry expectations. The following table depicts a selection of the specialized skills extracted from active job postings in occupations related to interior decorating, as well as transferable skills required for success in learning, work and life.

In Demand Skills		
NOC Code - Occupation	Specialized Skills	Skills for Success
5242 – Interior designers and interior decorators	<ul style="list-style-type: none"> • Procurement • Procurement Software • Supply Chain • Accounting • Purchasing 	<ul style="list-style-type: none"> • Communications • Organization • Ability to meet deadlines • Leadership • Time management
5243 – Theatre, fashion, exhibit and other creative designers		
6222 – Retail and wholesale buyers		

Source: Occupational Profiles, Lightcast Analyst 2022.1, updated September 2023

Labour Market Outlook

Occupational Classification: National

The following table displays wages, occupation statistics and employment outlooks for relevant occupations in Canada:

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage ²²	Employment in 2021	Median Age in 2021	Average Retirement Age in 2021	Outlook to 2031 ²³
5242 – Interior designers and interior decorators	\$24.48	25,300	43	64.0	Balance

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage ²²	Employment in 2021	Median Age in 2021	Average Retirement Age in 2021	Outlook to 2031 ²³
5243 – Theatre, fashion, exhibit and other creative designers	\$24.44	18,300	44	64.0	Balance
6222 – Retail and wholesale buyers	\$26.44	27,400	43	63.0	Balance

Source: Employment and Social Development Canada <https://occupations.esdc.gc.ca/sppc-cops>; Government of Canada Job Profiles www.jobbank.gc.ca/marketreport/outlook, accessed June 2023

The median wages for all three occupations are slightly below the national average for all occupations. A balanced labour market through to 2031 is projected for all three occupations, meaning that at the national level, the labour supply will be adequate to meet the expected demand.

Provincial Outlook

Occupational Classification: Provincial

The following figure displays the provincial job outlook rating (2021-2025) for the relevant occupations, as well as median annual income:

5242 – Interior designers and interior decorators



Job outlook
Average



Median income
\$55,600



Top location
Toronto (65%)

5243 – Theatre, fashion, exhibit and other creative designers



Job outlook
Undetermined



Median income
\$46,800



Top location
Toronto (72%)

6222 – Retail and wholesale buyers



Job outlook
Average



Median income
\$59,200



Top location
Toronto (59%)

Source: MTCU Ontario Job Profiles, accessed: June 2023, <https://www.services.labour.gov.on.ca/labourmarket>

The median annual income for *Interior Designers and Interior Decorators* is roughly the same as the Ontario average of \$55,121 while the median annual income for *Retail and Wholesale Buyers* is above the Ontario average. The

median annual income for *Theatre, Fashion, Exhibit and Other Creative Designers* is lower than the Ontario average. The outlook for *Interior Designers and Interior Decorators* and *Retail and Wholesale Buyers* is average at the provincial level and Toronto is the top location for both occupations. The job outlook for *Theatre, Fashion, Exhibit, and Other Creative Designers* is currently undetermined at the provincial level.

The following table presents summary job profile statistics provided by the Government of Ontario for the relevant occupations:

Provincial Summary Job Profile Statistics					
NOC Code - Occupation	Males	Females	Full-Time	Part-Time	Self-Employed
5242 – Interior designers and interior decorators	21%	79%	53%	47%	42%
5243 – Theatre, fashion, exhibit and other creative designers	30%	70%	N/A		
6222 – Retail and wholesale buyers	43%	57%	55%	45%	4%

Source: MTCU Ontario Job Profiles, accessed: June 2023, <https://www.services.labour.gov.on.ca/labourmarket>

Interior Designers and Interior Decorators as well as *Retail and Wholesale Buyers* demonstrate a high degree of part-time employment. *Interior Designers and Interior Decorators* also demonstrate a relatively high degree of self-employment, while opportunities for self-employment are limited for *Retail and Wholesale Buyers*. There is limited information available on *Theatre, Fashion, Exhibit and Other Creative Designers* at the provincial level.

The following table presents provincial employment opportunities for each relevant occupation. Within each column, the percentages indicate the distribution of all individuals employed in the corresponding occupation across the select census divisions. Data on employment share is currently unavailable for *Theatre, Fashion, Exhibit and Other Creative Designers* at the provincial level.

Employment Share by Census Division				
Census Division	All Occupations	52121 – Interior Designers and Interior Decorators	53123 – Theatre, Fashion, Exhibit and Other Creative Designers	62010 – Retail and Wholesale Buyers
Durham	5%	4%	N/A	5%
Toronto	21%	33%		25%
Peel	10%	7%		13%
York	9%	14%		10%
Peterborough	1%	1%		1%

Employment Share by Census Division				
Census Division	All Occupations	52121 – Interior Designers and Interior Decorators	53123 – Theatre, Fashion, Exhibit and Other Creative Designers	62010 – Retail and Wholesale Buyers
Northumberland	1%	0%		1%
Kawartha Lakes	1%	0%		0%

Source: MTCU Ontario Job Profiles, accessed: June 2023, <https://www.services.labour.gov.on.ca/labourmarket>

The share of Ontario’s employment in the Durham census division for *Interior Designers and Interior Decorators* and *Retail and Wholesale Buyers* is roughly in line with the average for all occupations (five percent). Both occupations are highly concentrated in Toronto and the surrounding municipalities.

The following table presents the combined number of jobs that are expected to be created in Ontario and select census divisions across all three relevant occupations:

Occupation Summary (Ontario and Select Census Divisions) – 2020 & 2025					
Region	2022 Jobs	2028 Jobs	Change	% Change	Median Hourly Wages
Ontario	20,241	21,427	1,186	6%	\$28.94
Durham	898	997	99	11%	\$29.40
Toronto	5,524	5,694	171	3%	\$29.15
Peel	2,823	2,968	146	5%	\$29.31
York	2,458	2,564	106	4%	\$29.43
Peterborough	89	94	5	6%	\$25.43
Northumberland	41	46	5	11%	\$25.50
Kawartha Lakes	32	34	2	7%	\$25.52

Source: Labour Force Survey, Lightcast Analyst 2022.1, updated September 2023

A total of 1,186 jobs are expected to be created in Ontario by 2028 across the three relevant NOC codes.

Local Outlook

Occupational Classifications: Region of Durham

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

Durham Region Employment Outlook - 2020 & 2025					
NOC	2022 Jobs	2028 Jobs	Change	% Change	Median Hourly Wages
52121 – Interior designers and interior decorators	218	201	-17	-8%	\$30.27
53123 – Theatre, fashion, exhibit and other creative designers	86	100	14	16%	\$25.63
62101 – Retail and wholesale buyers	594	696	102	17%	\$29.63
Total	898	997	99	11%	

Source: Labour Force Survey, Lightcast Analyst 2022.1, updated September 2023

Jobs categorized as *Theatre, Fashion, Exhibit and Other Creative Designers* and jobs categorized as *Retail and Wholesale Buyers* are expected to increase in Durham Region between 2022 and 2028, Across the three relevant occupations a total of 99 jobs are expected to be created in Durham Region by 2028.

The following table presents information for the self-employment in selected occupations in the Durham Region:

Durham Region Self-Employment Outlook - 2022 & 2028				
NOC (5 digit)	2022 Jobs	2028 Jobs	Change	% Change
52121 – Interior designers and interior decorators	293	294	1	0%
53123 – Theatre, fashion, exhibit and other creative designers	67	61	-6	-9%
62101 – Retail and wholesale buyers	52	49	-3	-6%
Total	412	404	-8	-2%

Source: Labour Force Survey, Lightcast Analyst 2022.1, updated September 2023

Self-employment in all three occupations is expected to decrease between 2022 and 2028 in the Durham Region. However, there is still a relatively high amount of self-employment, especially for occupations categorized as *Interior Designers and Interior Decorators* in Durham Region.

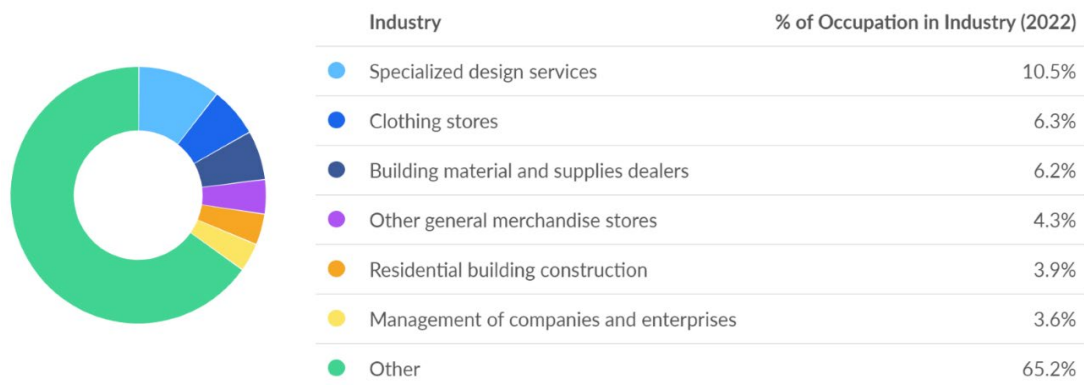
The following table displays the education level of employees in relevant occupations in Ontario:

Educational Attainment			
Education Level	5242 – Interior Designers and Interior Decorators	5243 – Theatre, Fashion, Exhibit and Other Creative Designers	6222 – Retail and Wholesale Buyers
No certificate, diploma or degree:	3%	3%	9%
Secondary (high) school diploma or equivalency certificate	12%	20%	34%
Apprenticeship or trades certificate or diploma	2%	3%	2%
College, CEGEP or other non-university certificate or diploma	39%	33%	28%
Bachelor's degree	33%	31%	20%
Degree in medicine, dentistry, veterinary medicine or optometry	0%	0%	0%
Master's degree	4%	3%	2%
Earned doctorate	0%	0%	0%
Other	6%	6%	4%

Source: MTCU Ontario Job Profiles, accessed: June 2023, <https://www.services.labour.gov.on.ca/labourmarket>

Interior Designers and Interior Decorators and *Theatre, Fashion, Exhibit and Other Creative Designers* most commonly have either a college certificate/diploma or a bachelor's degree. *Retail and Wholesale Buyers* most commonly have either a secondary school diploma or a college certificate/diploma.

The occupations reviewed above are distributed across the economy in a variety of industries. The figure below illustrates the broad distribution of the high affinity occupations in Ontario:



The following table displays the sectors in which the relevant occupations are employed:

5242 – Interior Designers and Interior Decorators	5243 – Theatre, Fashion, Exhibit and Other Creative Designers
77% Professional, scientific and technical services	48% Professional, scientific and technical services
11% Construction	14% Information and cultural industries
3% Real estate and rental and leasing	13% Arts, entertainment and recreation
2% Wholesale trade	8.2% Wholesale trade
6222 – Retail and Wholesale Buyers	

43% Wholesale trade

17% Professional, scientific and technical services

16% Management of companies and enterprises

5% Administrative and support, waste management and remediation services

Source: MTCU Ontario Job Profiles, accessed: June 2023,
<https://www.services.labour.gov.on.ca/labourmarket>

Occupations relevant to the proposed Interior Decorating diploma program are prevalent in a wide range of industries.

6. Student Interest

Applications and Acceptances

As illustrated in the table below, there has been a relatively consistent level of *domestic* applicant interest for the fall intake of Interior Decorating programs (MTCU 51838) at CAATs over the past five years:

Measure	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.	2023-24p
Total Applications	1,406	1,436	1,544	1,665	1,450	1%	1,303
First Choice Applications	461	461	546	555	475	1%	372
Fall Confirmations	387	396	428	395	362	-1%	284

Source: OCAS Data Warehouse, updated June 2023
 2023-24p implies a partial application cycle that is not yet complete.

Average application and acceptance trends:

- The average growth¹⁰ between 2018-19 and 2022-23 for total applications was: one per cent.
- The average growth between 2018-19 and 2022-23 for first choice applications was: one per cent.
- The average growth between 2018-19 and 2022-23 for confirmed acceptances was: negative one per cent.

The following table presents the total *domestic* applications, first choice applications, and confirmed acceptances for the winter student intake for Interior Decorating programs (MTCU 51838) offered at CAATs:

Measure	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.
Total Applications	270	294	322	325	234	-2%
First Choice Applications	102	121	113	113	76	-5%
Winter Confirmations	70	73	82	71	47	-8%

Source: OCAS Data Warehouse, updated June 2023

Currently, there are no CAATs offering a spring intake for the Interior Decorating diploma program.

Enrolment

As illustrated in the tables below, over the past five years, *domestic and international* enrolments for both fall and winter intakes has been relatively consistent for Interior Decorating programs (MTCU 51838) at CAATs; however, there was a slight decrease in the most recent year (2022-2023):

Term	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.
Fall	440	441	443	437	399	-2.3%

Source: OCAS Data Warehouse, accessed June 2023

System-level first semester winter enrolments in Interior Decorating diploma programs have increased over the past five years:

¹⁰ Average Growth refers to the average change each year. This does not include the 2023-24 partial application cycle.

Term	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.
Winter	112	127	153	167	151	-0.2%**

Source: OCAS Data Warehouse, accessed June 2023

**Please note, the rolling average was calculated based on 3 years of data

As indicated in the tables below, first semester *international* enrolment has been stable for both fall and winter intakes across the last five years for Interior Decorating diploma programs (MTCU 51838) offered at CAATs:

Term	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.
Fall	88	82	62	83	74	-2.0%

Source: OCAS Data Warehouse, accessed June 2023

Term	2018-19	2019-20	2020-21	2021-22	2022-23	Rolling Avg.
Winter	52	43	52	43	64	27.5%**

Source: OCAS Data Warehouse, accessed June 2023

**Please note, the rolling average was calculated based on 3 years of data

Catchment Loss

DC experiences some catchment loss to Interior Decorating diploma programs offered at other CAATs. The table below displays the catchment loss from the Durham catchment over the last five years:

Interior Decorating MTCU 51838: First Year Enrolment; Catchment Loss							
College	Term	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
CAAT	Fall	10	10	11	12	11	6
	Winter	2	5	2	0	4	0

Source: OCAS Data Warehouse, accessed June 2023

7. Analysis of Competition

Interior Decorating diploma programs are currently offered at six CAATs under the MTCU code 51838. DC's proposed program is similar in developing essential professional and technical skills, and basic business acumen; however, differs in its inclusion of:

- Broader world perspectives of decorating strategies;
- Cultural contributions in design and methods of expression;
- Inclusive and accessible design as influenced by various human factors;
- The promotion of wellness and self-care through design; and
- Interprofessional team collaboration.

8. Target Market

The target market for this program is domestic and international students possessing a high school diploma or equivalent.

9. Operating Revenue and Expenses

The following tables summarize the net contribution for the proposed Interior Decorating, Ontario College Diploma program.

Student Enrolment (YR 1)	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Projected enrolment (domestic)	23	26	26	26	26
Projected enrolment (international)	3	4	4	4	4
Total	26	30	30	30	30

Net Contribution	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Total Direct Program Expenses	113,634	259,299	266,662	274,244	282,051
Total Revenue for Program	204,278	414,351	446,270	448,834	451,474
Net Contribution \$	90,645	155,052	179,608	174,590	169,423
Net Accumulated Contribution / (Deficit)	90,645	245,697	425,306	599,896	769,319
Net Contribution - % of Gross Revenue	44.4%	37.4%	40.2%	38.9%	37.5%
Target Net Contribution	n/a	breakeven	35.0%	35.0%	35.0%
Capital Requirement	5,000	-	-	-	-

Revenue	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Tuition Fees per <u>academic year</u> (domestic)	2,722	2,722	2,722	2,722	2,722
Set-Aside Fee Removed (domestic)	(272)	(272)	(272)	(272)	(272)
Tuition Fee realized by college (domestic)	2,450	2,450	2,450	2,450	2,450
Tuition Fees per <u>academic semester</u> (international)	12,162	12,527	12,903	13,290	13,688
Set-Aside Fee Removed (international)	(372)	(381)	(391)	(400)	(410)
International Student Recovery	(750)	(750)	(750)	(750)	(750)
International Commission Recruitment	(1,191)	(1,220)	(1,250)	(1,281)	(1,313)
Tuition Fee realized by college (international)	12,571	12,898	13,234	13,581	13,937
Total Tuition Fees (domestic)	53,346	111,590	117,838	117,838	117,838
Total Tuition Fees (international)	37,714	84,481	97,933	100,496	103,137
Other Revenue	0	0	0	0	0

Revenue	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
(Contract Training)					
Total Other Revenue	0	0	0	0	0
Program Wtd Funding Unit (domestic only)	1.16	1.16	1.16	1.16	1.16
Grant - MTCU Operating (Assume \$4149/wfu)	110,218	218,280	230,500	230,500	230,500
Total Revenue (domestic)	166,565	329,807	348,337	348,337	348,337
Total Revenue (international)	37,714	84,481	97,933	100,496	103,137

Expenditures	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Salaries - Faculty (FT)	-	100,000	103,000	106,090	109,273
Salaries - Co-ordinator Allowance	3,206	3,206	3,206	3,206	3,206
Salaries - PT Teaching	63,840	76,320	78,610	80,968	83,397
Salaries - PL Teaching	-	-	-	-	-
Salaries - Sessional Teaching	-	-	-	-	-
Contract Teaching	-	-	-	-	-
Total Teaching Salaries	67,046	179,526	184,816	190,264	195,876

Expenditures	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Support Staff	18,750	19,313	19,892	20,489	21,103
Total Academic Support Costs	18,750	19,313	19,892	20,489	21,103
Benefits - Faculty - FT 25.5%	818	26,318	27,083	27,870	28,682
Benefits - Faculty - PT 15.5%	9,895	11,830	12,184	12,550	12,927
Benefits - SS (FT) 30%	5,625	5,794	5,968	6,147	6,331
Total Employee Benefits	16,338	43,941	45,235	46,567	47,940
Total Labour	102,134	242,779	249,942	257,320	264,918
Instructional Supplies	5,000	10,019	10,220	10,424	10,632
Instructional Other Costs	-	-	-	-	-
Field Work	-	-	-	-	-
Membership & Dues	-	-	-	-	-
Professional Development	2,000	2,000	2,000	2,000	2,000
Travel/accommodation/ meals	1,500	1,500	1,500	1,500	1,500
Promotion/Public relations	-	-	-	-	-
Maintenance-Equipment	3,000	3,000	3,000	3,000	3,000

Expenditures	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Telecommunications	-	-	-	-	-
Software Costs	-	-	-	-	-
Office supplies/Other Expenses	-	-	-	-	-
Rental	-	-	-	-	-
Total Other Expenditure	11,500	16,519	16,702	16,924	17,132

Report Number: BOG-2024-23

To: Board of Governors

From: Dr. Jean Choi, Vice President, Academic

Date of Report: March 6, 2024

Date of Meeting: April 10, 2024

Subject: Request for Permanent Program Suspension: Contemporary Media Production

1. Purpose

To obtain approval from the Board of Governors to permanently suspend one program offered by the Faculty of Media, Art and Design, effective September 2024.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-23, that the following programs be permanently suspended effective Fall 2024:

Faculty of Media, Art and Design

- Contemporary Media Production (CMEP), Ontario College Advanced Diploma (MTCU Code 69403/APS 1110).

3. Background

As stated in the Minister's Binding Policy Operating Procedure for Program Suspension and Cancellation, a suspended program is one where the college has decided not to admit first year or beginning level students. It is the responsibility of the Board of Governors to approve such recommendations. Further, it is the responsibility of the College to inform the Ministry of Colleges and Universities (MCU) of final decisions to suspend or cancel a Ministry-funded program of instruction.

A new funding approval application form will need to be submitted to the Ministry if the college wishes to offer the program in the future.

Contemporary Media Production was approved as Multimedia Design by the Ministry of Training, Colleges and Universities (MTCU) and the Credentials Validation Service (CVS) and launched for the 1998-1999 academic year (September start). Title revision was approved by MTCU in November 2012 for implementation for the 2013-2014 academic year.

4. Discussion/Options

4.1 Contemporary Media Production (MTCU Code 69403), Faculty of Media, Art & Design

The Contemporary Media Production program has been suspended since December 2012; the program follows MCU Standards for Interactive Media Development (Ontario College Advanced Diploma). The Faculty of Media, Art & Design is requesting permanent cancelation of this program.

Since its suspension, the Faculty has introduced two diploma programs in this area (Interactive Media Design and Interactive Media Design – Web Development) to capture student and employer demand.

Professional and Part-time Learning (PPL) was consulted for interest to offer the program; however, PPL has decided not to offer the program.

Table 1: Enrolment History of Program Code

Academic Year	Applications	Offers	Enrolled
Fall 2013	5	0	0
Fall 2012	134	128	41
Fall 2011	na	na	60
Fall 2010	na	na	78

5. Financial/Human Resource Implications

There are minimal human resource implications with the decision to permanently suspend the above noted programs as there were no full-time faculty dedicated to the programs.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University.

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

The proposal to permanently suspend this program supports the Strategic Plan to deliver high-quality programs that reflect labour market needs and community priorities and are responsive to emerging economies. Goal one of the Academic Plan is addressed by ensuring we offer exceptional quality in our academic programs.

