



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

Date: Wednesday, October 9, 2024, 5:30 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. LAND ACKNOWLEDGEMENT - John Ecker	
3. CONFLICT OF INTEREST DECLARATIONS	
4. PRESENTATIONS	
4.1 Annual Governance Refresher - D. Townsend, Chair, Governance Review Committee	
4.2 Introduction of Executive Leadership Team and Portfolio Overviews - E. Popp	4 - 4
Executive Leadership Team Members: Jean Choi, Rick Hutchinson, Barbara MacCheyne, Thom MacDonald, Bonnie St. George	
5. CONSENT AGENDA	
The following items will be addressed through the Consent Agenda unless specifically removed for separate attention, by request.	
<u>Recommendation</u> That all items listed under the heading of consent agenda be adopted as recommended.	
5.1 Approval of Public Session Agenda - October 9, 2024	
<u>Recommendation</u> That the public agenda for the October 9, 2024 Board of Governors meeting be approved as presented	
5.2 Approval of Public Minutes from the Board of Governors Meeting of June 12,	5 - 13

2024

Recommendation

That the public minutes from the June 12, 2024, Board of Governors meeting be approved as presented.

5.3 Report of the Governance Review Committee - September 16, 2024 14 - 16

Recommendation

That the report of the Governance Review Committee of September 16, 2024 be received for information and the following resolutions be adopted:

1. That By-law No. 3 of the Durham College of Applied Arts and Technology enacted on June 8, 2022, be repealed; and, that the new By-law No. 3. which establishes a College Advisory Council, be approved in the form and content provided to the Board;
2. That the Committee Terms of Reference policy be updated as presented; and,
3. That the Board-President Relations policy be updated as presented.

6. CHAIR'S REPORT

7. CO-POPULOUS GOVERNORS' REPORT

8. DECISION ITEMS

9. DISCUSSION ITEMS

- | | | |
|-----|---|---------|
| 9.1 | Domestic and International Enrolment Update - Fall 2024 - Day 10 of Classes
- T. MacDonald | 17 - 21 |
| 9.2 | Impact of Federal Government's Announcement to Further Limit International Students in Canada - T. MacDonald (verbal) | |
| 9.3 | First Update on the 2024-2025 Business Plan - B. St. George | 22 - 66 |
| 9.4 | Board Strategic Planning Session on October 17, 2024 - E. Popp | 67 - 73 |

10. INFORMATION ITEMS

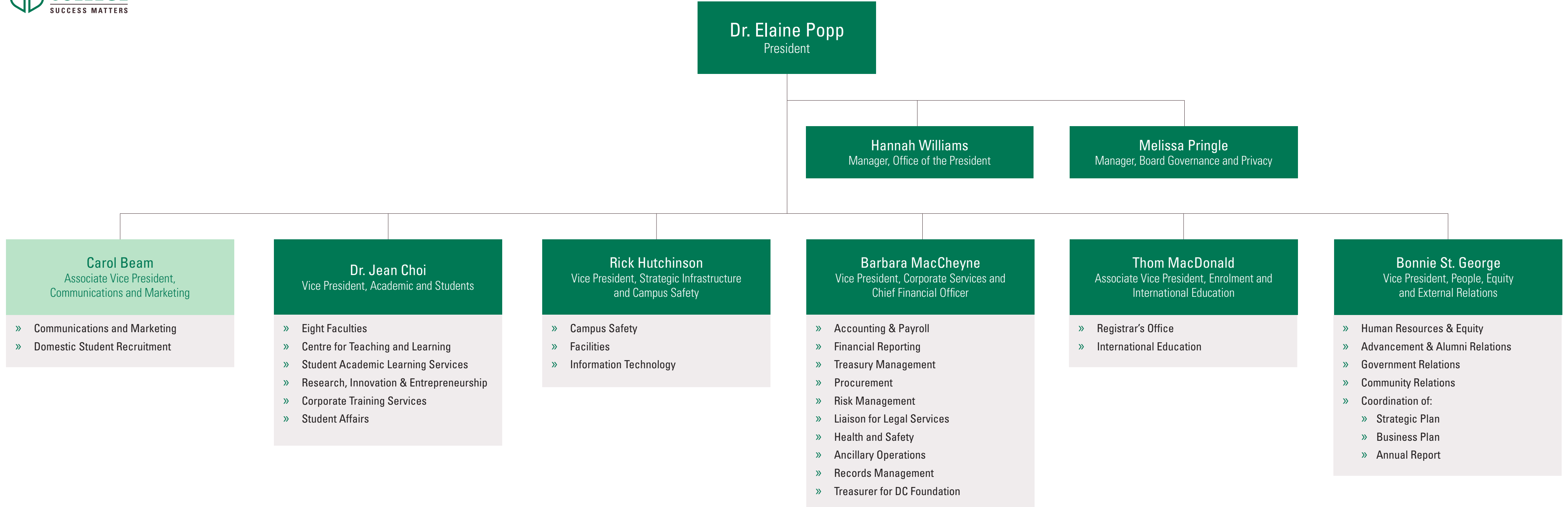
- | | | |
|------|--|-----------|
| 10.1 | President's Update - June to October 2024 | 74 - 84 |
| 10.2 | Program Advisory Committee Semi-Annual Report (October 2024) | 85 - 128 |
| 10.3 | New Directives Issued by the Ministry of Colleges and Universities | 129 - 137 |
- Anti-Racism/Anti-Hate
 - Cost of Educational Materials
 - Student Mental Health