Report Number: BOG-2024-24

To: Board of Governors

From: Dr. Jean Choi, Vice President, Academic

Date of Report: February 15, 2024

Date of Meeting: April 10, 2024

Subject: Request for Permanent Program Suspension: Advanced Baking and Pastry Arts

1. Purpose

To obtain approval from the Board of Governors to permanently suspend one program offered by the Faculty of Hospitality and Horticultural Science, effective September 2024.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-24, the following program be permanently suspended effective Fall 2024:

Faculty of Hospitality and Horticultural Science

- Advanced Baking and Pastry Arts (ABAK), Ontario College Graduate Certificate (MTCU Code 73106/APS 01235).

3. Background

As stated in the Minister's Binding Policy Operating Procedure for Program Suspension and Cancellation, a suspended program is one where the college has decided not to admit first year or beginning level students. It is the responsibility of the Board of Governors to approve such recommendations. Further, it is the responsibility of the College to inform the Ministry of Colleges and Universities (MCU) of final decisions to suspend or cancel a Ministry-funded program of instruction.

A new funding approval application form will need to be submitted to the Ministry if the college wishes to offer the program in the future.

Advanced Baking and Pastry Arts was approved in March 2015 by the Ministry of Training, Colleges and Universities (MTCU) and the Credentials Validation Service (CVS) and launched for the 2015-2016 academic year (September start).

4. Discussion/Options

4.1 Advanced Baking and Pastry Arts (MTCU Code 73106), Faculty of Hospitality and Horticultural Science

The Advanced Baking and Pastry Arts program experienced low applications and enrolment for a number of years. This, coupled with exceedingly high program costs and consultations with program stakeholders, led to the decision to suspend the program.

Despite positive indications of interest and industry need during the program development phase, consistently low applications and enrolment required to support the ongoing viability of the program were not realized (see Table One). Several attempts were made to recruit into the program from the Culinary Management diploma, but these efforts yielded little success. The Program Advisory Committee and industry partners have been notified.

Professional and Part-time Learning (PPL) was consulted for interest to offer the program; however, PPL has decided not to offer the program.

Table 1: Enrolment History of Program Code

Academic Year	Target	1 st Choice Applicants	Total Applicants	Offered	Confirmed	Paid
Fall 2017	20	15	23	14	11	10
Fall 2016	40	20	26	18	15	14
Fall 2015	40	14	20	14	13	12

5. Financial/Human Resource Implications

There were minimal human resource implications with the decision to permanently suspend the above noted programs as there were no full-time faculty dedicated to the programs.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University.

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

The proposal to permanently suspend this program supports the Strategic Plan to deliver high-quality programs that reflect labour market needs and community priorities and are responsive to emerging economies. Goal one of the Academic Plan is addressed by ensuring we offer exceptional quality in our academic programs.

Report Number: BOG-2024-25

To: Board of Governors

From: Dr. Jean Choi, Vice President, Academic

Date of Report: February 15, 2024

Date of Meeting: April 10, 2024

Subject: Request for Permanent Program Suspension: Renewable Energy Technician

1. Purpose

To obtain approval from the Board of Governors to permanently suspend one program offered by the Faculty of Skilled Trades and Apprenticeship, effective September 2024.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2024-25, the following program be permanently suspended effective Fall 2024:

Faculty of Faculty of Skilled Trades and Apprenticeship

- Renewable Energy Technician (RET), Ontario College Diploma, (MTCU Code 55503/APS01182).

3. Background

As stated in the Minister's Binding Policy Operating Procedure for Program Suspension and Cancellation, a suspended program is one where the college has decided not to admit first year or beginning level students. It is the responsibility of the Board of Governors to approve such recommendations. Further, it is the responsibility of the College to inform the Ministry of Colleges and Universities (MCU) of final decisions to suspend or cancel a Ministry-funded program of instruction.

A new funding approval application form will need to be submitted to the Ministry if the college wishes to offer the program in the future.

Renewable Energy Technician (RET) was approved in March 2009 by the Ministry of Training, Colleges and Universities (MTCU) and the Credentials Validation Service (CVS) and launched for the 2009-2010 academic year (September start).

4. Discussion/Options

4.1 Renewable Energy Technician (MTCU Code 55503), Faculty of Skilled Trades and Apprenticeship

The Renewable Energy Technician diploma experienced low applications and enrolment for a number of years. Despite positive indications of interest and industry need during the program development phase, consistently low applications and enrolment required to support the ongoing viability of the program were not realized (see Table One). Several attempts were made to recruit into the program, with little success and program stakeholders were consulted. This led to the decision to suspend the program. The Program Advisory Committee and industry partners have been notified.

The Faculty of Skilled Trades and Apprenticeship has woven renewable technology elements into a number of active programs offered in the Faculty, including the Building Construction Technician and the Carpentry and Renovation Technician programs.

Professional and Part-time Learning (PPL) was consulted for interest to offer this program; however, PPL has decided not to offer the program.

Table 1: Enrolment History of Program Code

Academic Year	Target	1 st Choice Applicants	Total Applicants	Offered	Confirmed	Paid
Fall 2016	34	34	126	14	26	25
Fall 2015	37	33	114	98	31	28
Fall 2014	40	43	171	149	42	34

5. Financial/Human Resource Implications

There are minimal human resource implications with the decision to permanently suspend the above noted programs as there were no full-time faculty dedicated to the programs.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University.

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

The proposal to permanently suspend this program supports the Strategic Plan to deliver high-quality programs that reflect labour market needs and community priorities and are responsive to emerging economies. Goal one of the Academic Plan is addressed by ensuring we offer exceptional quality in our academic programs.



**PUBLIC REPORT OF THE AUDIT AND FINANCE COMMITTEE
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT
ITS PUBLIC MEETING HELD ON APRIL 10, 2024**

BACKGROUND

The Audit and Finance Committee met via videoconference on March 19, 2024.

SUMMARY

1. 2024-2025 Capital Budget

The Chief Financial Officer/VP, Administration presented the capital budget for fiscal 2024-2025, which included an ask of \$17.3M for various planned projects and a pre-budget request for \$3.5M to advance capital projects in fiscal 2025-2026. Furthermore, the Chief Financial Officer advised the Committee that approval of the operating budget would be delayed until the Ministry provided the College's visa allocation numbers and that some capital projects were deferred to meet budget constraints.

The Committee questioned the Chief Financial Officer/VP, Administration regarding the College's visa allotments, required IT-related software upgrades, and the criteria for approving capital projects. Additionally, the Committee questioned the Chief Financial Officer/VP, Administration about repurposing equipment that the College no longer required. In response to questions, the Chief Financial Officer/VP, Administration advised that equipment is often at the end of life when disposed of; however, the procurement department could look at donating or repurposing equipment when appropriate.

It is recommended that the following resolution be passed.

RESOLVED:

That based on Report FIN-2024-10:

- 1. The 2024-2025 request for \$17,280,000 for capital expenditures be approved; and,**
- 2. That the pre-budget request for \$3,500,000 to advance capital projects in fiscal 2025-2026 be approved; and,**



3. That this report be released publicly with the capital budget to be reviewed by the Durham College Board of Governors during its public session on April 10, 2024; and,
4. That the approved 2024-2025 capital budget be submitted to the Ministry of Colleges and Universities by the deadline.”

Respectfully submitted,
Ian Murray, Chair, Audit and Finance Committee

Report Number: BOG-2024-37

To: Board of Governors

From: Elaine Popp, President

Date of Report: April 1, 2024

Date of Meeting: April 10, 2024

Subject: Final Update on the 2023-2024 Business Plan

1. Purpose

The purpose of this report is to provide the final 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 last of three reports to be shared with the Board of Governors for 2023-2024.

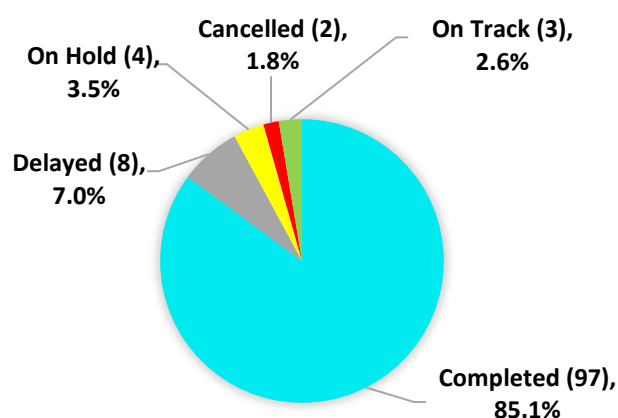
The Business Plan allows Durham College to plan its operations for the fiscal year (April 1 to March 31) within the framework outlined in its Strategic Plan (2020-2025), and in support of its mission, vision and value statements. The Business Plan identifies to the public and provincial government the 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 on May 10, 2023 (Report BOG-2023-41). The plan was developed with input, direction, review and guidance from all departments and Faculties, led by the Durham College Leadership Team (DCLT).

4. Discussion/Options

The accompanying 2023-2024 Business Plan Scorecard describes in detail the progress made on each objective. Below is a summary of the college's 114 planned actions.

Status	Action Items	Percentage
Completed	97	85.1%
Delayed	8	7.0%
On Hold	4	3.5%
Cancelled	2	1.8%
On Track	3	2.6%
Total	114	100%



There are various reasons that action items may be given a status other than Completed. Additional details are provided here:

Status	Rationale
Delayed (8)	<ul style="list-style-type: none"> Altered project requirements, which will take additional time to complete; Various staffing impacts and waiting for new hire at Ogemawahj Tribal Council; Work to begin on external relations strategy with the new Vice President, External Relations and Advancement in place; and Workload and resource availability.
On Hold (4)	<ul style="list-style-type: none"> Internal employee turnover; Lack of software vendor support; Changes affecting our target markets; and Waiting for MCU updates regarding AODA guidelines for web content.

Cancelled (2)	<ul style="list-style-type: none"> • Current trends and data indicate that students are not interested in micro-credentials; and • More modern and sustainable project options are now available.
On Track (3)	<ul style="list-style-type: none"> • Budget will be submitted in the coming months once the impacts of international student study permit applications are determined; • Work undertaken to achieve AODA compliance is intended to take two years to complete; and • Additional legal review of contract is being undertaken, and the work is planned to extend into summer 2024.

For the 2023-2024 reporting period, the board has requested each update focus on one pillar, with the intent of elaborating on key initiatives. The first update looked at Our Students, the second update looked at Our People, and this final update looks at Our Work and Our Community.

Key highlights from the scorecard on Our Work and Our Community include:

4.1 Office of Research Services, Innovation and Entrepreneurship

- Developed a research and training strategy for a Natural Sciences and Engineering Research Council of Canada (NSERC) Mobilize grant application. The grant was awarded and an Ethics Compliance, Training and Inclusion Coordinator has been hired.
- Continuing to develop collaborations with synergistic partners in applied research that amplify our reach. New partnerships are being pursued with the following businesses and community organizations:
 - Hamilton Regional Technology Development Site (RTDS);
 - Health Research Council for People of African Descent;
 - In-Sec-M;
 - Inspire by Example;
 - Lake Ridge Community Support Services;
 - Ontario Shores, the Abilities Centre;
 - Police Accelerator;
 - Schwartz Reisman Institute;
 - Tribros; and
 - Vector Institute.
- Developed a strategy to expand the Hub for Applied Research in Artificial Intelligence for Business Solutions services to include more fee-for-service offerings and training. Currently six companies have been identified to engage in these services.
- Continued to grow the Social Impact Hub as a thriving, diverse research centre through various opportunities including:

- Five College and Community Social Innovation Fund (CCSIF) applications are being developed: two are resubmissions and three involve new partners/projects;
- Exploring Social Sciences and Humanities Research Council (SSHRC) Connection grant with Abilities Centre and Ontario Shores; submitted grant application to the Seniors New Horizons program with Abilities Centre as lead; and
- SSHRC Partnership Engage Grant application was submitted on March 15 with the Community Development Council of Durham.
- Ten new services have been developed to grow operations in the Centre for Cybersecurity Innovation. Five projects have been started, and scoping for six additional projects is in progress. Eighteen students have been trained in the Centre for Cybersecurity Innovation, and through Angel Investors Durham, the team is developing a pipeline of 17 investor groups across Ontario to pursue Cybersecurity engagements.

4.2 Barrett Centre of Innovation in Sustainable Urban Agriculture

- With the generosity of the Barrett Family Foundation, DC opened the Barrett Centre of Innovation in Sustainable Urban Agriculture's Ajax Urban Farm. This community-based living lab allows DC students to gain hands-on learning experiences while building a more resilient, inclusive, collaborative and diverse food system in our community.
- Expanded the Barrett Centre Urban Farm capabilities at the Whitby campus, which included the installation of a hydroponic unit, an apiary and a biodigester.

4.3 Academic

- Successfully hosted the Advancing Learning Conference in May 2023, welcoming more than 200 participants to the Oshawa campus from across the province. Featuring 45 speakers, this was the first time the conference was held with flexible access (online and in-person).
- Finalized a new engineering pathway agreement with Ontario Tech University. Students joining DC in fall 2024 will be able to take advantage of this new opportunity.

4.4 Supporting International Students in Durham Region

- Worked with partner institutions Trent University Durham and Ontario Tech University (Ontario Tech) to engage the broader community to ensure adequate support for international student populations through the International Community Partnership(ICP) committee. With 38 members, the ICP includes four working groups, Housing (Ontario Tech chair), Health and Wellness (DC chair), Community Connections (DC chair), and Employment (Trent chair).

5. Financial/Human Resource Implications

There are no financial or human resource implications for the final 2023-2024 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 2023-2024 Business Plan supports the 2020-2025 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



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

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

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
<p>1. Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.</p>	<p>Launch new programs:</p> <ul style="list-style-type: none"> • Fall 2023: <ul style="list-style-type: none"> ○ Cloud Computing, graduate certificate ○ Recreation Therapy, diploma ○ Fire Prevention Technology, advanced diploma ○ Honours Bachelor of Paralegal ○ Honours Bachelor of Community Mental Health • Winter: 2024 <ul style="list-style-type: none"> ○ Science and Engineering Fundamentals Ontario certificate 	<ul style="list-style-type: none"> • Successfully launch new programs. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<ul style="list-style-type: none"> • Five new programs successfully launched in fall 2023: <ul style="list-style-type: none"> ○ Cloud Computing, graduate certificate (57 students registered) ○ Recreation Therapy, diploma (34 students registered) ○ Fire Prevention Technology, advanced diploma (29 students registered) ○ Honours Bachelor of Paralegal (14 students registered) ○ Honours Bachelor of Community Mental Health (36 students registered) • Decision was made to delay the launch of the Science and Engineering Fundamentals Ontario certificate program until Fall 2024 to all for increased time for promotion and recruitment. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

	<ul style="list-style-type: none"> Strategically identify new areas of programming. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Launch of first degree-level course in PPL; Launch of new Local College Certificate in Career Development Practitioner; Launch of new Recognition of Achievement Credential in Settlement Worker; Launch of new micro-credential series in partnership with the Region of Durham; Approved as a provider of Additional Qualifications by the Ontario College of Teachers; Currently developing a new Ontario College Graduate Certificate in Digital Learning Experience Design. 	<p>Completed</p>
	<ul style="list-style-type: none"> Develop pilot for program health matrix dashboard, including program costing, to assess program quality and viability. 	<ul style="list-style-type: none"> Program health matrix dashboard developed and shared by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Conceptual development currently in progress. Work paused during recruitment to replace the Director, Institutional Research and Planning. 	<p>Delayed</p>
	<ul style="list-style-type: none"> Complete a successful College Quality Assurance Audit Process (CQAAP) cycle. 	<ul style="list-style-type: none"> Submit the CQAAP self-study (April 2023). Conduct site visit (June 2023). Respond to panel report (August 2023). 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

<p>2. Provide exceptional learning experiences in and out of the classroom.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 and door access. 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> We are working with the software vendor to map out the roll-out of various One Card services within the app. To date, we have completed a partial roll-out of meal plan services and print services. We will continue to work with the vendor to roll out additional services next 	<p>Delayed</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> By March 2024: <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Implemented in winter semester for the first 10 courses for redevelopment from F2F to online modality. Initiative to renew selected educational technology and digital learning resources launched and communicated February 2024. Classroom Standards deliverable is now included in the Digital Learning Steering Committee working group; met frequently in fall 2023. To support the objective of developing a plan for high-quality, easy-to-use Flexible classroom technology, the working group developed Digital Classroom Standards, designed to make learning spaces sustainable and streamlined. Aligned with these standards, during the 2024/25 academic year, pending budget approval, we will witness the redevelopment of our flexible classrooms, starting with the A150 space. Creation of Digital Learning Strategy complete, launched in January 2024 	<p>Completed</p>

2023-2024 Business Plan Scorecard



	<ul style="list-style-type: none"> Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create and expand work-integrated learning opportunities for DC students. 	<ul style="list-style-type: none"> Target: 15 projects with CityStudio Durham and TeachingCity Oshawa partners by March 2024. Showcase success of TeachingCity Oshawa model in 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> To date, four CityStudio Durham and 11 TeachingCity Oshawa projects are ongoing or completed and one project is in development. Planning is also underway for City of Oshawa staff to tour the Centre for 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. 	<p style="text-align: right; background-color: #00FFFF; padding: 2px;">Completed</p>
<p>3. Be a champion of experiential learning, global engagement and applied research opportunities.</p>	<ul style="list-style-type: none"> Launch applied research projects with a focus on the Barrett Centre urban farm. 	<ul style="list-style-type: none"> Secure at least one applied research project with an external partner by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Outreach to secure an external partner for applied research project is ongoing Application submitted through the Skills Development Fund for Social Development Partnership Program Focus: Neurodiversity and Trades. Received funding through CiCan’s ImpAct-Climate project Cohort 3 of Campus Living Labs to support GHG Reduction and Awareness-Raising Demonstration Project. A Barrett Centre internal funding on campus project is also under way. 	<p style="text-align: right; background-color: #00FFFF; padding: 2px;">Completed</p>
	<ul style="list-style-type: none"> Launch development of high-quality work-integrated learning (WIL) 	<ul style="list-style-type: none"> Four WIL options launched in fall 2023: <ul style="list-style-type: none"> Cloud Computing 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Launched four new co-op and work-term options for fall 2023 and one for winter 2024. All program webpages have been updated to 	<p style="text-align: right; background-color: #00FFFF; padding: 2px;">Completed</p>

2023-2024 Business Plan Scorecard



	<p>options that strengthen connections to industry with five new co-op/work term options.</p>	<p>graduate certificate</p> <ul style="list-style-type: none"> ○ Fire Prevention Technology advanced diploma ○ International Business Management graduate certificate ○ Project Management graduate certificate ● One launch in winter 2024: <ul style="list-style-type: none"> ○ Data Analytics for Business Decision Making graduate certificate 		<p>promote the co-op opportunities.</p>	
	<ul style="list-style-type: none"> ● Support more than 250 students in securing and completing co-operative education and work term opportunities. 	<ul style="list-style-type: none"> ● Students appropriately supported by the completion of their co-op/work terms by March 2024. 	<ul style="list-style-type: none"> ● Executive vice president, Academic 	<ul style="list-style-type: none"> ● Support provided to 449 students, as follows: <ul style="list-style-type: none"> ○ Supported 139 students in securing and completing summer 2023 work terms and 37 students in fall 2023. ○ Currently, 310 students are being supported for Summer 2024 work terms. To date, 513 job postings have been posted on Hired for summer 2024 jobs. 	<p>Completed</p>
	<ul style="list-style-type: none"> ● Implement CEWIL Innovation Hub (iHub)-funded projects with industry and community partners. 	<ul style="list-style-type: none"> ● 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. 	<ul style="list-style-type: none"> ● Executive vice president, Academic 	<ul style="list-style-type: none"> ● DC was awarded \$333,321 from CEWIL Canada for six new proposals. DC implemented and completed a total of 10 CEWIL iHub-funded projects (when combined with those awarded in the previous year), creating work-integrated learning experiences for 345 students. ● Final reports have been submitted for projects ending on or before August 2023, and reporting is underway for the final five 	<p>Completed</p>

2023-2024 Business Plan Scorecard



				(5) projects that ended December 2023.	
	<ul style="list-style-type: none"> Provide recommendations for improved work-integrated learning processes to ensure efficient and consistent management of curricular WIL and enhance and increase WIL employer engagement. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Initial information gathering completed. Additional stakeholders identified. Initial timelines for consultations and recommendation development were delayed due to the prioritization of funded projects. 	Delayed
	<ul style="list-style-type: none"> Expand and support Faculty-Led Classroom Abroad (FLCA) opportunities. 	<ul style="list-style-type: none"> Investigate new FLCA opportunities across all Faculties in 2023-2024. Introduce a minimum of one new FLCA opportunity in at least three Faculties. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<p>Social & Community Services</p> <ul style="list-style-type: none"> Behavioural Science – Honours Bachelor/ Behavioural Science Technician project approved. Trip to Costa Rica complete and successful. Social Services Worker program team and International Education office worked with two organizations to facilitate a trip to Costa Rica for Spring 2024. <p>Science, Engineering and IT</p> <ul style="list-style-type: none"> Architecture students completed a trip to Italy in October that provided a range of opportunities to explore historic architecture. All of the stops included ties to curriculum outcomes, and faculty shared best practices 	Completed