11. UPCOMING EVENTS

- ORSIE Impact Expo - October 25, 2024 at 9:00 a.m., Oshawa Campus
- Fall Convocation - Tribute Communities Centre - October 29 and 30, 2024
- Durham College Open House - November 9, 2024 at 10:00 a.m., Oshawa and Whitby Campuses
- Higher Education Summit - November 23 to 25, 2024

12. MOVE TO IN-CAMERA SESSION

13. ADJOURNMENT





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

Date: Wednesday, June 12, 2024

Location: Oshawa Campus, Durham College Boardroom A144

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

Staff Present: Scott Blakey, Chief Administrative Officer
Jean Choi, VP, Academic
Linda Flynn, AVP, Office of Advancement and Alumni Relations
Bonnie St. George, VP, External Relations and Advancement
Barbara MacCheyne, VP, Administration/Chief Financial Officer
Melissa Pringle, Manager, Board Governance and Privacy

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGEMENT

The meeting started with a land acknowledgement offered by Governor Cowie.

3. INTRODUCTION OF GUESTS

The Chief Administrative Officer introduced the following guests:

- Alexander Hartley, student
- Brandon Bird, incoming Governor
- Cynthia Moorcroft, faculty mentor
- Hanukshan Murugesu Pillai, student
- Hannah Williams, Manager, Office of the President
- Mohammad Shamas, faculty mentor
- Martin Jones, Executive Dean, Faculty of Skilled Trades & Apprenticeship
- Paolo DelGrosso, faculty mentor
- Ralph Hofmann, Executive Dean, Faculty of Social and Community Services
- Rebecca Milburn, Executive Dean, Faculty of Skilled Trades & Apprenticeship and Faculty of Hospitality & Horticulture Science/Principal Whitby Campus
- Riya Parikh, incoming Governor
- Ryan Bold, student
- Sophia Lourenco, student
- Tom Lynch, Director, Campus Safety

4. CONFLICT OF INTEREST DECLARATIONS

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

5. PRESENTATIONS

5.1 Celebration of the 2024 Skills Ontario Winners

The Board received a presentation about Skills Ontario and heard from students in attendance who received medals in the 2024 competition and their faculty mentors.

5.2 Reflections - Encampment at Ontario Tech University

The Board received a presentation from the Director, Campus Safety, who provided a post-event summary of the lessons learned related to the encampment at Ontario Tech University.

The Board questioned the Director, Campus Safety.