2023-2024 Business Plan Scorecard



				<p>for the FLCA and student learning with colleagues in the fall.</p> <p>Skilled Trades & Apprenticeship/Horticulture & Hospitality Science</p> <ul style="list-style-type: none"> • FLCA to San Diego for the Professional Convention Management Association Converging Leaders Conference for students in the Event Planning and Tourism-Destination Marketing programs took place in January 2024. • Planned FLCA for students in the Culinary program in Winter 2024, where students will traveled to Italy. <p>Health Sciences (HS)</p> <ul style="list-style-type: none"> • Dental Hygiene Team: Students and faculty traveled Costa Rica over Oct 2023 break week to deliver oral health education to vulnerable communities and learn about determinants of health in this region. <p>Media Art & Design (MAD)</p> <ul style="list-style-type: none"> • A FLCA went to Guatemala with 13 students from seven MAD programs over reading week. New FLCA application was submitted for a February 2025 trip, with students from Journalism and Personal Support Worker. The trip will focus on elder care and mental health with storytelling. 	
	<ul style="list-style-type: none"> • Re-establish 48-Hour Film Challenge to engage students in four programs in Faculty of Media, Art & Design. 	<ul style="list-style-type: none"> • 48 Hour Challenge successfully delivered by February 2024. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<ul style="list-style-type: none"> • Successful event with more than 50 students participating was held March 9-11 with screening on March 12. 	Completed

2023-2024 Business Plan Scorecard



	<ul style="list-style-type: none"> Increase student experiential opportunities in applied research projects. 	<ul style="list-style-type: none"> At least 20 students engaged in applied research opportunities by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. 	<p>Completed</p>
	<ul style="list-style-type: none"> Embed formal resiliency certification (Warrior 21) into emergency services programs. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. 	<p>Completed</p>
	<ul style="list-style-type: none"> Collaborate with the Campus Health and Wellness Centre (CHWC) and the Office of Equity, Diversity and Inclusion (OEDI) on workshops/events that promote a sense of belonging for international students. 	<ul style="list-style-type: none"> By March 31, 2024, develop and implement at least two new workshops/events in collaboration with CHWC and OEDI that focus on international student belonging (total of six per year). 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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; fourth 'From SAD to GLAD' workshop held November 8. December and January workshops focused on Arrive in Canada and Immigration support. Collaborating with the Social Service Worker (SSW) clinic, whose students serve as co-facilitators. This gives DC students an opportunity to live their learning. DC International Student Night was hosted by 	<p>Completed</p>

2023-2024 Business Plan Scorecard



				<p>Athletics on January 18.</p> <ul style="list-style-type: none"> Continuing to host monthly workshops/events with CHWC and SSW program on international student belonging. 	
<p>4. Develop and create opportunities to build student resilience, competence, personal capacity and life-enhancing skills.</p>	<ul style="list-style-type: none"> Develop student global competency skills program. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> One hundred and eleven students enrolled in Global Competency program and eleven to date successfully completed. Website has been launched and new brochure created to further promote the program. 	Completed
	<ul style="list-style-type: none"> Develop digital-by-design student resources that support digital delivery modes as part of the Digital Learning Strategy. 	<ul style="list-style-type: none"> Student-facing resources to support online, hybrid, and flexible learning by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Student-facing resources identified. Creation of resources planned for spring and summer 2024. Delay in development plans will not impact planned launch for fall 2024. 	Delayed
	<ul style="list-style-type: none"> Review and enhance FastStart's (FS) online programming to elevate student understanding of concepts and navigation of the program and resources. 	<ul style="list-style-type: none"> By March 2024, implement: <ul style="list-style-type: none"> Welcome to FS 360 introduction video Module Based tutorials updated Student Roadmap graphics added Alumni Advice/Showcase hosted 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> We are collecting content to compile for the FS 360 video which will be complete by the end of March. Two modules completed (Sales and Marketing, and Pitch). The Ideation module will be completed by the end of April. Student Roadmap graphics have been added. The Alumni Showcase will begin this month and be published at the end of March. 	Completed

2023-2024 Business Plan Scorecard



	<ul style="list-style-type: none"> Develop a student-facing, Learning Management System (LMS)-integrated support for academic integrity for faculty to integrate into their structured course content. 	<ul style="list-style-type: none"> Develop a DC Connect module on academic integrity for faculty to import into their course shells by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Development in process; launch planned for the spring 2024 semester. Delay in development plans is due to staffing, but will not impact planned launch for spring 2024. 	<p>Completed</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Introduce personal assessment session and tools. Develop a personal reflection guide. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Completed the personal reflection guide, which takes students through the process of reflecting on their ISL experience and learnings. Hosted Lunch & Learn session to introduce students to assessments and the role of self-awareness in leadership development. 61 students attended the 10th Annual ISL Leadership Summit. Students were invited to book appointments with Career Development to continue to work on integrating their results into their personal marketing tools. 	<p>Completed</p>
	<ul style="list-style-type: none"> Campus and Health and Wellness Centre (CHWC) to decrease barriers for students to access Wellness Coaching. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> 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. Drop in sessions for Mindfulness have been established on Mondays each week Collaborative programming with DCSA, CHWC and Financial Aid and Awards have been established to offer students across 	<p>Completed</p>

2023-2024 Business Plan Scorecard



				campus to address Food Literacy and Insecurity	
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.	<ul style="list-style-type: none"> Update communications courses to support durable skill transfer leveraging current educational technology. 	<ul style="list-style-type: none"> Develop a refreshed first-semester communications course. Consultation and redevelopment work will occur in 2023-2024, with the first delivery planned for fall 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Three courses have been identified: one general education course, one General Arts and Science (GAS) course and one communications course. Explicit approaches that target the transfer of durable skills namely, creativity and critical thinking, have been implemented into the general education and GAS courses. The approach has been integrated into the communications course, which is scheduled to launch in fall 2024. Work is ongoing; planned PD opportunities at Divisional meetings are planned in the winter and spring semesters and additional courses will be identified. 	Completed
	<ul style="list-style-type: none"> Establish Scholarship of Teaching and Learning (SoTL) research teams to investigate impact of teaching for skills transfer (durable skills). 	<ul style="list-style-type: none"> Establish a minimum of three SoTL team projects. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Three SoTL projects in progress in the Faculty of Liberal Studies. 	Completed
	<ul style="list-style-type: none"> Embed instructional approaches and assessments that target durable skill development. 	<ul style="list-style-type: none"> Embed explicit approaches that focus on the development of durable skills (critical thinking; creativity; communications) into a minimum of three courses by 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Explicit approaches focusing on the development of durable skills embedded into three courses – Critical thinking, Creativity and Communications. 	Completed

2023-2024 Business Plan Scorecard



		March 2024.			
6. Cultivate relationships with students that extend beyond graduation.	<ul style="list-style-type: none"> Using data gleaned from alumni engagement study, benchmark current engagement and develop plans to measure, track and increase engagement. 	<ul style="list-style-type: none"> Solid understanding of DC alumni engagement benchmarked against other colleges. Plan to continually measure engagement. Introduce new programming based on survey results. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Survey completed and data in play to develop plan. Established a college-wide Alumni Engagement Task Force. Completed Alumni Engagement Workshop Alumni Engagement Officer hired and plan development is underway. Programs introduced include Alumni Family Summer Social and Faculty specific alumni/student networking events. 	Completed
	<ul style="list-style-type: none"> Deepen relationships with international alumni. 	<ul style="list-style-type: none"> Increase international alumni mentor database by 3-5 participants. Launch International Alumni LinkedIn page. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> International Alumni LinkedIn page is operational with over 300 members. International Mentor database currently has 58 participants. International alumni engaged as speakers at Convocation and Orientation. 	Completed
	<ul style="list-style-type: none"> Introduce DCAA Marketplace (a showcase for alumni-owned business) on the DC Connect app. 	<ul style="list-style-type: none"> Develop communications plan designed to encourage DC alumni business owners to participate. Develop incentives for participation. Target 25 businesses participating. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> DCAA Marketplace is active with 35 participants so far. Communications plan is active both encouraging alumni to list their business and promoting those businesses listed. 	Completed
	<ul style="list-style-type: none"> First Peoples Indigenous Centre (FPIC) to support 	<ul style="list-style-type: none"> Assessment/Survey of Alumni to determine alumni 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> A Fall Feast event took place on September 28, 2023 where students, staff, alumni and 	Completed

2023-2024 Business Plan Scorecard



	<p>the development of an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.</p>	<p>who identify as Indigenous.</p> <ul style="list-style-type: none"> • Conduct outreach to Indigenous alumni to see if there is an interest in forming a network. 	<ul style="list-style-type: none"> • Dean, Students • Associate vice president, Development and Alumni Affairs 	<p>community members gathered for a meal and networking.</p> <ul style="list-style-type: none"> • Indigenous Alumni Network (IAN) representatives attended spring and fall convocation ceremonies to greet Indigenous graduates, provide a gift and gained permission to contact them in the future for IAN related updates. • FPIC circulates job opportunities through Indigenous networks and post-secondary institutions to aid in the growth of the Indigenous Alumni Network. 	
<p>7. Champion the necessity and value of life-long learning.</p>	<ul style="list-style-type: none"> • Collaborate on Nursing Transformation Initiative Pathways. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<ul style="list-style-type: none"> • Pathway courses picked up via OntarioLearn; DC hosts two courses hosted in the PSW to Practical Nursing bridge. 	<p>Completed</p>
	<ul style="list-style-type: none"> • Enhance current dual credit offerings by offering an additional three new dual credits. 	<ul style="list-style-type: none"> • Develop and offer at least one new dual credit option in at least two different Faculties by March 2024. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<p>Science, Engineering and IT</p> <ul style="list-style-type: none"> • Dual-credit established with St. Stephen's Catholic High-School and DCs Honours Bachelor of Artificial Intelligence - first run - Fall 2023. • Continuing to investigate opportunities with regional school boards. <p>Business</p> <ul style="list-style-type: none"> • Three courses - Financial Planning, Introduction to Entrepreneurship, and Business Mathematics – have been submitted to the Dual Credit office. These will be presented to school boards this year during 	<p>Completed</p>

2023-2024 Business Plan Scorecard



				<p>regular discussions about new course offerings.</p> <p>Hospitality & Horticultural Science</p> <ul style="list-style-type: none"> • Dual Credit course “Propagation of Vegetables” will be delivered fall 2024 at Notre Dame Catholic High School (located beside Barrett Farm). 	
	<ul style="list-style-type: none"> • Increase micro-credential offerings. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<ul style="list-style-type: none"> • Current trends and available data indicate that students are not interested in micro-credentials, so the decision has been made to pause further development in this area. • Urban farming micro-credential is being incorporated into one PPL delivery of “sustainable urban agriculture” that includes these topics: food security, food literacy, microgreens. 	Cancelled

2023-2024 Business Plan Scorecard



OUR PEOPLE

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

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
1. Attract and retain highly qualified, creative and collaborative employees.	<ul style="list-style-type: none"> Achieve Top Employer and Greenest Employer designations. 	<ul style="list-style-type: none"> Strategically identify DC initiatives and milestones for inclusion in award applications. Promote application highlights to all DC employees through ICE. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> On Dec 5, it was announced that DC received the Greater Toronto's Top Employers 2024 award. HR collaborated with C+M on the award announcement with Media Corp. A condensed version of the application is available on ICE via the Top Employer slider on ICE. The project team has started working on the application for the Canada's Top Employers 2025 awards competition, which is due May 3, 2024. 	Completed
	<ul style="list-style-type: none"> Build targeted recruitment campaigns for high-growth program areas of the college. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Additional recruitment and HR activity metrics for 2024 to be provided to DCLT. Continued work on job promotions through LinkedIn Jobs and Life pages as part of an employer branding initiative. Worked with STA to host a recruitment campaign for hiring professors in the skilled trades area, using LinkedIn and other socials to promote, and hosted an in-person event last spring at the Whitby campus. Faculty and HR leadership Rebecca and Christy both gave presentations to potential new employees, which led to hires. 	Completed

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Implement improved employee onboarding processes. 	<ul style="list-style-type: none"> Establish steering and operational committees. Review current state processes. Create documentation and identify gaps. Develop proposals for improvements and implement them. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Steering and operational committees established, current state was reviewed and gap analysis documented. Feedback questionnaire on the new orientation checklists was given to 22 new hires and managers, for the Steering Committee to review and action. A new training module has been offered to managers on the Employee Onboarding and Offboarding Processes. A session was offered in December 2023 and the next one is scheduled for April 2024. 	<p>Completed</p>
<p>2. Develop teams whose work exemplifies our mission, vision and values.</p>	<ul style="list-style-type: none"> Provide professional development (PD) opportunities for all employee groups. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Winter 2024 wellness program announced in early January, which includes a nutrition series, Mental Health First Aid, Care for the Caregiver, reminder of the EFAP supports and services. Registration for these opportunities are available through Brightspace. HR hosted National Employee Appreciation Day on March 1 with a morning reception, keynote, and afternoon sessions - 250 employees attended the keynote and 50 employees attended the afternoon sessions. Review and pilot of the credentials and license renewals process will continue into Spring/Summer 2024. Campus Athletics is offering staff activity days. 	<p>Completed</p>

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Respond to employee Pulse survey results. 	<ul style="list-style-type: none"> Develop a framework to review, assess, communicate and address results. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> During the 2023-2024 fiscal year, the Employee Pulse Survey was conducted in November and March with participation rates of 30.5 per cent and 28 per cent, respectively. Results were reviewed at DCLT. The Pulse survey results are available on ICE for employees to review. 	<p style="background-color: #00b050; color: white; padding: 2px; text-align: center;">Completed</p>
	<ul style="list-style-type: none"> Support the college in achieving its enrolment goals by implementing new or enhanced Communications, Marketing, and Recruitment strategies by March 2024. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Chief administrative officer 	<p>Communications:</p> <ul style="list-style-type: none"> Implemented a new communication strategy to guide external communications, internal communications, media relations, issues management and support and intersect with social media, marketing and recruitment efforts. Strategic efforts resulted in: 100 news stories (63,000 views) and 60 blogs (28,000 views) on DC site with amplification through owned, earned and paid channels. Securing 680 media stories, plus 300 mentions, for a total reach of 500M impressions. <p>Metrolinx (Oshawa GO):</p> <ul style="list-style-type: none"> Marketing initiatives at the Oshawa GO gained exposure to over 1,200,000 riders this year. Advertising assets include ads in the monthly e-newsletter: to 120,000 subscribers monthly with an average open rate of 35 per cent and average click through rate of more than 4 per cent; 1,000+ digital screens across the GO 	<p style="background-color: #00b050; color: white; padding: 2px; text-align: center;">Completed</p>

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>share data, enhanced lead generation practices, recruitment events and communication.</p>		<p>network garnered over 2,000,000 impressions; and 800+ posters/decals inside the trains and on the platforms which garnered 4,377,930 impressions and 127 QR code scans.</p> <p>Marketing:</p> <ul style="list-style-type: none"> • Campaigns run over the fiscal included Degrees, Signature and Priority (SPP) programs, Winter, Spring and Fall intakes through digital, print, social media and out-of-home channels, the following results were generated: <ul style="list-style-type: none"> • Degrees: achieved 105,362 unique visits (UV), 7,269 second clicks (SC) and 545,437 engagements (E) against a goal of 100,000 UV, 8,000 SC, and 450,000 E. • SPP: 319,268 UV to program pages, 195,597 SC and 547,399 E against a goal of 200,000 UV, 200,000 SC and 450,000 E. • Intakes: achieved 132,560 UV and 88,380 E against a goal of 125,000 UV and 80,000 E. <p>Digital assets for social media:</p> <ul style="list-style-type: none"> • Over 110 videos have been created to date. • Established a process to collaborate with Photo/Video team on scheduled photoshoots and participated in six photo/video shoots to capture social-first content. 	

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> • 50 student content creators (DC Crew members) created 24 content pieces/videos for social media use. • Completed 13 program videos, including a new Leading the Way video. • A new interactive map was launched in March 2024, with over 8,000+ new feature items. • 97 scenes of the Oshawa and Whitby virtual tour were relocated to a new platform. Plans are underway to expand 360 scenes in the summer of 2024. • Ellucian Experience has been chosen for the new DC app platform – onboarding and training are underway. The first version of the new DC app is on track for completion in June 2024. <p>Recruitment:</p> <ul style="list-style-type: none"> • Completed 615 on-and off-campus events with a total 85,000 attendees, an increase of 35 per cent for events and 42 per cent for attendees over the previous year. • Generated 10,850 new leads an increase of 138 per cent over the previous year. • For May, September 2023 and January 2024 intakes, we reached 26,812 domestic applications, surpassing our goal of 26,440. 	

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Support employee engagement by launching an internal newsletter that informs staff of DC-focused content and information to support their work while streamlining content. 	<ul style="list-style-type: none"> Successfully launch weekly newsletter by May 30, 2023. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Launched internal weekly newsletter August 2023. 	Completed
	<ul style="list-style-type: none"> Promote and award employee awards of excellence for those who are 'leading the way' in their area of expertise. Facilitate external CiCan award nominations. 	<ul style="list-style-type: none"> Promote awards programs. Chair review of nominations for DC program and coordinate recognition event to acknowledge all nominees and selected award winners. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Employee awards of excellence recipients announced in December 2023. Awards celebration was held on February 19, 2024. CiCan nominations for faculty excellence and excellence in sustainability were submitted in November. Awards will be presented at the conference at the end of April. 	Completed
3. Be a positive and inclusive work environment that is diverse, respectful and representative of our community.	<ul style="list-style-type: none"> Revise Accessibility for Ontarians with Disabilities Act (AODA) for educators training to support equity and inclusion. 	<ul style="list-style-type: none"> Redevelop AODA for Educators based on Web Content Accessibility Guidelines (WCAG) 2.1. Collaborate with Accessibility Coordinating Committee. Launch by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> DC participated in Ministry of Colleges and Universities consultations in fall 2023 around new AODA requirements. All post-secondary institutions are waiting for the ministry to release new standards and the timelines for implementation. Once new standards are released, changes to the training requirements will be incorporated. 	On Hold

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Champion Whitby campus health and safety initiatives. 	<ul style="list-style-type: none"> Enable AODA-accessible campus. Update safety signage on campus by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic Chief administrative officer 	<ul style="list-style-type: none"> Signage updated, green books and first aid kits have been installed and a maintenance cycle has been established. 	<p>Completed</p>
	<ul style="list-style-type: none"> Increase DC community participation in intercultural and global competency training. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 39 employees participated in the February face-to-face workshop, resulting in 57 employees completing at least one face-to-face module. Additional opportunities planned for February and June. 108 staff completed Module one, and 510 students. Note: the initial goal of 400 employees was set based on combined student/employee estimates. Plans are in place to revise the program based on the feedback from the initial sessions. 	<p>Completed</p>
	<ul style="list-style-type: none"> Enhance accessibility in the classrooms by installing 10 AODA-compliant podiums. 	<ul style="list-style-type: none"> Purchase podiums. Identify classrooms that would get new podiums. Install 10 podiums before March 31, 2024. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The podiums were purchased. The classrooms that need AODA-compliant podiums were identified. All ten podiums have been installed. 	<p>Completed</p>
	<ul style="list-style-type: none"> Provide college-wide EDI programming for employees and students on a variety of educational topics as well as host recognition events. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<p>Workplan (2024-25 draft 1)</p> <ul style="list-style-type: none"> Developed; pending discussions on 2024-2025 business plan. <p>Days of Significance Calendar/Events</p> <ul style="list-style-type: none"> Campus-wide events held at Oshawa to mark Black History Month (Wellness Fair, Presentation); Consent Awareness Week (tabling); Wellness Week (tabling); International Women's Day (screening of film 	<p>Completed</p>

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Miss Representation followed by discussion/debriefing) Sponsored the Annual Social Justice Week speaker series.</p> <ul style="list-style-type: none"> • Communications disseminated on DC channels on identified dates of significance including Orthodox Christmas, Chinese/Lunar New Year, International Holocaust Remembrance Day, National Day of Remembrance of the Quebec City Mosque Attack and Action Against Islamophobia, Black History Month, Ramadan; International Women's Day. 	
	<ul style="list-style-type: none"> • Expand EDI resources and supports for students and employees. 	<ul style="list-style-type: none"> • Collaborate with college departments to facilitate objectives in the Ontario Post-secondary Access and Inclusion Program (OPAIP) application. • Continue to develop EDI website resources. 	<ul style="list-style-type: none"> • Chief administrative officer 	<p>Website/Social Media:</p> <ul style="list-style-type: none"> • Consultant hired to make recommendations on EDI website enhancement • Collaborating with C+M to re-launch EDI Social Media (@EquityATDC) <p>OPAIP (RISE)</p> <ul style="list-style-type: none"> • Mid-Year report written and submitted to OPAIP January 24 with relevant input from Student Development, Access & Support Centre, and Finance; Collaborations ongoing with C+M, Reporting & Student Systems, and Student Development to create systems to collect the appropriate EDI data reflective of OPAIP required KPIs. • Start Strong: tablings at Winterfest (Whitby), Get Involved Fair (Whitby & Oshawa); Spring Open House events led by Student Development, C+M. • RISE DC: collaborating with International 	<p>Completed</p>

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>Education Office on Cultural celebrations; collaborating with Facilities and faith-based groups on and off campus to develop recommendations for enhancement of the multi-faith prayer rooms at both campuses; delivered key note at SEIT National Engineering Month panel discussion <i>Significance of Equity, Diversity, Inclusion & Belonging in Engineering.</i></p> <ul style="list-style-type: none"> • RISE Resilient: Planning underway in collaboration with DSSB to host CYPHER and Empower Her; these two big events focus on fostering interest and participation in technology-related fields for around 1,000 Black students. • RISE UP-Community Connections: Presentation on RISE programming available at DC to students from key equity-deserving groups and their families at the Parent-Teacher Interview night at Bowmanville High School. • DC RISE Outreach: Collated resources display available in office for student and staff use; Team presentation to Faculty of Skilled Trades & Apprenticeship program coordinators on March 15 on the services offered by the office and associated community resources to promote referrals; provided resources to be shared with Faculty of Social & Community Services program coordinators regarding services offered by the office and associated community resources to promote referrals 	

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> • RISE Well: Program development discussions initiated with Campus Health & Wellness, and International Education Office re: providing staff training and offering peer support groups to key equity-deserving groups, namely racialized students and 2SLGBTQQA+ groups; Completed Sexual Violence "Responding to Disclosures and Policy overview" training with OTA and PTA Faculty team; Supported DCSA to host tabling at their PRIDE Activity Day. • Meetings held to advance implementation of RISE Program Evaluation plan to enhance seamless alignment with OPAIP KPIs. • Collaborated with Student Development Services to deliver College Open House & OYAP Welcome Night. • Participated in ORSIE EDI Committee; Hosted National Coming Out Day pop-up resource-sharing events with campus and community partners. • Training on Embedding EDI in Delivery of Educational Services developed and delivered. • Traction gained on EDI website enhancement process during Spring 2023 (e.g. identifying content updates) slowed due to staffing transitions. 	
	<ul style="list-style-type: none"> • Continue to build community connections in support of EDI resources for employees and students. 	<ul style="list-style-type: none"> • Attend and host community organizations' committees and events to support the promotion of pathways to post-secondary through the 	<ul style="list-style-type: none"> • Chief administrative officer 	<ul style="list-style-type: none"> • Partnered with AIDS Committee of Durham to host a Black Wellness Fair; Let's Talk Sex series (four sessions completed). • Collaborated with Women's Committee of Durham Region, and with the support of DC 	Completed

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		RISE program.		Spa, to facilitate International Women's Day event around the theme "Inspire Inclusion." <ul style="list-style-type: none"> Referral process for DC's 2SLGBTQQIA+ students to Durham Community Health Centre established. Collaborated with Women's Committee of Durham Region to facilitate a Women's Abuse Awareness event (approx. 26 participants). Partnered with AIDS Committee of Durham, Ontario Tech & Trent University to host Let's Talk Series. 	
	<ul style="list-style-type: none"> Provide intuitional EDI leadership and support to related activities and groups e.g. Black Student Success Network (BSSN), EDI working group, Wellness Committee. 	<ul style="list-style-type: none"> Continue to build framework for EDI working group. Provide ongoing support and consultations on initiatives that address anti-Black racism to BSSN. 	<ul style="list-style-type: none"> Chief administrative officer 	<p>BSSN</p> <ul style="list-style-type: none"> Ongoing discussions with BSSN remaining staff members and other Black staff on the revitalization of BSSN; environmental scan of BSSNs/TORs. <p>EDI Committee</p> <ul style="list-style-type: none"> Collaborated with co-chair, HR Director to present the EDI Committee & Sponsors with an updated workplan for the next two years (developed June 2023); this is understood to be a living document. <p>Campus Health & Wellness Committee</p> <ul style="list-style-type: none"> Supported Campus Health & Wellness to complete Health & Wellness tracker/audit EDI Committee workplan to enhance TOR and institutional Framework (developed via environmental scan and consultations with EDI Committee in Spring 2023) on hold due to 	Completed

2023-2024 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives. 	<ul style="list-style-type: none"> Provide regular updates on training and EDI institutional commitments. 	<ul style="list-style-type: none"> Chief administrative officer 	staffing transitions. <ul style="list-style-type: none"> Campus-wide tracker for EDI Activities developed. BSSN team submitted draft TOR following student recruitment event in Spring 2023. 	Completed
4. Empower and support employees to be entrepreneurial, innovative and strategic.	<ul style="list-style-type: none"> Provide website resources for faculty to support the development of course assessment and instructional design contributing to the Digital Learning Strategy. 	<ul style="list-style-type: none"> Update the Assessment & Evaluation page and Planning to Teach web pages to include a broader scope of information and at least six new resources. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. Launched winter 2024: High-quality online course rubric; launched Flexible delivery resources. 	Completed
	<ul style="list-style-type: none"> Develop and launch course exemplars in digital delivery modes (e.g., flexible, Hy Flex, online synchronous, etc.) as part of the Digital Learning Strategy. 	<ul style="list-style-type: none"> Course exemplars developed and launched by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Online Asynchronous Exemplar launched in the self-registration portal in August 2023, remaining exemplars in development for launch for spring 2024. Additional exemplars for Hybrid, Synchronous Hybrid, In-Class, and HyFlex will support a range of delivery modes. Delays will not impact official launch scheduled for faculty use in the spring semester. 	Completed

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Explore and innovate educational technology to evaluate its impact on student learning. 	<ul style="list-style-type: none"> Enable a minimum of one SoTL pilot by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> CodeGrade acquired, faculty trained and implementation is ongoing in 8 sections of Introduction to Programming (COSC 1100) (~240 students), overseen by eight faculty (1 FT & 7 PT). 	<p>Completed</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. CTL has created two secondment roles for Generative AI Consultants to work with faculty in integrating GenAI into their instructional and assessment practices. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> 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 competence. 	<ul style="list-style-type: none"> Develop five module courses. Deliver five modules in various delivery modes. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Modules 1-3 launched synchronously in the spring, the CTL facilitated training in online course development to over 120 faculty from six countries (Guyana, Jamaica, St. Lucia, Grenada, Belize, Dominica). Modules 4 and 5 launched in-person in February and March 2024. 	<p>Completed</p>
<p>5. Strengthen our organizational culture to prioritize the health and wellness of our employees.</p>	<ul style="list-style-type: none"> Implement programming in support of the mental health and wellness framework for employees. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> HR has delivered three presentations to managers on Supporting Employees: Sick Leaves, Return to Work and Workplace Accommodations. Additional offerings are scheduled for Spring 2024. The presentation will be added to Brightspace this Spring. Wellness programs offered during the Winter '24 semester include Health and Nutrition Series, Mindfulness Series and Employee Walking Club. 	<p>Completed</p>
	<ul style="list-style-type: none"> Develop a 'learn-more' series for employees about retirement planning, including benefits plans. 	<ul style="list-style-type: none"> Develop employee presentations on retirement planning covering all the various aspects employees need to consider in preparing for retirement. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Updated the Retirement page on ICE with action required when submitting notice of retirement, along with information on retirement benefits with Sun Life and the CAAT Pension Plan. The Retirement page also provides links to the related modules available on Brightspace. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> Deliver seminar and review feedback for future wellness planning sessions. 		<ul style="list-style-type: none"> Late January, an announcement was posted on ICE to inform employees of the information and resources available on the Retirement site. HR will continue to provide updates to the Retirement section on ICE. 	
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Monthly Teachings will be hosted and promoted to employees and students. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Teachings with Elder Shirley Williams took place throughout Fall semester. Elder Shirley is scheduled to conduct traditional teachings during the Winter semester, covering traditional topics like Anishinaabe Clan systems, Medicine Wheel teachings, and more. Students have the option to request traditional medicines for self-care and Smudging services are accessible within the FPIC. FPIC offers the Anishinaabemowin Revitalization Program, providing opportunities for individuals to learn the original language of the territory. Land & Territorial Acknowledgement workshops and presentations are organized and delivered by the Director of Indigenous Initiatives, contributing to greater understanding of Indigenous issues and perspectives among academic and non-academic leadership. 	<p>Completed</p>

2023-2024 Business Plan Scorecard



OUR WORK

Goal: To be leaders in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in our future.

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
1. Create an environment that inspires idea generation, bold leadership and purposeful innovation that aligns with the evolution of work.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Consultation and learning session planned. Learning sessions offered by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Be In the Know (lunch and learn sessions) and IR Clinics scheduled; Be In the Know sessions shared on CTL PD calendar. Faculty attendance was limited; decision to suspend remaining sessions as a result. 	Completed
	<ul style="list-style-type: none"> Organize and host Advancing Learning Conference. 	<ul style="list-style-type: none"> Successfully host the Advancing Learning Conference in May 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 200+ individuals attended the first flexible access (online and in-person) Advancing Learning Conference at Durham College featuring 45 speakers from across Ontario. 	Completed
	<ul style="list-style-type: none"> Develop new training opportunities for faculty members interested in research to encourage greater participation. 	<ul style="list-style-type: none"> Offer at least two training modules, including the seven-part Fundamentals of Applied Research workshop series. 	<ul style="list-style-type: none"> Executive vice president, Academic Chief administrative officer 	<ul style="list-style-type: none"> 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 was held October/November 2024 delivered by external consultant. 	Completed
	<ul style="list-style-type: none"> Continue to enhance food service options for students, and employees. 	<ul style="list-style-type: none"> Reopen the food outlet at the CFCE this winter with quick-serve options and begin exploring a new concept for 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & 	<ul style="list-style-type: none"> CFCE outlet re-opened this academic year with enhanced offerings. Starbucks patio was a great success with the hope of expanding the size for next summer's 	Completed

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		implementation this fall. <ul style="list-style-type: none"> • 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 financial officer	season. <ul style="list-style-type: none"> • New registers on order for both the Galleria and C-wing Tim Horton’s locations. This will allow for expanded use of the Tim’s Rewards program across all campus locations which will aid in decreasing volume at our busy B-wing location. • A brand refresh is now in design phase for our Galleria Tim Horton’s location. • We continue to explore options to increase the capacity at our B-wing Tim Horton’s. • Some additional vending options have been added while the team continues to look for more options. • Throughout the year, Chartwells has undertaken several healthy food campaigns as well as added additional healthier food options to their offerings (i.e. salad bowls). 	
2. Lead in the development of transformational programs, services and systems that enhance the	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • New courses focused on technology introduced into program delivery for fall 2024 in Animation, Broadcasting and Video Production. 	<ul style="list-style-type: none"> • Executive vice president, Academic 	<ul style="list-style-type: none"> • Building a strategy focused on enhancing teaching in the MRC. • Virtual Production/Digital Effects modules being added for fall 2024 into Broadcasting. Game-Art & Video Production - development in May/June 2024. New courses for Animation will be finalized and added in 2024-2025. 	Completed

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
student experience.	<ul style="list-style-type: none"> Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> PAC met in January 2024. Based on available data and an environmental scan, the decision was made to proceed with the development of a two-year program with common first year in Automotive Technician – Service and Management, in lieu of the certificate. A micro-credential will also be considered with an EV safety focus. Curriculum is being developed right now. The new program will be launched in fall 2025. 	Completed
	<ul style="list-style-type: none"> Finalize and launch new Engineering pathway agreement with Ontario Tech University. 	<ul style="list-style-type: none"> Pathway finalized and approved by spring 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Agreement finalized between two institutions, with launch for students coming in 2024. 	Completed
	<ul style="list-style-type: none"> Develop a college-wide training plan for student research assistants that includes EDI in research. 	<ul style="list-style-type: none"> Engage at least 24 students in training by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> To date, 39 students have received training. 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 has recently been hired (with Mobilize funding), with her support these efforts will be coordinated and documented centrally, with enhancements. UDL training is scheduled for the researchers in Applied Research. Social Impact Hub investigating external EDI training that can be provided to all student research assistants. EDI 	Completed

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>in College Research Community of Practice is available to students. Webinars offered by Community-Based Research Canada are open to students.</p>	
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Submit a plan to the EVPA by August 31, 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. 	<p>Completed</p>
	<ul style="list-style-type: none"> Enhance cyber security posture by having a penetration test conducted by a third party. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> The vendor was contracted, and the work scoped out. The penetration test was completed in March 2024 	<p>Completed</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Chief Administrative Officer Dean, Students 	<ul style="list-style-type: none"> Successfully implemented Phase 1 of the website overhaul in September. Exit workshops completed with packages to be disseminated in April 2024. Completed videos for FAA webpage in September. Successful outreach and integration with NSLC and dissemination of all FAA communication. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> Summer/Spring Develop content and videos by summer 2023. Summer/Spring Collaborate with NSLC regarding upcoming campaigns by summer 2023. Fall relaunch the FAA website by spring 2024. 			
	<ul style="list-style-type: none"> Implement a system that provides a more efficient integration between Banner and DC Connect. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> It became evident that the implementation of the system is dependent on changes to the baseline functionality of Banner. Project is on hold until vendor has implemented required changes. 	On Hold
3. Be at the forefront of the evolving practices of teaching, learning and applied research.	<ul style="list-style-type: none"> Pilot compressed general education course to support student graduation rates. 	<ul style="list-style-type: none"> Offer a minimum of one general education course in compressed delivery mode by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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 Office of the Registrar to ensure that students needing a general education course can be identified appropriately. The next step is developing a communication plan and to ensure that the advisors are aware. 	Completed
	<ul style="list-style-type: none"> Develop a research and training strategy for a Natural Sciences and Engineering Research Council of Canada (NSERC) Mobilize grant application. 	<ul style="list-style-type: none"> Mobilize grant proposal submitted and approved by August 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Mobilize grant awarded. Ethics Compliance, Training and Inclusion Coordinator has been hired. 	Completed

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop collaborations with synergistic partners in applied research that amplify our reach. 	<ul style="list-style-type: none"> Develop collaborative opportunities with at least two stakeholder organizations. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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 agencies such as Lake Ridge Community Support Services and Inspire by Example, Ontario Shores, the Abilities Centre, Health Research Council for People of African Descent. Working with Abilities Centre/Ontario Shores to develop joint community research event. Synergistic partnership with Hamilton RTDS has been established to promote electric, connected and automated vehicles. 	<p>Completed</p>
	<ul style="list-style-type: none"> Collaborate with Centre for Teaching and Learning to develop an asynchronous 101 best practices in teaching module for PPL. 	<ul style="list-style-type: none"> Module developed and launched by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Established new title for the module: Best Practices for Asynchronous Teaching; work has been completed on this module via the Digital Learning Task Force. PPL will move forward with a customized asynchronous module in the upcoming year that will suit the needs of their facilitators. 	<p>Delayed</p>
	<ul style="list-style-type: none"> Develop a strategy to expand the AI Hub services to include more fee-for-service offerings and training. 	<ul style="list-style-type: none"> At least eight services developed through the AI Hub and provided to at least six companies. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Nine specific services have been finalized. Currently six companies have been identified to engage in these services. 	<p>Completed</p>

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Develop a business plan for MRC Studio to grow operations. 	<ul style="list-style-type: none"> Develop a three-year plan for MRC Studio with at least two new funding streams identified. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. A new Senior Manager has been hired to help continue this work. 	<p>Completed</p>
	<ul style="list-style-type: none"> Continue to grow the Social Impact Hub as a thriving, diverse research centre. 	<ul style="list-style-type: none"> Engage at least two more researchers/full-time faculty members in research collaborations. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Internal funds: supporting two new projects via IODF funding; Seed Grant two funded; two tentative. Five CCSIF applications are being developed: two resubmissions; three involving new partners/projects. The above include numerous new partnerships. Exploring Social Sciences and Humanities Research Council (SSHRC) Connection grant with Abilities Centre/Ontario Shores; submitted grant application to the Seniors New Horizons program with Abilities Centre as lead. SSHRC Partnership Engage Grant application submitted March 15 with the Community Development Council of Durham. 	<p>Completed</p>
	<ul style="list-style-type: none"> Expand and build a strategy to grow operations in the Centre for Cybersecurity Innovation, leveraging the new cybersecurity 	<ul style="list-style-type: none"> Develop three new services and start eight projects with 15 students trained. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Ten services in the Centre for Cybersecurity have been developed. Five projects have been started and scoping for six projects is in progress. 18 Students have been trained in the Centre for Cybersecurity Innovation. Through Angel Investors Durham, we are in the process of developing a pipeline of 17 	<p>Completed</p>

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	lab infrastructure.			investor groups across Ontario to pursue Cybersecurity engagements.	
4. Maximize resources and processes in all aspects of our business.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> Management provides budget updates to the Board through the Audit and Finance Committee on a regular reporting basis. The current forecast indicates that the college will recognize a surplus in 2023-24. The Internal Controls procedures was 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 now been finalized and is in the process of review. 	On Track
	<ul style="list-style-type: none"> Develop and execute a plan to relocate the administrative departments from Campus Corners. 	<ul style="list-style-type: none"> 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 Administrative Computing departments. 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> 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 new space would come with occupancy restrictions. Other options are being explored. 	Completed
	<ul style="list-style-type: none"> Continue to work towards Accessibility for Ontarians 	<ul style="list-style-type: none"> Budget identified over the next two years to complete all 	<ul style="list-style-type: none"> Chief administrative officer 	<ul style="list-style-type: none"> Work is underway to update many areas of the campus identified as not meeting AODA 	On Track

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	with Disabilities Act (AODA) 2025 compliance.	necessary requirements. Half of the remaining work required is to be completed in fiscal 23-24.	<ul style="list-style-type: none"> Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> 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. Seven stairwells have been modernized with many AODA concerns addressed. The refreshed stairwells enhance the overall look of the space and give the Willey building a newer and more modern feel. One additional stairwell will be completed during the summer of 2024 when student volume allows. 	
	<ul style="list-style-type: none"> Install a new combined heat and power plant (co-generation plant) at the Whitby campus. 	<ul style="list-style-type: none"> A concept design has already been explored and further design work will begin spring 2023. 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> This project was cancelled as we explore other more modern and sustainable approaches to provide heat at our Whitby campus. 	Cancelled
	<ul style="list-style-type: none"> Implement a battery storage system to reduce overall electricity costs. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Chief administrative officer Vice president, Administration & Chief financial officer 	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Enhance the online experience for international education stakeholders (prospects, students, agents, partners, staff, etc.) in order to help enhance 	<ul style="list-style-type: none"> Redesign and implement a new international website by March 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> After consultations between International Admissions and International Student Support and Engagement, most website content has been revised. Input from International Projects and Partnerships was provided this fall. Reviewed content with Enrolment Services 	Completed

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	DC's global reputation.			for awareness and alignment. <ul style="list-style-type: none"> Will review student experiences post-start-up and make required adjustments. Content has been provided to C+M for implementation. 	
	<ul style="list-style-type: none"> Improve the online enrolment experience for all domestic students. 	<ul style="list-style-type: none"> Redesign and implement a new Enrolment Services website by March 31, 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Based on the audit we have enhanced the MyDC enrolment experience. Changes made to the website to correlate the interactions between website/MyDC. Rebuilt Important dates webpage and working on Tuition and Fees webpages. On MyDC, C+M has rebuilt/enhanced the registration pages and tutorials with the new Self-Service Banner /Virtual Schedule Builder. 	Completed
	<ul style="list-style-type: none"> Continue to focus on diversity and market development, per the Internationalization & Global Engagement plan. 	<ul style="list-style-type: none"> Receive applications from at least 90 different source countries by March 31, 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> May 2023 intake received applications from 73 unique countries. Sept 2023 intake received applications from 98 unique source countries. In winter 2024, registered students from 86 different countries. 	Completed
	<ul style="list-style-type: none"> Improve the international applicant experience. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> International deferrals and refunds are complete. Services levels are being met. Agent resource website has been launched and five information sessions have been held. Agent training is complete. Agents' training module content sent to Heads of International for review. This is work that DC is leading as we collaborate with other colleges. 	Completed

2023-2024 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		implementing a West African office by October 1, 2023.		<ul style="list-style-type: none"> Business case for implementing a West African office was completed and incorporated into the 2024-2025 budget request. Business case for remote admissions support in development. 	
	<ul style="list-style-type: none"> Advance Office of Development and Alumni Affairs toward its relationship-based fundraising goals outside of a capital campaign. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Meetings complete with all Faculties and prioritization process has been approved by the Academic portfolio. Next step to DCLT. Currently have 80 qualified major gift prospects, however these numbers have ebbed and flowed throughout the year. This number will continue to grow now that priorities have been identified. Stewardship tactics are in place with policy and naming opportunities updated and formal plans established for transformational donors that have given in the last three years. 	Completed
5. Support Effective College Governance	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> President’s Office Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> 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 – focus shifted to supporting onboarding of new president. 	Delayed

2023-2024 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<ul style="list-style-type: none"> Support the work of the Innovation & Disruption Catalyst Group. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> President's Office 	<ul style="list-style-type: none"> Two IDCG Employee Think Tanks were held in the fall, one in October and one in December. are scheduled for October 2023/Dec. Summary report was prepared. Planning for a Student Think Tank took place; however, the event was not run due to other priorities. The 3rd <i>Share Your Story</i> campaign concluded in June 2023 	<p>Completed</p>
	<ul style="list-style-type: none"> Determine future of Durham College Foundation. 	<ul style="list-style-type: none"> DC Foundation resolution to expand mandate or transfer to Board of Governors. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> Board of Governors and Foundation Board of Directors ratified decision to move the DC Foundation into dormancy and transfer investment accountabilities to Durham College. The transition will be complete by March 2024. 	<p>Completed</p>

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.	<ul style="list-style-type: none"> Launch Barrett Centre Agricultural urban farm – Ajax site. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Official opening date - October 2, 2023. Grower unit has power and sign installed. Security cameras and lights installed. Town of Ajax in for inspection was passed. Apiary on track, bees will be moved from the Whitby campus in spring 2024. Gardens looking good and on track for pick your own produce for the grand opening. A new farmer for the site has been hired and they are preparing for the spring plant. 	Completed
	<ul style="list-style-type: none"> Launch Barrett Centre Agricultural urban farm – Ajax site. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Official opening date - October 2, 2023. Grower unit has power and sign installed. Security cameras and lights installed. Town of Ajax in for inspection was passed. Apiary on track, bees will be moved from the Whitby campus in spring 2024. Gardens looking good and on track for pick your own produce for the 	Completed