5.3 Presentation of Advanced Good Governance Certificate

The Board presented Governor Dornan with his Advanced Good Governance certificate.

6. CONSENT AGENDA

Before the vote on the consent motion was taken, the Chair advised that Liam Croft's name would be added to the 'Members Present' list in the May 8, 2024 Board meeting minutes.

Moved by Governor Chakravarthy

Seconded by Governor Ouellette

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

6.1 Approval of Public Session Agenda - June 12, 2024

That the public agenda for the June 12, 2024 Board of Governors meeting be approved as presented.

6.2 Approval of Public Board Meeting Minutes - May 8, 2024

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

6.3 Rescinding of Chief Administrative Officer's Signing Authority

That the Durham College Board of Governors rescind the appointment of Scott Blakey as a signing officer of the College effective June 30, 2024.

7. CHAIR'S REPORT

The following items were included in the Chair's report:

- The Chair advised that the collective agreement for full-time and partial-load faculty and full-time counsellors and librarians expired at the end of September 2024. In the negotiations to renew the agreement, all 24 public colleges are represented by the College Employer Council and faculty are represented by the Ontario Public Service Employees Union. Bargaining is done at the sector level, and bargaining teams for both parties have been selected. Dates for bargaining have been set for July, August and September.
- Governors who attended the Employee Town Hall on May 15, 2024, reflected on the experience.

Governor Chakravarthy temporarily left and re-entered the meeting.

- The Board recognized S. Blakey and L. Flynn for their contributions to the College.

8. CO-POPULOUS GOVERNORS' REPORT

There was no co-populous governors' report.

9. DECISION ITEMS

9.1 Public Report of the Audit and Finance Committee - May 21, 2024

The Board received a report from the Chief Financial Officer/VP, Administration seeking approval for the 2024-2025 operating budget, which aims to:

- Increase enrolment to 13,286 students in fall 2024;
- Bring in \$216M in revenues;
- Support the launch of nine new programs;
- Provide \$334K in one-time strategic initiatives;
- Decrease the long-term debt by \$17.2M; and,
- Invest \$17.3M in capital projects.

Additionally, the Chief Financial Officer/VP, Administration shared details about the College's fiscal challenges, semester enrolment projections, budget assumptions, sources of revenue and expected expenses, cash flow, and the financial health metrics used by the Ministry.

The Board questioned the Chief Financial Officer/VP, Administration.

Moved by Governor Chakravarthy
Seconded by Governor Ecker

"That the Audit and Finance Committee public report of May 21, 2024, be received for information and the following resolution be adopted:

That based on Report FIN-2024-15:

1. The 2024-2025 operating budget be approved and posted publicly on the College's website; and,
2. That the approved 2024-2025 operating budget be submitted to the Ministry of Colleges and Universities by the deadline." CARRIED

9.2 New Program of Instruction: Electric Drive Vehicle Technician Ontario College Diploma

The Board received a report from the Vice President, Academic and Executive Dean, Faculty of Skilled Trades & Apprenticeship (STA) and Faculty of Hospitality and Horticulture Science (HHS)/Principal Whitby Campus presenting a new program of instruction for approval, Electric Drive Vehicle Technician Ontario College Diploma.

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

The Board questioned the Vice President, Academic and Executive Dean, STA and HHS/Principal Whitby Campus.

Moved by Governor Pryce

Seconded by Governor Brown

"That in accordance with Report BOG-2024-57, the Electric Drive Vehicle Technician Ontario College Diploma program be approved." CARRIED

9.3 New Program of Instruction: Immigration Case Management Ontario College Graduate Certificate

The Board received a report from the Vice President, Academic and Executive Dean, Faculty of Social and Community Services presenting a new program of instruction for approval, Immigration Case Management Ontario College Graduate Certificate.

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

Governor Johnson Morris temporarily left and re-entered the meeting.

The Board questioned the Vice President, Academic and Executive Dean, Faculty of Social and Community Services.