2023-2024 Business Plan Scorecard

				<p>grand opening.</p> <ul style="list-style-type: none"> A new farmer for the site has been hired and they are preparing for the spring plant. 	
<ul style="list-style-type: none"> Expand the Barrett Centre Urban Farm capabilities – Whitby campus. 	<ul style="list-style-type: none"> Expansions to the farm to be completed by March 2024: <ul style="list-style-type: none"> Install – hydroponic unit and ensure AODA compliance Re-establish apiary. Initiate the operation of Centre for Organic Regeneration. Align farm systems to increase internal crop usage. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Apiary complete. Hydroponic container installed and seedlings planted. Biodigester started September 2023. 	Completed	
<ul style="list-style-type: none"> Strengthen relationships with community and industry partners and celebrate the contributions of WIL employers to student learning and success. 	<ul style="list-style-type: none"> Host the 2023 WIL Employer Appreciation event. Event debrief completed with plans/improvements documented for 2024 event. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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	
<ul style="list-style-type: none"> Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate support for international student populations. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> The full International Community Partnership (ICP) met several times over the last year and there are currently 38 members. The four working groups also met. The groups are: including Housing (Ontario Tech chair), Health and Wellness (DC chair), Community Connections (DC chair), and Employment (Trent chair). 	Completed	

2023-2024 Business Plan Scorecard

	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Goal is to include 10 participants by spring 2024. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs 	<ul style="list-style-type: none"> While program was ready to be marketed in January 2024, it has moved due to uncertainty of immigration policies and unrest in Middle East and Asia (target regions) Program will remain dormant until we see clarity of target market and immigration policy impacts. 	<p>On Hold</p>
	<ul style="list-style-type: none"> Develop an external relations strategy that maximizes relationships with community, government and industry. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Associate vice president, Development and Alumni Affairs President’s Office 	<ul style="list-style-type: none"> With the new Vice President, External Relations and Advancement in place, this work will begin in the next fiscal. 	<p>Delayed</p>
	<ul style="list-style-type: none"> First Peoples Indigenous Centre (FPIC) to engage and support the local school board Indigenous Initiatives team. 	<ul style="list-style-type: none"> Provide support directly to Indigenous student networks and supports. Build on resources available through the local school board. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> In December, FPIC hosted 22 Indigenous recruiters for Aboriginal Post-Secondary Information Program’s (APSIP) GTA Week Tour and invited local students to attend this on-campus event to learn more about possible post-secondary education opportunities. FPIC's ongoing involvement in partnerships with local school boards, such as the Durham District School Board Indigenous Advisory Circle (DDSB IAC) and the Durham Catholic District School Board Indigenous Education Council (DCDSB IEC), comprises of superintendents, system leads, and 	<p>Completed</p>

2023-2024 Business Plan Scorecard



				external Indigenous organizations.	
<p>1. Expand opportunities for employees and students to volunteer in our community.</p>	<ul style="list-style-type: none"> Enhance partnerships with local Chambers of Commerce. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Nine chamber events have been confirmed until the end of April. Two were held in the fall, and the remainder will take place over the Winter semester, including one with Career Development in Whitby. Regular communications have been happening about the events. In addition, partnership lead provides an update at PC meetings and sends Outlook invites to all PCs for sharing. Faculty turnout so far has ensured the goal of 10 will be realized at the next event. The research goal has been re-evaluated given students are the primary audience and the primary intention is to provide them with tools they can immediately use as students or when they graduate. Instead, resources and other information about applied research will be shared at the events from a high level to raise awareness. Finally, we regularly share research opportunities with students, 	<p>Completed</p>

2023-2024 Business Plan Scorecard

				through email communication, program pages or direct outreach.	
	<ul style="list-style-type: none"> Facilitate the expansion of the Walls to Bridges (W2B) program to include one additional course option. 	<ul style="list-style-type: none"> Provide one additional W2B course offering to give additional options for inmates. New course to be delivered in fall 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Course development complete and will be delivered winter 2024. Course is available for registration. A total of 16 students registered. 	Completed
	<ul style="list-style-type: none"> Increase international student volunteer and mentoring engagement. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> In fall 2023, there were 42 mentors and 83 mentees. In winter 2024, there were 24 mentors and 37 mentees. Over 153 international students volunteered for various events and student orientation. 	Completed
2. Leverage and grow our positive impact on the communities we serve.	<ul style="list-style-type: none"> Expand the Child and Youth Worker virtual care clinic to provide additional enhanced mental health supports to young people and increase field placement opportunities. 	<ul style="list-style-type: none"> Increase participation to 20 students for winter 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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. 	Completed

2023-2024 Business Plan Scorecard



	<ul style="list-style-type: none"> Collaborate with campus partners to plan and implement a diverse range of events and celebrations. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Cultural Celebrations working group met twice - leads for all cultural celebrations for upcoming academic year assigned; planning taking place for cultural celebrations 2023-24. Two successful Diwali events held - November 9 (Oshawa); November 10 (Whitby). DC Holiday Markets held on December 5 and 6 Hosted an online Lunar New Year contest in February. Holi in March (in collaboration with Mela Events) has been planed. The Durham College Student Association is leading the celebration for Eid. 	<p>Completed</p>
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Participate in strategic planning sessions. Perform community consultations. Provide support to service providers to assist with building their capacity. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> Meetings with Service System Manager consortium partners are ongoing and are moving to quarterly meetings. Community consultations with Service Providers have been completed Continuing to explore how DC Corporate Training Services can work with the SSM in development training for the Durham Region Network. Supported the Region by offering staff training on CaMS (Ministry Data System) and provided feedback on procedures for Service Provider Network. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

<p>3. Guide students in making meaningful connections with their communities.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Active participation in all listed events, along with any others that we are invited to attend and that are in alignment with our programs. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Science Rendezvous held for the first time in May, with significant community participation. IT Expo planning has welcomed capstone and placement students from Events program to help with all the planning. Events have been identified for SEIT participation in Young Women Science Technology and Trades event. A session sponsored by the Ontario Society of Professional Engineers and Engineers for National Engineering Month will be held on March 19, similar to a session hosted in 2023 where panelists from OPG and CIGan participated. Three students participated in Skills Ontario in 2023 and participation is being planned for 2024. SEIT provided space in its machine shop (H166A) to support the First Robotics Competition event that was held March 15-17. SEIT also arranged for a professor and nine student volunteers to be in the lab to support the event. 	<p>Completed</p>
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2023-2024 Business Plan Scorecard

	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Host a minimum of one employer Q&A per month on Instagram. Increase student/alumni event attendance by 2%. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> This initiative was on hold until after the February Job Fair due to learning curve associated with onboarding a new staff member to the role and team. Grown Instagram following by 15% in the past 4 months by posting hiring opportunities Shift in direction to more in-person recruitment events. Hosted annual Job Fair with Ontario Tech University with a total of 2,827 students in attendance. 2,051 Durham College students attended, (highest number to date). 91 employers and organizations registered for the event. Hosted Whitby campus Job Fair with 53 employers registered. This was the highest number of employers registered for this event over past years. Over 500 students attended. In-person information sessions resumed with 6 employers scheduled in the winter 2024 semester. 	<p>Completed</p>
	<ul style="list-style-type: none"> First Peoples Indigenous Centre (FPIC) to partner with organizations in Durham Region to celebrate Indigenous excellence, amplify Indigenous voices and 	<ul style="list-style-type: none"> Host a successful Indigenous showcase event with positive reviews based on participant and organizer feedback. 	<ul style="list-style-type: none"> Chief administrative officer Dean, Students 	<ul style="list-style-type: none"> In November, DC supported a community cultural event "Odibaadodaan: A Celebration of Indigenous Storytellers" event at the Robert McLaughlin Art Gallery in Oshawa. 	<p>Completed</p>

2023-2024 Business Plan Scorecard

	build connections across the local community.			<ul style="list-style-type: none"> In December, FPIC co-hosted Bannock and Books (book circle) for students and community with Guest Author Asha Frost in the First Peoples Indigenous Centre. FPIC has been consulting with external members of the DC IAC and is actively working to enhance its team. FPIC is in the process of recruiting an Indigenous Communities Outreach Coordinator and an Indigenous Student Success Coordinator. The Faculty of Media, Art & Design from the Journalism and Photography programs, alongside the Manager of Entrepreneurial Services are establishing connections with local leaders and youth in the Akwesane Territory through collaboration with the FPIC to amplify Indigenous voices and celebrate Indigenous excellence through various media platforms. 	
4. Strengthen our relationships with Indigenous communities.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Four refreshed courses ready for fall 2024 delivery. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> 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 	Completed

2023-2024 Business Plan Scorecard



	(from the Digital Learning framework).			assessments have been updated where necessary based on faculty team feedback, including integration of reflection wheel framework to guide student responses.	
	<ul style="list-style-type: none"> Explore expansion of Indigenous offerings in Professional and Part-time Learning (PPL) programming in collaboration with Liberal Studies (LS). 	<ul style="list-style-type: none"> Collaborate with LS to offer Indigenous courses, pending business analysis. Analysis to be completed by December 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> PPL and LS consulted on several possible avenues including micro-credentials and general education electives. Several Human Resource considerations were explored as well as financial models. Currently, it does not appear to be advantageous to students for PPL to deliver more FNMI courses. PPL and LS will continue to align activities and seek out future opportunities. 	Completed
	<ul style="list-style-type: none"> Expand Seven Generations Education Institute (SGEI) program delivery and partnership to three sites. 	<ul style="list-style-type: none"> Successful program delivery in fall 2023 in three SGEI sites (Fort Francis, Kenora, Sioux Lookout Campus). 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> New MOU developed to include additional campus (Sioux Lookout Campus) to offer Paramedic (PCC) and Emergency Services Fundamentals (EMSF) programs. PPC on third intake, second intake EMSF launched September 2023. PPC is offered at three SGEI campuses (Sioux Lookout, Fort Frances, and Kenora) with good enrolment and low attrition (19 students currently registered in Semester 2; 23 registered Day 10 for SEM1). EMSF is delivered at two campuses 	Completed

2023-2024 Business Plan Scorecard

				(Fort Frances and Kenora).	
	<ul style="list-style-type: none"> Offer at least one First Nations, Métis, and Inuit (FNMI) course face to face each semester to align with Indigenous ways of learning. 	<ul style="list-style-type: none"> One in-person delivery for winter 2024. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> One in-person delivery planned for winter 2024. Currently 85 per cent registered (January 10, 2024). 	Completed
	<ul style="list-style-type: none"> Secure funding to deliver pre-apprentice training to non-traditional populations - Indigenous, newcomers and women. 	<ul style="list-style-type: none"> Secure funding to deliver training in summer 2023. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> Funding secured; 60 students joined the pre-apprenticeship training in the spring of 2023. 	Completed
	<ul style="list-style-type: none"> Build on partnership with Ogemawahj Tribal Council for ongoing programming. 	<ul style="list-style-type: none"> Cooperation agreement finalized in May 2023 with program delivery in fall 2023. Ogemawahj Tribal Council participation in 48 Hour Film Challenge. 	<ul style="list-style-type: none"> Executive vice president, Academic 	<ul style="list-style-type: none"> New Education manager in place at Ogemawahj Tribal Council (OTC) in early 2024. Continue to work to develop a cooperation agreement and collaborate on creating a 48 Hour Film challenge specific to OTC in Spring '24 . Exploring a second partnership with Mississauga's of Scugog Island First Nation to establish a cooperation agreement. 	Delayed

2023-2024 Business Plan Scorecard

	<ul style="list-style-type: none"> Expand and provide meaningful programming for DC's Alumni Indigenous Network. 	<ul style="list-style-type: none"> Establish a DCAA Indigenous Award for presentation at Convocation. Durham College Alumni Association to provide Convocation blanket. 	<ul style="list-style-type: none"> Associate vice president, Development & Alumni Affairs 	<ul style="list-style-type: none"> On hold until at least Spring convocation. Requires further consultation once FPIC team transition is complete. 	<p>On Hold</p>
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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



March 20, 2024

Summary of the Committee of Presidents meeting of March 18 and 19, 2024

Decision items:

Public affairs strategy

The Committee of Presidents approved a resolution to have Colleges Ontario develop a detailed strategy and action plan on public affairs.

Colleges Ontario will create the strategy in collaboration with Wellington Advocacy, a firm hired by the association to help promote the sector's advocacy priorities. The strategy will feature a comprehensive approach to government relations, polling, public engagement, stakeholder engagement, earned and social media and digital advocacy.

The goal will be to strengthen the public and political support for the importance of public college education.

The strategy will include measurable benchmarks based on quantitative and qualitative research. It will be presented to presidents at the next board meeting in May.

Colleges Ontario's budget

The presidents approved Colleges Ontario's operating budget and membership fees for 2024-25.

Discussion items:

CEO's report

Marketa Evans, the president and CEO of Colleges Ontario, provided an update on the organization's advocacy work and other activities.

Recent highlights have included the strengthening of Colleges Ontario's government relations department. Meghan Spilka O'Keefe, the director of government and community relations, has returned from a parental leave and the association has hired a new government relations officer – Chelsea Goberdhan – that reports to her.

International education

Presidents discussed the ongoing advocacy with the federal and provincial governments on the federally imposed reductions to international enrolment in Ontario.

Gary Hallam, the senior vice-president of international education at Conestoga College and chair of the sector's College Committee of Vice-Presidents, International, provided an update on the creation of a sector-endorsed training program for international recruitment agents.

The creation of the training program was one of the sector's commitments in the standards on international education announced last year. It is on track to be ready for June, with a pilot program scheduled to run in May.

Financial stability

Janet Hope, the vice-president of policy and innovation at Colleges Ontario, described an initial work plan to support advocacy related to the sector's financial pressures.

She said early work will focus on articulating the implications of the lost revenue from the reductions in international enrolment and the ongoing shortfall in provincial funding.

Over the longer term, work has started to support colleges in the next round of their negotiations with the provincial government for the strategic mandate agreements that each public college and university must sign with the province by March 31, 2025.

As well, Colleges Ontario will develop options for presidents to take to government to promote the long-term financial stability of the sector.

Policy priorities

Presidents were provided with an update on some of the policy priorities at Colleges Ontario.

The top priorities continue to be the sector's financial stability and the changes to the international student program.

Other priority areas include the ongoing work with colleges to develop upgrading courses for nurses and personal support workers, the development of three-year degree programs in paramedicine and the development of programs to help secondary-school technology teachers add to their qualifications.

Annual conference

Cameron Clairmont, the CAO at Colleges Ontario, briefed presidents on planned changes to the organization's annual conference. The changes are designed to deliver value to members, respond to members' feedback and contain costs.

The annual conference takes place each November in Toronto.

AMO conference

Presidents were briefed on an invitation for the public colleges to be part of the agenda at the annual conference of the Association of Municipalities of Ontario (AMO) in August.

The college sector provided a 30-minute plenary-stage presentation in 2023 on research and innovation at the colleges. The sector has once again been invited to deliver a 30-minute presentation in 2024. Topics being considered include the various ways that public colleges engage with and support municipalities in areas like workforce development and local economic development.

DCALUMNI

Durham College Alumni Association Annual Report to Board of Governors

Introduction

Thank you for the opportunity to report on Durham College Alumni Association (DCAA) activities during the 2023-24 fiscal year.

The Durham College Alumni Association (DCAA) and the Office of Development and Alumni Affairs (now called Advancement and Alumni Relations or OAAR) collaborate to deliver services and provide unique opportunities for alumni and students in support of Durham College. The DCAA is comprised of more than 110,000 alumni who automatically become members when they graduate. The DCAA is led by a volunteer Advisory Board comprised of diverse alumni from across all Faculties. They have a strategic plan that complements the college's strategic plan and annually develop work plans in conjunction with the OAAR.

DCAA revenue comes from the management of Affinity programs for alumni -primarily insurance programs.

The OAAR is led by associate vice-president, Linda Flynn, and a staff of 7 people of which 1.5 positions are dedicated to alumni affairs. The OAAR supports the DCAA by coordinating events, affinity program relationships and other initiatives, maintaining alumni records and serving as the link between campus and the DCAA.

DCAA Strategic Plan

The DCAA mission is "Bringing the Durham College Community Together" and their strategic plan focuses on four pillars:

- **Social Inclusion-** To adhere to a culture of open discussion, decision-making and advice based on accountability, trust, and transparency.
- **Alumni Membership-** To focus on increasing the diversity and reach of the Durham College Alumni Association.
- **Engagement and Support-** To foster a culture of reciprocation, mutual support, and value.
- **Community Development-** To establish and/or strengthen meaningful partnerships between the college, industry, government, communities, and alumni.

2023-24 Accomplishments

Social Inclusion:

- Memorandum of Understanding (MOU) between Durham College and the DCAA was reviewed, updated and signed.
- DCAA Sponsorship Policy was reviewed and updated to further raise the profile of the alumni association.
- With the goal of streamlining work plans, four teams were created composed of DCAA board directors, DC staff and alumni- specifically an Indigenous Alumni Team, International Alumni Team, Business Alumni Team and Special Projects Alumni Team.
- Board skills matrix was reviewed and updated to ensure the Board composition reflects the alumni community and all Faculties are represented. Specific gaps identified and filled include international graduates and alumni business community.

Alumni Membership

In 2023, with DCAA funds, the OAAR contracted the services of EAI (Engagement Analysis Inc) a consulting company to conduct an extensive alumni engagement survey. EAI has worked with over 50 Ontario universities and colleges to help them gauge their alumni engagement. This is the most extensive alumni engagement survey Durham College has ever undertaken.

Overall Engagement Objectives:

- to increase the overall number and percentage of alumni with meaningful relationships with Durham College as evidenced by measurable engagement and participation.
- to provide a personalized approach to alumni relations through accurate alumni data.
- to provide targeted communications and programs based on demographics and identified interests.
- to understand the impact of alumni engagement on fundraising and activity participation.

Specific research objectives:

- to evaluate the attitudes and intentions of alumni across a range of engagement measures (drivers) and establish baseline scores for these areas.
- to understand the impact of engagement on desired behaviours such as communications, donations, and activity participation.
- to provide insights into program development and strategic planning.

In 2023, the DCAA had 106,200 members but only contactable emails for 44,770. Therefore, 41% of the population was surveyed, 3,210 participated in the survey for a 7.4% participation rate. Since email was our only source of data collection, it is important to note a sampling bias with over representation of younger/recent alumni and under representation of non-engaged alumni.

EAI was able to benchmark our data against other post-secondary institutions including Cambrian, Centennial, Fanshawe, George Brown and Humber.

Survey Results Summary

- Respondents- more females than men, 14% were international students, 54% were Durham Region residents.
- 53% of the respondents were between the ages of 18-29 (recent grads)
- Even though more females responded, males scored higher on engagement; international students showed significantly higher engagement than average (58%)
- DC had strong results when benchmarked against other institutions.
 - ✓ Positive academic experience (79% vs 77%)
 - ✓ Felt well-prepared for career (66% vs 61%)
 - ✓ Felt cared about as a student (64% vs 54%)
 - ✓ Think Durham College is well-led (61% vs 38%)
 - ✓ Aware of strategic direction and objectives (41% vs 29%)
- Weak areas identified.
 - ✓ Response rate was lower than other colleges (7.4% vs 10%)
 - ✓ Available emails significantly lower (41% vs 60%)
 - ✓ Survey completion rate lower (62% vs 65%)
- Areas of Concern- lack of contact information and engagement with alumni over the age of 30; percentage of contactable alumni in our database.

Next steps:

- DCLT has identified alumni engagement as a campus-wide priority.
- An Alumni Engagement Task Force has been created with representatives from key stakeholders (Academics, Athletics, International, Communications, ORSIE, President's Office and Whitby Campus) because alumni engagement is important to advancing college-wide priorities.
- A two-day workshop was hosted by EAi involving staff, DCAA Board representative and members of the Task Force to better understand what the data means and how we can build an Alumni Engagement Plan.
- With the use of DCAA funds, we have hired a one-year contract position for an Alumni Engagement Officer to assist with the Alumni Engagement Plan.
- Identify and reduce barriers within our college both attitudinal and legislative to obtain data.
- Develop a communication plan to re-connect with lost alumni and increase alumni engagement.
- Develop engagement scores and engagement measures; data collection both internal and external to measure alumni engagement.
- Develop and execute an Alumni Engagement Plan.

Engagement and Support

- Promoted Marketplace, a business directory featuring alumni-owned businesses from all industries, at various college and community events. The platform currently has 41 members.
- Increased DCAA sponsorships by 9 and involved Board representatives at 5 new events.
- Established DCAA CICE Leadership award including an honorarium to recognize an outstanding graduate from the Community Integration Through Cooperative Education (CICE) program.
- Established DCAA Indigenous Leadership Award including an honorarium and star blanket to recognize an outstanding Indigenous graduate.
- DCAA donated \$10,000 to the college matching fund campaign to establish a Student Food Insecurity Bursary.

Community Development

- The Indigenous Alumni Network was established, and smudge kits were distributed to Indigenous graduates at Fall and Spring 2023 convocation.
- Partnered with Student Affairs to host the inaugural Fall Feast for Indigenous students and graduates.
- An International Alumni Network and a LinkedIn International Alumni group page were established in partnership with International Education, Career Development and DCAA Board. 300 members to date.
- Recruited and engaged over 60 international graduates to support the International Education mentoring program and their special events.
- Special Projects Team partnered with Barrett Centre, DC Student Association, Campus Health Wellness Centre, Social Impact Hub, Earth Cellar Farms and other alumni with a focus on campus food insecurity. Project to be developed involving growing cultural foods to be distributed in boxes to international students with food literacy literature as part of the Food IQ program.
- DCAA Board president, Cassie-Jean Dillon, provided guidance on the development of Indigenous best practices at the Barrett Centre and Weston Farms.
- Business Alumni Team is working with staff to create a communication strategy for Alumni Engagement Plan.