Moved by Governor Croft
Seconded by Governor Ouellette
"That in accordance with Report BOG-2024-58 the Immigration Case Management Ontario College Graduate Certificate program be approved."
CARRIED

9.4 2024-2025 Business Plan

The Board received a report from the Vice-President, External Relations and Advancement, seeking approval of the 2024-2025 Business Plan, which contains 100 clear and measurable actions that the College will undertake to help achieve the goals in the strategic plan. Furthermore, the Vice-President, External Relations and Advancement highlighted initiatives that support the College's work in EDIB, Indigeneity, and accessibility.

Governors Pryce and Murray temporarily left and re-entered the meeting.

The Board questioned the Vice-President, External Relations and Advancement.

Moved by Governor Townsend
Seconded by Governor Bosomworth
"That based on Report BOG-2024-62, the 2024-2025 Business Plan be approved." CARRIED

9.5 Report of the Governance Review Committee – May 15, 2024

The Board received a report from Governor Cowie regarding proposed policy changes and changes to the Board's governance structure to assume oversight of the Durham College Foundation Endowment Investment Portfolio.

The Board questioned Governor Cowie.

Moved by Governor Chakravarthy
Seconded by Governor Townsend
"That the Governance Review Committee report of May 15, 2024 be received for information and the following resolution be adopted:

1. That based on Report GOV-2024-10, Board Policy: Collection, Use and Disclosure of Governor information be approved as presented.
2. That based on Report GOV-2024-15, Board Policy: Assessing the President's Performance be approved as amended.

3. That based on GOV-2024-14, the following governance changes be approved:
 - i. That oversight of the endowment investment portfolio be added as a responsibility of the Audit and Finance Committee and its terms of reference be updated accordingly; and,
 - ii. That effective April 1, 2025, the College President, Chair and Vice-Chair of the Audit and Finance Committee be appointed as the Directors of the Durham College Foundation." CARRIED

9.6 Appointment of College as Trustee and Deed of Resignation and Appointment (re Durham College Foundation)

The Board received a report from President Popp regarding the purpose of the Deed of Resignation and Appointment (an enabling document for execution between both entities), which outlined that the Durham College Foundation was following a parallel process to resign as trustee and that the College needed to accept the appointment of trustee formally.

Moved by Governor Murray
Seconded by Governor Cowie

"TRANSFER OF FUNDS"

RECITALS:

1. The Durham College Foundation (the "**Foundation**") holds the donor restricted funds set out in Schedule "A" attached hereto (collectively, the "**Trusts**") which provide for scholarships, bursaries and awards to students of the College.
2. The Foundation desires to be discharged as trustee of the Trusts effective as of the 31st day of March, 2025 (the "**Effective Date**").
3. The Foundation desires to appoint the College to be the trustee of the Trusts in the place of the Foundation as of the Effective Date pursuant to a deed of resignation and appointment (the "**Deed**"), a copy of which has been provided to the governors of the College.

RESOLVED that:

- a. The appointment of the College as trustee of the Trusts as of the Effective Date is hereby approved;
- b. The College is hereby authorized and directed to enter into the Deed effective as of the Effective Date on substantially the terms and conditions and in the form presented to the governors of the

College and directs that any two individuals holding the position of the Chair, Vice-Chair, President or Treasurer of the College be and are hereby authorized to execute such Deed on behalf of the College with such amendments and variations thereto as such officers may approve and same are hereby authorized and approved, such approval by such officers to any such amendments or variations to be conclusively deemed to be approved by their execution and delivery of such Deed; and

- c. Any two individuals holding the position of the Chair, Vice-Chair, President or Treasurer of the College be and are hereby authorized and directed to do all such things and to execute or cause to be executed all such instruments, agreements and documents as in their opinion may be necessary or desirable to complete the transactions contemplated by the Deed." CARRIED

10. DISCUSSION ITEMS

10.1 Annual Academic Quality Assurance Activities

The Board received a report from the Vice President, Academic regarding the College's quality assurance activities and comprehensive program reviews.

The Board questioned the Vice President, Academic.

10.2 2024-2029 New Program Development Plan

The Board received a report from the Vice President, Academic, regarding the 2024-2029 new program development plan.

The Board questioned the Vice President, Academic.

10.3 Update on Development Approach for Strategic Plan

The Board received a report from President Popp regarding a new strategy to renew the College's strategic plan, which will include the formation of a steering committee, working group, and hiring an external consultant to assist with the consultation process. Additionally, the President reviewed the anticipated timeline and the various engagement opportunities for the Board.

The Board questioned President Popp.

11. INFORMATION ITEMS

The following items were presented for information only:

11.1 Durham College Foundation Annual Report

11.2 President's Report - April to June 2024

12. UPCOMING EVENTS

The Chair drew attention to the following upcoming events:

- Spring Convocation Ceremonies - June 17 to 20, 2024

13. MOVE TO IN-CAMERA SESSION

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

Moved by Governor Dornan

Seconded by Governor Chakravarthy

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

The Board recessed at 8:34 p.m. and reconvened in-camera at 8:45 p.m.

The Board rose from the in-camera session at 9:54 p.m.

During the in-camera session, the Board discussed recommendations from its standing committees and a request from Ontario Tech University to support changes to its enabling legislation.

14. ADJOURNMENT

With no further business, the meeting adjourned at 9:54 p.m.



**PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT
ITS PUBLIC MEETING HELD ON OCTOBER 9, 2024.**

BACKGROUND

The Governance Review Committee met in the DC Boardroom, A144, on Monday, September 16, 2024.

SUMMARY

1. Introduction of Strategic Plan Engagement Exercise

The President introduced guests from The Potential Group who were in attendance.

The Potential Group presented a community engagement exercise for Governors to complete before the strategic planning session on October 17, 2024.

The Committee questioned The Potential Group. In response to questions, the President clarified that the Board's Internal Governors should reach out externally rather than talk to their peers.

2. Minutes of the May 15, 2024, Governance Review Committee Meeting

The Committee reviewed and approved its minutes from the Governance Review Committee meeting on May 15, 2024.

3. Review of Committee Terms of Reference

As it was the first Governance Review Committee meeting of the 2024-2025 Board year, the Committee reviewed its terms of reference.

4. Proposed Changes to By-law No. 3

The Committee received a report from the President and Vice-President, Academic + Students, regarding proposed changes to By-law No. 3 to merge two groups at the College (College Council and Academic Council) into one new entity known as the College Advisory Council. The Vice-President, Academic + Students, highlighted significant changes regarding the role of the group, membership composition, meeting frequency, and role of the President. Furthermore, the President advised the by-law was required to comply with the Minister's Binding Policy Directive on Governance and Accountability.

The Committee questioned the President and Vice-President, Academic + Student, regarding the impetus for the change and the current mechanisms for employees and students to access the President.

Further, the Board Secretary advised J. Choi's title would be updated throughout the by-law to Vice-President, Academic + Students.

It is recommended that the following resolution be passed.

RESOLVED:

- 1. That By-law No. 3 of the Durham College of Applied Arts and Technology enacted on June 8, 2022, be repealed; and,**
- 2. That the new By-law No. 3. which establishes a College Advisory Council, be approved in the form and content provided to the Board.**

5. Proposed Changes to Board Policy: Committee Terms of Reference

The Committee received a report from the President regarding proposed amendments to the Board's Committee Terms of Reference policy. Significant amendments include removing reference in the Executive Committee's duties to the Board 'approving' versus being informed of changes to the leadership team and the new accountability of the Audit and Finance Committee to provide oversight of the endowment investments effective April 1, 2025.

The Committee questioned the President and Board Secretary.

It is recommended that the following resolution be passed.

RESOLVED:

That the Committee Terms of Reference policy be updated as presented.

6. Proposed Changes to Board Policy: Board-President Relations

The Committee received a report from the President regarding a minor amendment to the Board's Board-President Relations policy to remove reference to staffing changes at the leadership level being approved by the Board.