FINANCIAL STATEMENTS OF

**DURHAM COLLEGE STUDENT
ASSOCIATION**

April 30, 2023



TABLE OF CONTENTS

	Page
INDEPENDENT AUDITOR'S REPORT	
FINANCIAL STATEMENTS	
Statement of Financial Position	1
Statement of Operations	2
Statement of Changes In Fund Balances	3
Statement of Cash Flows	4
Notes to the Financial Statements	5 - 14





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INDEPENDENT AUDITOR'S REPORT

To the Members of
Durham College Student Association

Opinion

We have audited the financial statements of Durham College Student Association (the "Organization"), which comprise the statement of financial position as at April 30, 2023, the statement of operations, statement of changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at April 30, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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Peterborough

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Lindsay

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INDEPENDENT AUDITOR'S REPORT, continued

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Baker Tilly KDN LLP

Chartered Professional Accountants
Licensed Public Accountants

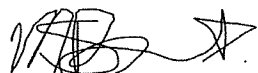
Courtice, Ontario
March 11, 2024



DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF FINANCIAL POSITION
As at April 30, 2023

	2023	2022
	\$	\$
ASSETS		
Current assets		
Cash	6,897,720	6,581,903
Accounts receivable	71,135	10,920
Government assistance receivable	-	38,457
Short term investments (Note 3)	2,321,898	2,321,898
Inventory	5,412	-
Prepaid expenses	806,654	569,751
Due from Durham College (Note 4)	764,712	567,048
	10,867,531	10,089,977
Restricted cash - Building fund	377,519	357,580
Tangible capital assets (Note 5)	1,016,106	304,897
	12,261,156	10,752,454
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	252,439	399,603
Government remittances payable	6,307	1,934
Insurance contract liability (Note 6)	114,026	118,579
Deferred revenue - health and dental (Note 8)	1,685,710	1,570,397
	2,058,482	2,090,513
NET ASSETS		
Unrestricted	4,050,385	4,380,244
Investment in capital assets	1,016,106	304,897
Health fund - internally restricted	4,758,664	3,619,220
Building fund - internally restricted	377,519	357,580
	10,202,674	8,661,941
	12,261,156	10,752,454

Approved on behalf of the board



Director

Seena Siva

Director

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION

STATEMENT OF OPERATIONS

For the year ended April 30, 2023

	2023	2022
	\$	\$
Membership and other revenue		
Health fees (Note 6)	3,566,267	3,458,406
Student fees (Note 9)	2,468,638	2,151,253
Other income	91,909	33,836
	<u>6,126,814</u>	<u>5,643,495</u>
Hospitality operations		
Sales	69,243	-
Purchases	(95,117)	(3,358)
Wages and employee benefits	(135,263)	(20,074)
General overhead	(14,423)	(791)
	<u>(175,560)</u>	<u>(24,223)</u>
Expenses		
Health expenses (Note 6)	2,210,291	2,121,543
Wages and benefits (Note 10)	1,077,913	1,023,458
Occupancy expenses	272,227	277,107
Contribution to Durham College Foundation (Note 11)	200,000	200,000
Administration	182,452	110,828
Campus events and orientation	158,960	155,306
Marketing and communication	98,197	121,670
Clubs and societies	49,885	5,245
Outreach and wellness services	42,407	50,282
Amortization	40,993	19,232
Professional fees	38,311	52,155
Governance	38,012	23,161
Riot Radio	875	9,880
	<u>4,410,523</u>	<u>4,169,867</u>
Excess of revenues over expenditures for the year	<u>1,540,731</u>	<u>1,449,405</u>

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF CHANGES IN FUND BALANCES
For the year ended April 30, 2023

	2023	2022
	\$	\$
Unrestricted fund		
Balance, beginning of year	4,380,244	3,985,686
Excess of revenue over expenditures	1,540,731	1,449,405
Transfer to capital asset fund	(711,208)	(24,293)
Transfer to health fund (Note 6)	(1,139,443)	(1,210,615)
Transfer to building fund (Note 4)	(220,000)	(20,000)
Transfer from building fund (Note 11)	200,061	200,061
Balance, end of year	4,050,385	4,380,244
Invested in Capital Assets		
Balance, beginning of year	304,897	280,604
Purchase of capital assets	752,202	43,525
Amortization of tangible capital assets	(40,993)	(19,232)
Balance, end of year	1,016,106	304,897
Health fund		
Balance, beginning of year	3,619,220	2,408,605
Excess of revenue over expenses of the health fund (Note 6)	1,139,444	1,210,615
Balance, end of year	4,758,664	3,619,220
Building fund		
Balance, beginning of year	357,580	537,641
Transfer to unrestricted fund	(61)	(61)
Transfer from unrestricted fund (Notes 2 & 4)	220,000	20,000
Transfer to unrestricted fund (Note 11)	(200,000)	(200,000)
Balance, end of year	377,519	357,580

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF CASH FLOWS
For the year ended April 30, 2023

	2023	2022
	\$	\$
CASH PROVIDED FROM (USED FOR)		
Operating activities		
Net Income	1,540,731	1,449,405
Adjustments for		
Amortization of tangible capital assets	40,993	19,232
	<u>1,581,724</u>	<u>1,468,637</u>
Change in non-cash working capital items		
Accounts receivable	(60,215)	(10,920)
Government assistance receivable	38,457	184,029
Inventory	(5,412)	-
Prepaid expenses	(236,903)	(361,809)
Due from Durham College	(197,664)	(333,826)
Accounts payable and accrued liabilities	(147,162)	156,804
Government remittances payable	4,373	(12,654)
Insurance contract liability	(4,553)	(25,044)
Deferred revenue - health and dental	115,313	396,332
	<u>(493,766)</u>	<u>(7,088)</u>
	<u>1,087,958</u>	<u>1,461,549</u>
Investing activities		
Purchase of tangible capital assets	(752,202)	(43,525)
Purchase of short term investments	(2,321,898)	(1,770,000)
Proceeds from short term investments	2,321,898	-
	<u>(752,202)</u>	<u>(1,813,525)</u>
Increase (decrease) in cash	335,756	(351,976)
Cash, beginning of year	6,939,483	7,291,459
Cash, end of year	<u>7,275,239</u>	<u>6,939,483</u>
Cash consists of:		
Cash	6,897,720	6,581,903
Restricted cash - Student Building Fund	377,519	357,580
	<u>7,275,239</u>	<u>6,939,483</u>

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the year ended April 30, 2023

1. NATURE OF OPERATIONS

Durham College Student Association (the "Organization") changed its name from Durham College Student Inc. by the Articles of Amendments to the Articles of Incorporation on March 15, 2022. The Organization was incorporated on July 10, 2017 without share capital and operates as a not-for-profit organization that is tax exempt under the Income Tax Act. The Organization is a service-based association that puts Durham College students' needs at the forefront, and provides quality campus engagement for every full-time student.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

(b) Financial instruments

The Organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

Financial assets measured at amortized cost include cash, accounts receivable, short-term investments, restricted cash - Building fund, and amounts due from Durham College.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, government remittances payable and insurance contract liability.

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in excess of revenue over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenditures.

The Organization recognizes its transaction costs in excess of revenue over expenditure in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(c) *Short-term investments*

Short-term investments purchased with maturity of three months or more, but less than a year are classified as short-term investments.

(d) *Inventory*

Inventory is measured at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Cost includes all costs of purchase, direct labour, variable and fixed production overheads, and other costs incurred in bringing the inventories to their present location and condition.

(e) *Tangible capital assets*

Tangible capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods:

Computer equipment	Straight-line	3 years
Furniture and fixtures	Straight-line	3 years
Leasehold improvements	Straight-line	5 years
Computer software	Straight-line	3 years
Equipment	Straight-line	11 years

Equipment refers to the capital equipment purchased to operate a Booster Juice business as outlined in the Operational Agreement (Note 4).

Leasehold improvements totaling \$784,802 were not amortized during the year, as the Riot Radio Studio was not in use at year-end.

Tangible capital assets are reviewed for impairment whenever events or conditions indicate that the assets no longer contribute to the Organization's ability to provide services or that the service potential of the assets are less than their net carrying amount. When conditions indicate that a capital asset is impaired, the net carrying amount of the asset is written down to the asset's fair value or replacement cost.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(f) *Revenue recognition*

Durham College Students Association follows the deferral method of accounting for contributions.

Student fees consist of Student Association Health and Wellness Support Services fees, DCSA Student Life fees, Student Centre fees and Campus Radio Station fees. Student Association Health and Wellness Support Services and Student Life fees are used to fund health and counselling, campus safety and academic support, as well as student life programming including clubs, associations and organizations. Student Centre fees are collected to fund the operations of the Student Centre, which includes; cleaning, operation and general repair, occupier's liability insurance and operational staff. Campus Radio fees fund production time at Riot Radio.

Unrestricted contributions for student fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions for health fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Student health insurance premiums provide coverage for students on an annual basis ending August 31. Deferred revenue includes the portion of fall and winter student health fees revenue for the period of coverage May to August of the following year.

All other revenue is recognized as revenue when received or receivable, if the amount can reasonably estimated and collection is reasonably assured.

(g) *Health fund*

The Health fund is funded by the excess of health fund revenues over expenditures from student health insurance plan and supports the Organization's initiatives that relate to the health and well-being of students.

(h) *Building fund*

The Building fund is an internally restricted board allocation of funds to be used towards the future purchase of space for the Organization. The funds have been set aside in a separate bank account for future capital spending.

The Board approved a \$200,000 transfer from the operating fund to the building fund during the year ended April 30, 2023. In addition \$20,000 is annually allocated from the operating fund to the building fund as part of the Operational Agreement with Durham College (note 4).

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the year ended April 30, 2023

2. SIGNIFICANT ACCOUNTING POLICIES, continued

(i) *Contributed services*

The operations of the Organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

(j) *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Estimates are used when accounting for items and matters such as estimated useful life of tangible capital assets, amortization, asset valuations, deferred revenue and contingencies. Actual results could differ from these estimates.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

3. **SHORT-TERM INVESTMENTS**

	2023	2022
	\$	\$
RBC GIC, bearing interest at 3.00%, maturing April 2024	900,000	900,000
RBC GIC, bearing interest at 3.00%, maturing April 2024	870,000	870,000
RBC GIC, bearing interest at 3.00%, maturing April 2024	500,000	500,000
RBC GIC, bearing interest at 2.00%, maturing October 2023	51,898	51,898
	2,321,898	2,321,898

4. **RELATED PARTY TRANSACTIONS**

The Organization is governed by a board of directors consisting of student representatives from Durham College.

In 2017, the Organization entered into an operational agreement with Durham College. Under this agreement, Durham College is responsible to collect certain ancillary fees from students, which include; a Student Association Health and Wellness Support Services fee, a DCSA Student Life fee, a Student Centre fee collected to support the day-to-day operations of the Organization, a Campus Radio Station fee and student health and dental fees, which are then remitted to the Organization. No further ancillary student fees collected by Durham College are remitted to the Organization. The agreement is deemed to have been renewed as no new agreement was reached prior to the termination date.

Under the operational agreement, the Organization has committed to assume the food operations at the Student Centre including a Booster Juice (opened September 2022) and a grill concept, effective on a date agreed upon by the parties and within 90 days of full opening of all campus food services as approved by Durham College Risk Management. As part of this commitment, in 2021, the Organization paid the college \$232,259 (Note 5) from the building fund for the capital equipment located in the hospitality space in the Student Centre. The Organization has also committed \$33,580 to upgrade the Student Centre seating area to better prepare for the physical distancing requirements as a result of COVID-19. The Organization has contributed a minimum of \$20,000 for the 2022-2023 academic year to the building fund, as outlined in the Operational Agreement.

On March 1, 2021, the Organization entered into a rental agreement with Durham College for space in the Student Centre building. The Organization has agreed to pay annual rent, including HST, of \$243,750 to Durham College in equal monthly installments. Rent includes maintenance and repairs of the leased premises by Durham College. The rent increased by \$2,373 monthly when the food operations opened in the Student Centre which commenced in September 2022. This agreement has expired but rent continues to be paid on a month to month basis with discussions for an extension on-going.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the year ended April 30, 2023

4. RELATED PARTY TRANSACTIONS, continued

The operations of the Organization depend on the contribution of services, such as student fee collection and processing, from Durham College. The fair value of the services cannot be reasonably determined and are therefore not reflected in these financial statements.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The amount due from Durham College represents invoices for student fees collected as part of the normal course of operations and received subsequent to the year end.

5. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	2023 Net Book Value	2022 Net Book Value
	\$	\$	\$	\$
Computer equipment	17,728	16,805	923	3,152
Furniture & fixtures	34,320	33,926	394	890
Leasehold improvements	866,026	67,450	798,576	60,149
Computer software	10,136	5,068	5,068	8,447
Equipment (Note 4)	232,259	21,114	211,145	232,259
	1,160,469	144,363	1,016,106	304,897

6. HEALTH FUND AND RELATED DISBURSEMENTS

All full-time Durham College students are required to pay for health and dental insurance as part of the base student fees. Students can opt-out of these plans if they have alternative coverage.

On September 1, 2018, the Organization began to self-insure the health and dental plan. All annual surpluses are invested in the health fund reserve. The Organization is liable for health and dental claims made by students for the lesser of one year after the service date of the claim or 90 days after coverage terminates. A provision has been made in the amount of \$114,026 (2022 - \$118,579) for claims incurred to April 30, 2023 but not yet reported using applicable industry rates.

In order to mitigate risk, the Organization pays an annual stop loss premium for the health plan based on projected future claims. The Organization is insured for claims that exceed 120% of the projected future claims. The Organization reviews the health fund reserve semi-annually to ensure a minimum reserve amount of 20% of projected claims not covered by the stop loss insurance.

The Organization entered into an agreement with an insurance consulting company to provide program management services with respect to the student health and dental plan. If terminated

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

6. HEALTH FUND AND RELATED DISBURSEMENTS, continued

without cause, the contract requires the Organization to pay a fee equivalent to the program management fees for a full policy year based on the current years enrolment. The agreement is effective until August 31, 2023.

	2023	2022
	\$	\$
Revenue		
Student health levy (net of opt-out)	3,566,267	3,458,406
Expenses		
Claims	1,705,879	1,660,008
Health plan premiums	305,092	293,208
Program management fees	199,320	168,327
	2,210,291	2,121,543
Health - wages, salaries and benefits (Note 10)	216,532	126,248
Excess of revenue over expenses of the health fund	1,139,444	1,210,615

7. INTERNATIONAL HEALTH PLAN

On September 1, 2021, the Organization assumed the delivery of the International OHIP coverage plan under a memorandum of understanding ("MOU") with Durham College. All service delivery moved to the Organization under the same terms with the existing health plan provider to ensure service delivery is centralized and to streamline the student experience around their health plan claims, opt-outs, complaints, and support.

The Organization proposes adding the International OHIP alternative coverage to the their existing health plan (Note 6) after both plans are set to expire August 31, 2023.

The International plan is fully-funded, there are no annual surpluses and the Organization is not liable for claims made by students and as a result, the health plan levy and premiums have been excluded from the Statement of Operations. During the year ended April 30, 2023, the Organization received and distributed the following amounts:

	2023	2022
	\$	\$
International health plan levy	1,649,956	856,157
International health plan premiums	(1,649,956)	(856,157)
	-	-

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

8. **DEFERRED REVENUE**

	2023	2022
	\$	\$
Health insurance deferred revenue		
Opening balance	1,570,397	1,174,065
Funds received, health (net of opt-out)	3,681,580	3,854,738
Funds earned in the year	(3,566,267)	(3,458,406)
Total health deferred revenue	1,685,710	1,570,397

9. **STUDENT FEES**

	2023	2022
	\$	\$
Wellness and Student Life	1,384,072	1,201,521
Student Centre	861,836	766,607
Riot Radio	222,730	183,125
	2,468,638	2,151,253

10. **WAGES AND BENEFITS**

	2023	2022
	\$	\$
Outreach and wellness services	335,179	388,804
Health	216,532	126,248
Management	156,865	87,256
Clubs and societies	148,317	199,381
Riot Radio	141,140	131,175
Executive	42,325	42,215
Legal Aid	29,147	34,065
Marketing	8,408	14,314
	1,077,913	1,023,458

Management and administrative compensation totaling \$419,430 (2022 - \$315,543), was allocated to various functions based on time spent.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

11. COMMITMENTS

The Organization committed to a \$1 million contribution to the Durham College Foundation, payable over five years ending September 2025. The contribution supports the Building for Skills campaign for the Durham College Phase IV Whitby Campus Revitalization initiative, which expands the Centre for Skilled Trades and Technology (CSTT). In return, the Organization can occupy designated spaces at the Whitby Campus Main Building and Oshawa Campus Gordon Willey Building. Annual contributions are to be funded through the Organization's building fund as the contributions are for a restricted purpose.

Remaining payments under this contribution agreement are:

	\$
September 2023	200,000
September 2024	200,000
September 2025	200,000
	600,000

The organization has rent commitments with Durham College for monthly rental payments related to the student association building (note 4).

The Organization operates a "Booster Juice" under a licensing agreement with AW Holdings Corp (Licensor). The license agreement is effective July 10, 2022 with a term ending September 1, 2028 and an option to renew for a further five years. Under the agreement the Organization (Licensee) is required to pay a license fee of \$7,500 on transfer and at renewal. The Organization is required to pay a royalty fee equal to 6% of sales and an advertising and marketing fee equal to 1% of sales.

12. CONTINGENT LIABILITIES

On October 28, 2018, a lawsuit was initiated against the Organization by former employees alleging wrongful dismissal. The claim is for \$450,000 plus legal costs. The likelihood of the claim being successful is not known. The Organization has filed a statement of defence and it is the intention of the Organization to aggressively defend this lawsuit by the Organization's insurer. It is not possible to determine the liability, if any, the Organization will incur as a result of this action, or the amount of any claim which would be covered by the Organization's \$5,000,000 liability insurance policy.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2023

13. **FINANCIAL INSTRUMENTS**

The Organization is exposed to various risks through its financial instruments and has a risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Organization's risk exposure and concentration as of April 30, 2023.

(a) *Credit risk*

Credit risk arises from the potential that a counter party will fail to perform its obligations. As the cash balances and short-term investments are held with a major Canadian financial institution there is a concentration of credit risk with one bank in Canada. The risk is managed by using a major bank that is a high credit quality financial institution as determined by rating agencies. The carrying amount of cash and short-term investments included on the statement of financial position represent the maximum credit exposure. The Organization is not exposed to significant credit risk related to accounts receivable as these are primarily due from Durham College and expect to be collected in full.

(b) *Interest rate risk*

The guaranteed investment certificates included in short-term investments bear interest at a fixed rate of interest and as such are subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates. The Organization manages this risk through investing in fixed-rate securities of short to medium term maturity and plans to hold the securities to maturity. The exposure to this risk increased in the current year due to recent and ongoing efforts by the Bank of Canada to combat inflation by raising interest rates at a historically unprecedented rate.

Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant other price risks arising from these financial instruments.

14. **COMPARATIVE FIGURES**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

The accompanying notes are an integral part of these financial statements

Report Number: BOG-2024-XX

To: Board of Governors

From: Dr. Elaine Popp, President

Date of Report: March 14, 2024

Date of Meeting: April 10, 2024

Subject: President's Report – February to April 2024

Purpose

This report aims to provide an update on the President's activities and significant college initiatives from February to April 2024.

1. Our Students

Durham College's (DC) Food Insecurity Bursary helps 1,150 students



Thanks to generous support from employees, alumni and students, DC's Food Insecurity Bursary helped more than a thousand students who needed extra help navigating the escalating costs of living.

This past holiday season, the bursary supported 1,150 students – a 150 per cent increase over last year.

Originally established as a holiday food drive, the Food Insecurity Bursary provides immediate assistance to students navigating unforeseen financial challenges and with rising grocery costs, the need this year was greater than ever. Funds to support the bursary are raised annually through donations and the DC portion of the annual campus Candy Cane Sales.

DC employees and alumni as well as the Durham College Alumni Association (DCAA), Durham College Student Association and the International Education Office all worked together to raise almost \$200,000, a 144 per cent increase compared to 2022.

DC journalism student, Andrew Neary, receives three awards for his work inside and outside the classroom



Andrew Neary, a dedicated and passionate journalism student at DC, has recently been recognized with three impressive awards, spanning from national recognition for his dedication to work-integrated learning to a campus acknowledgment of his academic success. The recognitions include the 2023

Education at Work Ontario Work-Integrated Learning Student of the Year for the College category, the Co-operative & Work-Integrated Learning Canada Emery-Dufault Student of the Year 2023 Award, as well as DCAA's Scholarship for Academic Excellence for his first year of study in DC's [Journalism – Mass Media program](#).

Graphic Design students impress at packaging competition

Three DC students successfully reimaged a famous snack food package, earning a third-place finish at the Packaging Association of Canada's Global Student Packaging Competition.

The event invited post-secondary students from around the world to redesign the iconic Pringles can with a focus on inclusivity and accessibility. Three students from DC's [Graphic Design program](#) were up to the challenge. With guidance from Professor Rhian Moore, the team of Ina Jablonski, Megan Scott and Nicole Tracey created the Accordi-Can.



Over the course of the fall semester, the team continued to make improvements to their design in preparation for the competition. The result is a package that is both recognizable and creative.

Although graphic design work is inherently visual, the Accordi-Can was more than just a rendering. The team created a real mock-up of their concept using a poster mailing tube, cardstock and glue.

Taking part in the competition was a unique and valuable experiential learning opportunity for the three students. In addition to being an important facet of their Portfolio Studies course, they worked on a famous brand and developed a product that is sure to impress potential employers.

Enactus Durham College celebrates two wins at the Central Regional Exposition

For the second year in a row, Enactus DC has been declared one of the Central Regional Champions for its *Founders Drive* podcast project. This year, the team competed in the Desjardins Youth Empowerment Challenge, a national competition empowering post-secondary students to deliver projects that make social impact through entrepreneurial skills.



DC competed against 21 schools in the youth empowerment category and presented *Founders Drive: Season Two*, a global podcast aimed at inspiring young Indigenous entrepreneurs to overcome barriers and become their own bosses.

Meanwhile, a new project, *Just Dandy*, was a runner-up in the Canadian Tire Environmental Sustainability Challenge. *Just Dandy* aims to foster a supportive community at DC by promoting financially and environmentally sustainable practices.

The victories mark a significant milestone for the *Founders Drive* team, which will now move on to the National Exposition in Toronto in May. *Founders Drive* will compete in the Desjardins Youth Empowerment Challenge against the League B and League C champions, as well as the Desjardins Youth Empowerment champions from the Atlantic and Western regions. *Just Dandy* will also compete again in the overall category.

For more information about Enactus Durham College, *Founders Drive* and *Just Dandy*, please visit www.enactusdc.com.

Students get ready for Convocation at Countdown to Grad



Last week, Countdown to Grad events were held at both the Oshawa and Whitby campuses. Over 500 students took advantage of the early opportunity to register for graduation, book their grad photos, enjoy a free pizza lunch and more.

DC's She Means Business event empowers female student entrepreneurs

DC's commitment to supporting female entrepreneurs took center stage on Monday at the She Means Business Panel and Networking Event which aimed to celebrate and empower women in business by providing a platform for female student entrepreneurs to connect, learn, and be inspired.



The event was hosted by FastStart, the college's entrepreneurial resource hub, and the Durham College Student Association. Guests gathered inside DC's Centre for Innovation and Research to hear from inspiring female leaders who shared their stories, insights, experiences, and advice on succeeding in the business world across a number of industries. The expert panel included Karen Campbell, Canadian Women's Foundation; Belinda Ginter, Unstoppable; Melanie Pagan, RainSpark Media Group; and Jenna MacInnis, Bombshell Beauty Bar.

FastStart is committed to helping all DC student entrepreneurs, regardless of their program, with the skills needed to turn innovative ideas into successful ventures. Learn more about FastStart [online](#) or check out their [Instagram](#) for upcoming events.

2. Our People

Durham Communications and Marketing Team Wins Five Educational Advertising Awards

Recently DC's Communications and Marketing (C+M) team has won five [Educational Advertising Awards](#).

The five winning projects were included with over 2,000 entries from over 1,000 international colleges, universities and secondary schools. Judges for the Educational Advertising Awards consisted of a national panel of higher education marketers, advertising creative directors, marketing and advertising professionals.

The following C+M projects creatively showcase DC's story and strategically promote the college to our community and prospective students.

- **Gold Award**, Annual Report Category: [2023 Annual Report](#)
- **Gold Award**, Blog Sites Category: [DC Blog](#)
- **Gold Award**, Website Category: [Why Choose DC](#)
- **Bronze Award**, Student Viewbook Category: [2024 – 2025 Viewbook](#)
- **Merit Award**, Other, Misc. Collateral, Special Promo Category: Learn Local Durham Transit Bus Wrap

Durham College celebrates Employee Appreciation Day



March 1 was a momentous day at DC as we celebrated Employee Appreciation Day.

Scores of DC's dedicated support staff, faculty and administrative employees filled the Rotary Global Classroom for a day of events that underscored why we've been

named one of [Greater Toronto's Top Employers](#) a remarkable 13 times.

After hearing from the new president, attendees enjoyed a keynote speech on personal and organizational growth from award-winning advertising writer and creative director Ron Tite.

Commending DC's many successes, he offered sage advice on how we can continue to lead the way in post-secondary education.

In the afternoon, employees had the opportunity to participate in professional development sessions as well as a mindfulness session.

Durham College names Whitby campus's main building in honour of Don Lovisa



Former DC President Don Lovisa's remarkable contributions and impact were formally recognized on Wednesday with the naming of DC's Whitby campus's main building: the [Don Lovisa Building](#). The naming was announced during two, celebratory farewell events,

held in honour of the [award-winning](#) President who stepped down from his role effective February 29, and the impressive accomplishments made throughout his 16-year presidency.

Nearly 500 guests visited the Whitby campus to celebrate and acknowledge the profound impact Lovisa has had on both DC and Durham Region. Both farewell celebrations featured live music, delicious food prepared by Bistro '67, and formal speaking programs, including guest speakers who each touched upon Lovisa's embodiment of the college's four strategic pillars: our students, our people, our work, and our community.

3. Our Work

“The job fair was awesome”: Durham College job fairs draw rave reviews from attendees and employers

Employers were excited to connect with thousands of DC students and alumni as the college's 2024 job fairs drew an exceptional crowd.



The DC and Ontario Tech University Job Fair was held at the Oshawa campus on February 1 with more than 2,800 people attending and more than 90 employers eager to hire for full-time, part-time, co-op and summer jobs.

Participating employers included Ontario Power Generation, Elexicon Energy, Gerdau, Johnson Controls, the Ontario Ministry of Finance and many more.

The momentum continued to the Whitby Campus Job Fair on February 8, where more than 50 employers met with more than 500 students.

Local high school students earn Durham College plumbing credit through Dual Credit program



With the launch of a hands-on Dual Credit program, local high school students can now earn a DC plumbing credit and a high school credit at the same time.

DC and the Durham Catholic District School Board (DCDSB) have partnered to offer the program at Notre Dame Catholic Secondary School in Ajax where students can enroll in construction technology class where they will earn both a high school credit and a DC basic plumbing credit, which is part of the [Trade Fundamentals](#) program.

The class is team-taught by both a high school teacher and a DC instructor.

Dual Credit courses have been offered at DCDSB for more than 15 years and the school board continues to work with DC to expand the program. In September 2024, Notre Dame will offer a Dual Credit that will allow students to earn a DC Trade Fundamentals basic electrical credit.

The funding to provide the equipment and setup required to deliver the college course at Notre Dame Catholic Secondary School was generously supported by the Ministry of Education through the School-College-Work initiative, the Ministry of Colleges and Universities, and Durham College.

Journalism alumni gather to celebrate 50 years of The Chronicle

In February, the DC Talks: Alumni Series presented “A Celebration of The Chronicle’s 50th Anniversary.” The special event, produced by the [Faculty of Media, Art & Design](#) and the [Durham College Alumni Association](#), recognized a half-century of quality journalism from DC’s campus publication.



Six alumni of DC’s [Journalism program](#) gathered in the [Rotary Global Classroom](#) to take part in a wide-ranging panel discussion. They shared stories from their time in journalism and related fields, reflected on the immense changes the industry has faced, and offered advice to today’s students who are preparing for their own careers.

The panel included:

- Rob Massey (1977), who served as the Sports Editor at the Guelph Mercury for three decades before founding the Guelph Sports Journal.

- Chris Bovie (1987), an award-winning journalist and editor who is now the Director of Corporate Communications at the Durham Regional Police Service.
- Rob Leth (1996), a television personality and videographer for City News and CBC, reporting around the Greater Toronto Area.
- Jesara Holla (2006), a seasoned communications professional currently serving as the Senior Manager of Corporate Affairs for New Nuclear at Ontario Power Generation.
- Stephanie Foden (2011), a freelance documentary photographer who has worked for The New York Times, TIME magazine, National Geographic and more.
- Cheyenne Jarrett (2022), a Communications Advisor at the Region of Durham.

Strong Winter Season for Durham Lords



DC athletes gave fans a lot to cheer about this winter from the basketball and volleyball court to the indoor soccer pitch,

Six teams in three sports made us proud with their hard work and sportsmanship while adding to the ever-expanding Durham Lords trophy case. They won two

Ontario Collegiate Athletic Association (OCAA) medals to bring the 2023-24 total to seven, a school record.

4. Our Community

Durham College sponsors and hosts robotics competition for hundreds of Ontario high school students



More than 600 high school students from across the province gathered at DC's Oshawa campus to put their engineering skills and student-designed robots to the test by participating in sport-like games at the 2024 FIRST® Robotics Durham College District Competition, this past weekend.

More than 20 challenge teams used sophisticated technology to build and program industrial-sized 120lb robots and compete in an action-packed, alliance-based game on a themed field. With the guidance of industry professionals, students used their knowledge of science, technology, engineering and math (STEM) to operate their robots and used problem-solving skills that apply to real-world situations.

As one of Canada's leading colleges, DC was the perfect backdrop for the district competition, which encouraged participants to consider a future education in the in-demand STEM fields.

This year's arts-inspired game theme – CRESCENDO – provided a unique twist for challenge teams by encouraging students to raise funds, hone teamwork skills, and advance respect and appreciation for STEM education within the local community through the development of outreach events, marketing plans, and even fundraising initiatives.

A full list of *FIRST Robotics* award winners can be found [online](#).

Tre Sanderson hosts another successful dining event at Bistro '67

For the second consecutive year, DC alumnus Tre Sanderson showcased his culinary skills at [Bistro '67](#).

RBC presents 'A Night with Tre Sanderson' was held on February 9 and 10 and was a hot ticket with local foodies, who filled the popular restaurant to experience the young chef's modern take on Caribbean cuisine. The 2015 graduate of DC's [Culinary Management](#) program and [winner of Top Chef Canada Season 10](#) unveiled a six-course tasting menu that featured mouth-watering treats like lucky lime oyster, rice and pea risotto and sweet potato pudding.



DC students and the Bistro '67 team worked tirelessly in the kitchen to help Tre perfect his menu. Working alongside one of Canada's brightest culinary talents was an invaluable experience for them according to Lori Saint, CFF General Manager.

Durham College's cutting-edge EV lab named in honour of Edmond and Sylvia Vanhaverbeke

DC's new, state-of-the-art electric vehicle (EV) lab has been named the Vanhaverbeke Family EV Training Centre, in recognition of the generous support of philanthropists Edmond and Sylvia Vanhaverbeke.



The family's most recent donation of \$750,000 – bringing their total giving to DC to \$1 million – demonstrates their commitment to supporting higher education and innovation. The new name was unveiled at a ceremony at DC's Whitby campus on February 8.

The Vanhaverbeke Family EV Training Centre is part of a 9,060-square-foot expansion and revitalization of the main building at DC's Whitby campus. The centre educates motive power technicians on EVs with programs centred on hands-on, experiential learning.

5. Key Meetings Involving the President's Office (February 16 to April 9, 2024)

- Rotary Club of Oshawa-Parkwood – February 20, 2024
- CIGan Member Update Call on IRCC – February 22, 2024
- Call with MCU Officials and College Presidents – February 26, 2024
- Oshawa's 100th Year Anniversary Celebration – March 8, 2024
- Introductory Meeting with Steven Murphy – March 11, 2024
- Introductory Meeting with MPP Bethlenfalvy – March 15, 2024
- Committee of Presidents – March 18 & 19, 2024
- Ajax-Pickering Mayor's Breakfast – March 21, 2024
- Introductory Meeting with Marketa Evans, Colleges Ontario – March 21, 2024
- Introductory Meeting with Graham Lloyd, College Employer Council – March 21, 2024
- Introductory Meeting with the City of Oshawa – March 22, 2024
- Clarington Board of trade Breakfast with Mayor Adrian Foster – March 28, 2024
- Whitby Chamber of Commerce Mayor's Address – April 5, 2024
- Introductory Meeting & Campus Tour with Pari Johnston, Colleges and Institutes Canada – April 5, 2024
- College Employer Council Board of Directors Meeting – April 9, 2024

Report Number: BOG-2023-29

To: Board of Governors

From: Scott Blakey, Chief Administrative Officer

Date of Report: March 25, 2024

Date of Meeting: April 10, 2024

Subject: Report of the Chief Administrative Officer – April, 2024

1. Purpose

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

2. Recommendation

It is recommended to the Durham College Board of Governors:

That Report BOG-2024-29 , providing an update on college, student and employee related activities as of March 2024, be received for information.

3. Background

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

4. Human Resources and Equity, Diversity and Inclusion

Staff/Faculty Complement

As of	Full-Time			Contract				Students	Total
	Admin	Faculty	Support	Admin	Faculty	Support	Regular PT		
December 31, 2021	140	307	329	68	946	420	27	174	2411
February 28, 2022	141	312	332	73	941	392	30	210	2431
July 31, 2022	149	308	338	65	525	326	32	120	1863
December 31, 2022	155	308	340	58	65	245	36	203	1410
April 30, 2023	165	299	346	53	142	205	37	22	1269
October 31, 2023	176	294	370	76	952	510	38	229	2645
January 31, 2024	182	292	368	66	1095	503	38	239	2783

Turnover Rate:

Full-Time											
As of	Total Ft Head Count	Admin	Turn over	%	Faculty	Turn over	%	Support	Turn over	%	Total
2018-2019	841	150	9	6.00%	336	3	0.89%	355	7	1.97%	2.26%
2019-2020	848	151	6	3.97%	337	1	0.30%	360	9	2.50%	1.89%
2020-2021	789	140	17	12.14%	321	1	0.31%	328	7	2.13%	3.17%
2021-2022	785	141	10	7.09%	312	2	0.64%	332	34	10.24%	5.86%
2022-2023	803	158	16	10.13%	300	3	1.00%	345	27	7.83%	5.73%
Total			58			10			84		
2023-2024											
As of Apr 30, 2023	810	165	0	0.00%	299	0	0.00%	346	1	0.29%	0.12%
As of October 31, 2023	840	176	5	2.84%	294	3	1.02%	370	12	3.24%	2.38%
As of January 31, 2024	842	182	3	1.65%	292	3	1.03%	368	9	2.45%	1.78%
YTD Total			8			6			22		

Projected Retirements: Durham College – Actual Retirements:

Projected Retirements - 2022-2026 For Durham College



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

Notes

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

Durham College – Pending Retirements:

Full-Time				
As of March 31,	Total Ft Count	Admin Retirements	Faculty Retirements	Support Retirements
2018-2019	841	3	2	7
*2019-2020	848	8	29	18
2020-2021	789	3	12	6
2021-2022	785	3	14	12
2022-2023	803	10	14	10
2023-2024				
As of Apr 30, 2023	810	0	0	0
As of October 31, 2023	840	1	9	4
As of January 31, 2024	842	1	6	6
YTD Total		2	15	10

*voluntary retirement incentive program year

Durham College – Pending Retirements:

Pending Retirements for 2023-2024		
	February	March
Administration	1	1
Faculty	0	0
Support	0	0
Total	1	1

Additional HRIS team activities:

- Completed the Contract Admin Bill 124 retro calculations.
- Processed over 1,000 contracts for the January 2024 semester.
- Participated in Ellucian Banner Consulting for two weeks in February.
- Distributed over 550 vacation entitlement memos for the 2024-2025 year.

Employee + Organizational Development

- DC was awarded the 2024 Greater Toronto Top Employers in December 2023 for the 13th time. Human Resources collaborates with Communications + Marketing, along with several teams to create the application package.
- Recipients of the 2023 Employee Awards of Excellence were celebrated at a reception with members of DCLT. Congratulations to Richard Jules, Administrative Award of Excellence; Amy Derdall, Support Staff Award of Excellence; Don Fishley, Faculty Award of Excellence; and, the LMS, Corporate ERP and Reporting, ITS for the Team Award of Excellence.
- HR recognized National Employee Appreciation Day on March 1 by hosting a morning reception and keynote address with Ron Tite and an afternoon filled with professional development and wellness sessions for employees. Dr. Elaine Popp kicked-off the day by providing greetings to all employees on her first day as DC's President.
 - 250 employees attended the keynote address (in person and virtual).
 - 50 employees attended the afternoon sessions.
- DC's third Employee Pulse Survey was conducted March 4-13, with a participation rate of 28.3%. 720 full-time and contract employees participated in the survey.
- The winter semester professional development and wellness program was announced, with 12 sessions for employees to attend and three wellness series (mindfulness, nutrition, and walking club) offered throughout the semester.
- HR delivered a CliftonStrengths session with the Faculty of Liberal Studies and Creating Effective Performance Goals with the Admissions Services team.



Employee Onboarding Program:

- A feedback questionnaire was extended to 34 recently hired support staff, faculty and administrators to seek feedback on the new onboarding checklists that were implemented in November 2023. HR has received 14 responses to date. Feedback will be shared with the Employee Onboarding Steering Committee.
- In December 2023, HR offered an Employee Onboarding and Offboarding session for managers with 42 attendees and will offer this again in April 2024 with 15 managers registered to date.

Office of Equity, Diversity & Inclusion

- **Office Management, Team Development:** Director facilitated team building during February. Involved each team member in completing the Gallup Strengths Insight Guide and the DiSC Workplace Style and discussing insights in 1:1 meetings and as a team regarding implications for working best together. This phase of team building culminated

on February 23 at Whitby campus, where the team reflected on and enhanced its mission and vision and identified guidelines for creating psychological safety among team members

- **Stakeholder relations:** The Director collaborated with HR Director Christy McMillan to present the EDI Committee & Sponsors with an updated work plan for the next two years (developed June 2023); this is understood to be a living document.
- Director conducted an environmental scan and initiated discussions with Black employees on re-vitalization of the BSSN.
- **EDI Program:** Team is engaging in discussions with students and various departments and leadership to make community-based recommendations to Facilities for enhancement of the multi-faith prayer rooms at both campuses. Staff and student members of different faith-based groups on both campuses will have the opportunity to share their insights on what they need from a prayer room in virtual focus groups in the final two weeks of March.
- Director provided a keynote address at SEIT National Engineering Month virtual panel, Significance of Equity, Diversity, Inclusion & Belonging in Engineering.

RISE (Outreach, Access, Retention)

- **Reporting:** Mid-year report written and submitted to OPAIP January 24 with relevant input from Lucy Romao Vandepol (Student Development) and Donna Edge-Bean (Access & Support Centre), and support from Bradley Ward (Finance).
- Enhancement of the data collection process to obtain OPAIP required KPIs resumed; ongoing discussions with Communications & Marketing, Reporting & Student Systems, and Student Development to develop systems to collect the appropriate EDI data.
- **Rise DC:** Sponsored the Annual Social Justice Week speaker series. EDI Advisor also provided information about the RISE program at each event.
- Black History Month: OEDI hosted two campus wide events (a Black Wellness Fair in partnership with AIDS Committee of Durham, and a Presentation on Allyship for the Advancement of Racial Equity by Mr. Keith Richards) reflective of the theme, Black Wellness which we see as the vehicle to accomplishing the overarching theme in Canada, “Black Excellence: A Heritage to Celebrate; a Future to Build”.
- **DC RISE Outreach:** Team presentation to Faculty of Skilled Trades & Apprenticeship program coordinators March 15 on the services offered by the office and associated community resources to promote referrals.
- **RISE Well:** Program development discussions initiated with Campus Health & Wellness, and International Education re: providing staff training and offering peer support groups to key equity-deserving groups, namely racialized students and 2SLGBTQQIA+ groups.

Human Rights Concerns/Complaints

- HR Concerns and Accommodations Management Protocol updated and circulated for feedback from Office of Campus Safety and Student Development.

Sexual Violence Prevention and Education

- **Awareness Initiatives and Events:** “Let’s Talk Sex” with AIDS Committee Durham Region (ACDR): * Collaborative partnership with The AIDS Committee of Durham Region, Ontario Tech University and Trent University
- Consent Awareness Week (January 15- 19)
- Tabling and activity in the lobby at both Simcoe and South Village Residences (January 19). Students received consent, sexting, healthy relationships, on-campus and off-campus sexual violence resources and support information.
 - **Wellness Week:** Fantastic Friday (Jan 26) – Consent Awareness tabling activity “Shoot your Shot”. Students w identified affirmative consent giving and receiving communication, actions and behaviors. Resources provided on related consent and healthy relationships, and on-campus and off-campus supports.
- **International Women’s Day (March 8):** In collaboration with Women’s Committee of Durham Region (WCDR) and DC Spa
- At the Oshawa campus, members of the WCDR provided information about their organizations and engaged DC campus members in discussion around the theme of “Inspire Inclusion”, combatting gender stereotypes and norms, gender inequality and discrimination. DC Spa, generously offered DC campus members skin analysis and cosmetic lip demos to help celebrate, empower and encourage campus members to engage in self-care activities that promote positive health and wellness. Two DC Spa gift cards were raffled off to one staff/faculty member and one student who entered the giveaway.
- At Whitby, OEDI facilitated the event Screening and Snacks; “Miss Representation” followed by a facilitated discussion and opportunity to debrief.
- **Training/Workshop(s):** “Responding to Sexual Violence on Campus” - OTA & PTA Faculty Team (10 attendees), March 6.
- **Upcoming:** Sexual Health Training Facilitated by The Gay Men’s Sexual Health Alliance, March 21 to Campus Health and Wellness Centre team/staff.