It is recommended that the following resolution be passed.

RESOLVED:

That the Board-President Relations policy be updated as presented.

7. Feedback from the 2023-2024 Board Evaluation Survey

The Committee Chair advised the feedback from the 2023-2024 Board Evaluation survey was before the Committee for a preliminary discussion and that subsequent conversations would occur at the Committee to determine what actions, if any, should be taken to address the feedback.

Further, the Committee discussed the statistical significance of changes in specific question categories versus influencing factors such as personality types, recent experiences, and emotions that play into answering survey questions. In response to questions, the President advised that a change of 0.3 was statistically significant enough to warrant a discussion.

Committee members were asked to consider areas for further discussion at the next meeting.

8. Preliminary Planning for the Board Retreat (February 2025)

The Committee Chair advised that one of the primary functions of the Committee was to plan the annual Board retreat. A discussion ensued about the retreat's purpose, format, location, and cost. The Committee discussed options to reduce costs as initial estimates ranged between \$17K to \$31K (accommodations and meals only) for a two-night stay at an off-site venue. Following the discussion, the Committee agreed to plan an off-site retreat (Friday night and Saturday) as the preferred option.

9. Content Review of Governance Refresher for the October 9 Board Meeting

The Committee discussed the content and form of the upcoming governance refresher training to be provided at the October 9, 2024 Board meeting by the Committee Chair. Additional thoughts for inclusion in the presentation included speaking to communication norms, having candid conversations at the Board table versus parking lot conversations, and understanding influence.

Respectfully submitted,

Dwight Townsend, Chair, Governance Review Committee

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

Report Number: BOG-2024-77

To: Board of Governors

From: Thom MacDonald, Associate Vice-President, Enrolment and International Education

Date of Report: September 30, 2024

Date of Meeting: October 9, 2024

**Subject: Domestic and International Enrolment Update: Fall 2024 –
Day 10 of Classes**

1. Purpose

The purpose of this report is to provide the Board of Governors with an enrolment update for Fall 2024 as at day 10 of classes.

2. Recommendation

This report is being presented for information only.

3. Background

Enrolment targets form the cornerstone of the college's budgets and strategic planning efforts. The 2024-2025 enrolment targets were finalized in February 2024 and are continuously tracked, considering enrolment trends, institutional capacity, and the influence of external factors such as economic fluctuations, changing employer needs, and shifts in government priorities.

4. Discussion/Options

DC's total Fall 2024 enrolment at day 10 is 13,531, which is comprised of 7,131 new and 6,400 returning students. As shown in Table 1, total student enrolment was at 108.8 per cent of budget for day 10 of the semester.

Table 1

Total Enrolment*	Budget 2024	Day 10 2024	Per cent of Budget
New Students	6,799	7,131	104.9%
Returning Students	5,635	6,400	113.6%
Total	12,434	13,531	108.8%

* Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the figures shown above, as of day 1 of Fall 2024, the Collaborative Bachelor of Science in Nursing (BScN) program had 988 students in total, which are officially reported by Ontario Tech University.

New student enrolment for Fall 2024 was solid, reaching 104.9 per cent of budget. Returning student enrolment was very strong, standing at 113.6 per cent of budget.

Table 2 offers an overview of the total enrolment figures (including both new and returning students) at day 10 in the Fall term for the past five years. A year-over-year comparison indicates that total enrolment for Fall 2024 was 107.2 per cent of the Fall 2023 figure.

Table 2

Total Enrolment¹	Day 10 2020	Day 10 2021²	Day 10 2022³	Day 10 2023	Day 10 2024	Fall 2024 vs Fall 2023
Total	10,719	10,626	10,760	12,628	13,531	107.2%

¹ Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the enrolment figures provided, total Fall enrolments for the Collaborative Bachelor of Science in Nursing (BScN) program, were 772 in 2020, 813 in 2021, 805 in 2022, 879 in 2023, and 988 as of day 1.