**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.*

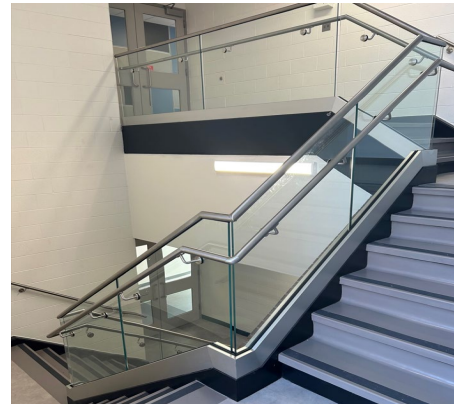
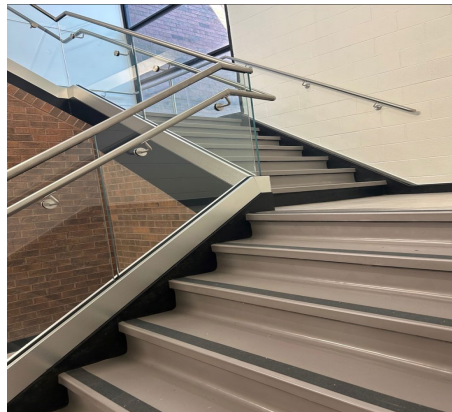
5. Facilities Management & Ancillary Services

- Renovation of H-Wing (2nd floor) – New student space:** Our team worked with BSN Architects on the development of a new design for H-wing level 2. Previously used as CICE space, this new space has been transformed into new student study and common space. This space was fully completed in December 2023.



New H-Wing (Level 2) Student Space – As of December 2023

- Stairwell Upgrades:** Our team worked closely with Corebuild construction to modernize and upgrade seven of our existing stairwells in the Gordon Willey building this year. In addition to modernizing the look of these spaces, this work is also required to ensure our compliance with AODA 2025. Scope of work includes new glass railings, new landings, new tactile threading to improve safety as well as unplanned lead paint abatements.



- Food Services:** We are in the final stages of installing new registers at both our C-wing and Galleria locations. These new registers will allow the DC community to earn and redeem Tim's Rewards (including the popular 'Roll-up-the Rim' program.) Ideally, adding this additional capability will reduce lines at our existing overcrowded B-Wing location.

- An additional way of improving speed of service at our B-Wing Tim's Horton's location includes adding a new kiosk capable of taking orders/payment and bypassing the line. This new kiosk will be installed in April 2024 and will add order taking capacity.
- A new Tim Horton's kiosk is to be installed at the B-Wing location in April 2024.



C-Wing Tim Horton's Location

6. Communications & Marketing

- **Celebrating Days of Significance:** Recognizing notable dates of significance demonstrates our commitment to creating an inclusive, respectful and equitable community, grounded in supporting a sense of belonging at DC.
- To recognize **Bell Let's Talk Day** in January, we wrote a number of pieces to participate in the national conversation including:
 - [Durham College puts mental health in the game with HONE athletics partnership](#)
 - [Student entrepreneur focused on mental health](#)
 - [Durham College leads the way in mental health with on-campus services and in-demand programs](#)
- **Black History Month:** in February was prominently featured through many of our communication channels, including [DC recognizes Black History Month](#) on our website, which underscores our commitment to a safe, welcoming and inclusive campus, supported by our anti-Black racism statement. It also featured a number of ways the

campus community can listen, learn and action including on campus events and resources.

- To celebrate **International Women’s Day** in March, we featured a [Q&A with Dr. Elaine Popp](#) as well as [profiled a number of other women](#) from across DC to showcase the successes of our amazing students, employees and alumni while highlighting our programs and initiatives.



Notable Media Coverage:

- [Durham College takes innovation to the next level](#) – a great profile of the new Centre for Innovation and Research on Global News Durham.
- The [Durham Post](#) featured Dr. Elaine Popp’s announcement as DC’s next president.
- We secured coverage from [Education News Canada](#) and [Global News Durham](#) (video no longer available) to support ticket sales for the second annual Night with Tre Sanderson at Bistro '67 while highlighting a remarkable alumni.
- The new Vanhaverbeke Family EV Training Centre was featured in [Academica](#) and [Education News Canada](#).

Blogs:

- Blogs continue to be a fresh source of content that strategically brings our key messages to life through storytelling and engaging content. Some recent blogs have focused on the opportunities available at DC, including:
 - <https://durhamcollege.ca/blogs/hospitality-horticulture-and-food/the-number-of-roles-are-just-endless-how-dc-is-preparing-students-for-in-demand-jobs-in-the-food-and-beverage-industry>

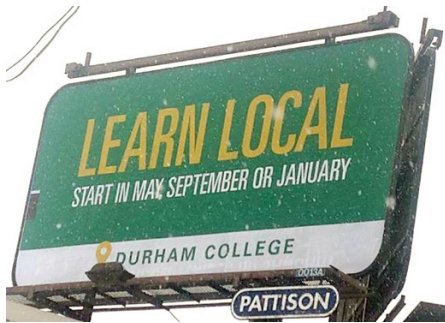
- <https://durhamcollege.ca/blogs/student-profiles/answers-to-your-top-questions-about-hands-on-learning-at-dc>
- [DC to a degree: Explore your options at the Pathways Fair](#)



Marketing:

- Marketing campaigns executed and in-market from January 1 to March 31, supported the following initiatives:
 - Degrees
 - New programs
 - Start in May and September
 - Signature and Priority Programs digital marketing
 - January Program Information Nights
 - Spring Open House
 - Professional and Part-time Learning (PPL)
- From January to March, we ran three campaigns through the Metrolinx partnership: Professional Part-Time Learning, January Program Information Nights and Spring Open House. The total campaigns consisted of 300 interior train posters, 15 transit shelters, 1,600 digital screen ads across 536 rail platforms and advertising in three e-newsletters.
 - Total ridership within these months was 490,000
 - Total impressions for all marketing elements for the three campaigns was 3,000,000
 - QR scans to our direct webpages was 65

- The total number of emails sent via the GO Transit e-newsletters was 426,623, with an average open rate of 35% and a click rate on our DC links of 3.48%



Recruitment:

- The recruitment team has attended 81 off-campus events with more than 3,000 attendees and hosted 37 on-campus events with 663 attendees.
- The above activities generated over 2,500 new prospective student leads, and over this timeframe, we deployed 110,000 email messages to the leads in the database.

Events:

- **Program Information Nights:**
 - DC hosted Program Information Nights, on January 16 at the Oshawa campus and January 17 in Whitby. A comprehensive marketing plan resulted over 1,345 guests, and of those guests 237 prospective students applied to DC programs on the spot.
 - Don's Farewell Celebrations
 - On February 28, DC hosted two events at the Whitby campus, where more than 500 guests attended to celebrate and acknowledge Don Lovisa's retirement.

- Watch the [shout out video to Don](#) and [highlights of Don's career as President of Durham College](#)



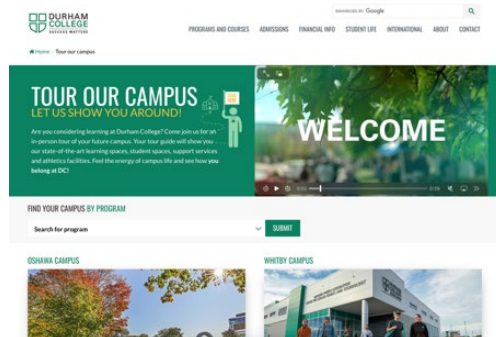
Social Media

- Below is a summary of our platform's performance from January to March:
 - 143,347 Engagements
 - 12,194,402 Impressions
 - 63,882 Link clicks
 - 178,425 New followers
 - 3,116 Messages
- **Top posts:**
 - Facebook: [PIN photos](#)
 - Instagram: [UPASS reel](#)
 - LinkedIn: [Employee Appreciation](#)
 - X/Twitter: [Don's farewell celebration N&N](#)
 - TikTok: [Commute to DC from Union station](#)
- **Other Notable stats:**
 - We're currently at 1,134 followers on TikTok
 - 1,333 published posts, an increase of 20% from the same period last year
 - Our Instagram post engagement rates have increased 59%
 - Our video views have increased 48%



Web:

- **New Campus Tours website:** launched in February 2024, the new tours site provides easy access to:
 - Booking an on-campus tour.
 - Visiting DC virtually through the new interactive map, and self-guided virtual tours.
 - Connecting with DC’s recruitment tour guides.



Video:

- Supporting DC’s new president, Dr. Elaine Popp, C&M created a video message (from Dr. Popp) to employees describing her vision of DC and the next steps - it was distributed on March 4, 2024. [The video can be viewed here.](#)
- To celebrate the legacy of Don Lovisa, C&M created two videos for the release at the February 28 farewell celebration event:
 - [Don Lovisa celebration and building name announcement](#)
 - [Shout-outs to Don Lovisa](#) video

7. Student Affairs

Athletics and Recreation

- **Campus Recreation - New Events:** The addition of part-time staff member has made it possible to add more events to the calendar including:
 - First-ever Rec Late Night Skates (two events with 150+ students per event); Semesterly Campus Rec Day (450+ students attended); Learn-to-play Pickleball, Learn-to-play Sitting Volleyball & Paint Social (approx. 50+ students attending overall).
 - First-ever Extramural Volleyball tournament to be hosted at the Campus Recreation & Wellness Centre with six other colleges and universities competing alongside our two teams (Friday, March 22).
 - Dance Showcase at the Regent Theatre featuring performances by the community and our competitive dance team (Tuesday, April 2).
- **New varsity clubs/Sports clubs:** Expansion of our sports clubs/teams has been a focus for the Athletics and Recreation team this year. In the 2023-24 season, we have introduced:
 - Durham College Men's Cricket Extramural Team
 - Competitive Dance Team*
 - Women's Basketball Sport Club*
 - Cross Country Sports Club*
 - *Collaborative with Ontario Tech
- Varsity programming on campus is also expanding as the Ontario Colleges Athletic Association (OCAA) approved Durham's bid to bring back men's and women's curling starting with the 2024-25 season.
- **Provincial/National Events:** Durham College men's basketball was the No. 1 ranked program in the country and earned the right to host the OCAA final four. The event was a success as the Lords' semi-final game was sold out.
- **Active Campus:** The 14th consecutive year of the Active Living Challenge was a success with a total of 2,370 active living hours tracked by participating students and employees! There were five weekly draw winners and eight grand prize winners from the Whitby and Oshawa Campuses.
- The Flex continues to be a destination of choice on campus. February saw the Flex reach 23,856 scans into the facility!



- Team Success:** The varsity program continued where they left off after a successful fall semester as they earned two more OCAA medals (men’s basketball – bronze, women’s indoor soccer – bronze). The Lords medal count is at seven this season, the most team medals in school history.



- The varsity program continued where they left off after a successful fall semester as they earned two more OCAA medals (men’s basketball – bronze, women’s indoor soccer – bronze). The Lords medal count is at seven this season, the most team medals in school history.
- The extramural program has also had success on the Ontario Collegiate Recreation (OCR) circuit. The men’s cricket team won the regional championship, advancing them to the RECCup championship where they had a quarter-finalist result. Mixed volleyball will conclude their season on Friday, March 22 on our campus as we host the final tournament of the season and will look for another tournament victory after winning three of four tournaments entered. Men’s Hockey recently attended OCR regionals and despite a round robin finish, is proud of their two-tournament finalist results this season. After winning three of four tournaments entered this year, women’s hockey also completed their season at regionals with a semi-final finish. Lastly, dance attended their first competition of the year representing the Durham Lords for the first time – an exciting milestone.
- Durham defended its Campus Clash title in esports with a 4-1 win across five different games during a seven-hour event against the Ontario Tech Ridgebacks varsity esports teams. The event was open to students and staff with free popcorn and other giveaways as those in green and blue made their way to the Durham College Esports Arena to support their school.



- **Community Focused:** Athletics and recreation continue to be heavily involved with the community, especially through the varsity program. Durham College student-athletes hosted Motionball, a fundraising event in support of the Special Olympics. The department also hosted a number of initiatives on campus for International Women’s Day, while the soccer, softball and volleyball teams ran youth clinics for minor sport organizations.



- **Alumni Connection:** The Athletic Department had the honour of inducting five special individuals into the Durham College Sports Hall of Fame on February 9, 2024. The five inductees included Sam Dempster, Colin Dempster, Allan Fournier, Julie Pickell (Collins) and Anthony Batchelor.
- **Esports:** Since re-opening its doors in September, the esports lounge continues to become more popular with students on campus. In the first two months of 2024, the usage numbers continue to increase compared to 2023. The lounge is also hosting community events, including the athletics program partnering with Grandview Kids on March 25th.

Campus Health and Wellness Centre (CHWC)

- **Extended Service Provision:** Medical clinic has introduced Dr. Lowe, specializing in gender affirming care as well as Dr. Nagel, specializing in ADHD assessments and management. CHWC has on-boarded 9 Peer wellness student placements and 1 Health promotion and marketing student work-study position to join our health and wellness promotion team. CHWC has also expanded the International Wellness Check, now provided by all physicians at the clinic to be more inclusive and increase appointment availability.

Service Offerings:

- **Better Together Series:** Breaking Barriers, Connecting Communities- joint programming shared with Ontario Tech University students. Including One Meal at a Time, Paint Social, Yoga Mindfulness and Self-Compassion; 26 individual sessions.

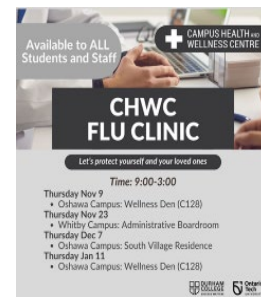
- **Camp Wellness:** Healthy by Nature – Nature themed, sensory based, mindfulness sessions developed to enhance well-being, improve health and increase sense of connectedness. Included are Health Hikes, Forest Bathing, Nature Play, Mindful Farm Fridays; 36 individual sessions.



- **Calm Campus:** Stress less, Live more – Includes Mindful Mondays, Wellness Wednesdays, DBT Skills Group, and Mindful Fridays. Programming intended to focus

on increasing emotional regulation education and providing opportunities for students to de-stress; 25 individual sessions.

- **Food IQ:** Growing Minds, Growing Plates – Supports food literacy by teaching the importance of accessible, affordable healthy food, preparing nutritious meals, and learning new skills that are foundational of lifelong habits of responsible and conscious eating, promoting better physical and mental health. Programming includes: Munchie Mondays and plans for cooking classes; 5 individual sessions.
- **Recovery College:** Wellness Learning Hub – Partnership program with Ontario Shores that is peer-lead and developed focusing on mental health and wellness topics which include: It’s Okay Not To Be Okay and Prepping for Professionalism; 15 individual sessions.
- **Flu Clinics:** A series of Flu Clinics were held on campus and made available to staff and students from both institutions; 4 individual sessions



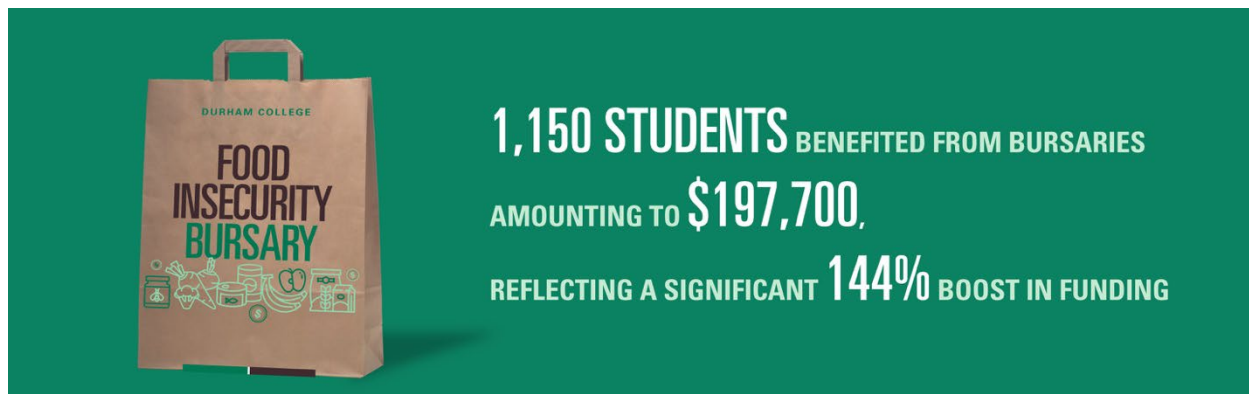
Career Development

- **Job Fair:** Career Development hosted two job fairs in February. The Oshawa Job Fair had over 90 employers and record-breaking attendance (2800). The Whitby Job Fair featured over 50 employers - the most we’ve ever had at the Whitby campus. Career Development hosted Chats with a Career Coach, Resume Drop-ins and a LinkedIn Headshots Day to help students prepare for the job fairs.



Financial Aid and Awards

- **Financial Aid:** As of March 8, 2024, Financial Aid (FAA) and Awards distributed \$3.6 million in Awards, Bursaries, and Scholarships to support 2,600 students, marking a notable 45% increase in bursary applications.
- **Food Insecurity Bursary:** FAA spearheaded the Food Insecurity Bursary program during the 2023 holiday season, witnessing a remarkable 152% surge in applications.



- **OSAP:** FAA processed 6,437 full-time OSAP applications, disbursing over \$51 million in funding to 6,083 Durham College students; approx. 70% of Durham College domestic students are recipients of OSAP funding. Additionally, 561 part-time applications were processed, resulting in the release of over \$859,000 to support 468 part-time students
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First Peoples Indigenous Centre (FPIC)

- **Anishinaabemowin Revitalization Program:** FPIC is actively engaged in a range of programming at enhancing Indigenous cultural awareness. One such initiative is the Anishinaabemowin Revitalization Program sessions that are dedicated to fostering the revival of the Anishinaabemowin (Ojibway language), whilst promoting language preservation and cultural continuity, and learning the original language of the territory, Anishinaabemowin.
- **Aboriginal Post-Secondary Information Program (APSIP):** DC was a host site for the Aboriginal Post-Secondary Information Program (APSIP) during the GTA Week of the 2023-2024 APSIP Tour. 22 Indigenous recruiters from various colleges, universities, and polytechnics gathered to set up booths. The aim was to connect Indigenous learners and counselors from the Durham Catholic District School Board (DCDSB) and Durham District School Board (DDSB) to the post-secondary landscape.
- In addition to hosting the event, FPIC also facilitated APSIP presentations for students and counselors from the DCDSB and DDSB. This provided valuable information and resources about post-secondary education opportunities for Indigenous learners.
- **Land & Territorial Acknowledgment workshops:** Land & Territorial Acknowledgement workshops and presentations are organized, and delivered by the Director of Indigenous Initiatives, contributing to greater understanding of Indigenous issues and perspectives among academic and non-academic leadership.



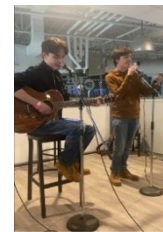
- **Journalism Mass Media Presentations:** The Faculty of Media, Art & Design from the Journalism and Photography programs, alongside the Manager of Entrepreneurial Services are establishing connections with local leaders and youth in the Akwesane Territory through collaboration with the FPIC to amplify Indigenous voices and celebrate Indigenous excellence through various media platforms.

Residence

- **Peer Athletic Leaders (PALS):** In collaboration with Campus Rec, Residence created a new student leader position that promotes sports events as well as creates athletic/physical themed programming.



- **Outreach Worker:** Second Outreach worker hired to allow for more students living in Residence to access mental health support. Noted increase in outward facing mental/physical health themed programming.



- **Successful Events at 2200 North:** Euchre Night featured two local Durham Region bands and door prizes from Oshawa Generals; Winter themed Pain Night and an Open Mic Night.
- **Operations Updates:** Simcoe Village and South Village kitchens have been renovated, 7 quad suites added bringing total up to 17, housed the highest number of summer students in 2023 peaking at 260.



Student Development

- **Institute of Student Leadership (ISL) and DC Crew:** The Student Development Office hosted the 10th Annual ISL summit on March 16 at the Centre for Food. With over 60 students in attendance. Students completed the How to Fascinate assessment and used their results to build a personal brand statement.
- **Winter Start Up/Prep 1000:**
 - 150 Whitby students enjoyed Whitby Winterfest after their Program Orientations on campus.
 - 1137 First-Year students attended Oshawa Winterfest in Gyms 3, 4 & 5.



- 2848 students enrolled and 1438 completed the Prep 1000 winter module.



- **Get involved and Services Fairs/Special Events:**

- The Service Fairs were a success with 800 students attending in Oshawa and 300 attending in Whitby.
- Students were welcomed to campus and the start of a new semester with a Beavertails pop-up event – 1376 beavertails handed out between both campuses in January.
- Students at both campuses wrote notes of kindness for others to read, take or be inspired by and could take one that resonated with them.



8. IT Services

- A series of information security incident response readiness workshops was held in February. Facilitated by Durham College’s and Ontario Tech’s incident response partner, over 35 DC and Ontario Tech employees from numerous departments participated. The college’s and university’s external breach counsel also participated.
- IT Services and Finance implemented a workflow to streamline and automate the process of setting up Banner Chart of Account elements.
- IT Services and HR implemented new Banner 9 leave self-service functionality. This automates the request and approval of leave.
- The high-capacity core switches in the data centre were replaced.

- The graph below shows a typical week of DC Connect usage at Durham College. The Y-axis shows the number of users that are simultaneously using the LMS in the period Feb 12-19, 2024. The vertical dotted red line represents 12 am. Notice how many users are still working after midnight.