² In Fall 2021, as of day 10, there were an additional 118 returning PSW students through special funding outside the corridor funding model.

³ In Fall 2022, as of day 10, there were an additional 49 returning ECE students and 24 returning PSW students through special funding outside the corridor funding model.

4.1.1 Fall Domestic Enrolment

As shown in Table 3 below, DC's total domestic student enrolment for Fall 2024 reached 108.1 per cent of the budget by day 10 of the semester. The table also provides a breakdown of new and returning domestic students.

Table 3

Domestic Enrolment*	Budget Fall 2024	Day 10 Fall 2024	Per cent of Budget
New Students	4,891	5,309	108.5%
Returning Students	3,758	4,038	107.5%
Total	8,649	9,347	108.1%

* Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the figures shown above, as of day 1 of Fall 2024, the Collaborative Bachelor of Science in Nursing (BScN) program had 988 students in total, which are officially reported by Ontario Tech University.

In Fall 2024, new domestic student enrolment rose to 108.5 per cent of budget. This growth was driven by enhanced domestic recruitment efforts, which boosted both first-choice and overall applications, along with more effective admissions and enrolment communications, leading to strong conversion rates from application to registration.

Returning domestic student enrolment reached 107.5 per cent of budget. Several factors encouraged students to continue their studies, including positive student experiences, high program satisfaction, robust support services, increased student engagement efforts, and a strong emphasis on student success.

Table 4 outlines total domestic student enrolment over the past five Fall semesters. A year-over-year comparison indicates that total domestic enrolment at day 10 of Fall 2024 was 107.0 per cent of the Fall 2023 figure.

Table 4

Domestic Enrolment¹	Day 10 2020	Day 10 2021²	Day 10 2022³	Day 10 2023	Day 10 2024	Fall 2024 vs Fall 2023
Total	9,235	8,625	8,152	8,738	9,347	107.0%

¹ Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the enrolment figures provided, total Fall enrolments for the Collaborative Bachelor of Science in Nursing (BScN) program, were 772 in 2020, 813 in 2021, 805 in 2022, 879 in 2023, and 988 as of day 1.

² In Fall 2021, as of day 10, there were an additional 118 returning PSW students through special funding outside the corridor funding model.

³ In Fall 2022, as of day 10, there were an additional 49 returning ECE students and 24 returning PSW students through special funding outside the corridor funding model.

4.1.2 Fall International Enrolment

DC's total international student enrolment for Fall 2024 reached 108.8 per cent of budget at day 10 of the semester, as shown in Table 5 below. The table also provides a breakdown of new and returning international students. The total international enrolment comprised students from 78 different countries.

Table 5

Budget: International	Budget Fall 2024	Day 10 Fall 2024	Per cent of Budget
New Students	1,908	1,822	95.5%
Returning Students	1,877	2,362	113.6%
Total	3,785	4,184	108.8%

New international student enrolment was affected by several reforms to the International Student Program introduced by Immigration, Refugees, and Citizenship Canada (IRCC), including:

- A more than twofold increase in the minimum financial requirement for international students to cover living expenses in Canada.
- The introduction of a cap on study permit applications, which halted visa processing for over two months, disrupted recruitment efforts, and necessitated adjustments to the international admissions process.
- Restricting spousal open-work permit eligibility to spouses of master’s and doctoral students only.
- Indications of upcoming changes to Post-Graduate Work Permit (PGWP) eligibility.

These changes, coupled with significantly longer visa processing times, placed considerable pressure on international student demand. Despite these hurdles, DC’s new international student enrolment reached 95.5 per cent of budget by day 10 of the semester, a result viewed as highly positive given the challenging circumstances.

The shortfall in new international student enrolment was more than compensated by strong returning international student enrolment, which reached 113.6 per cent of the budget.

Table 6 presents a comparison of total international student enrolment trends over the past five Fall semesters. For Fall 2024, total international enrolment rose to 107.6 per cent of the Fall 2023 figure.

Table 6

International Enrolment	Day 10 2020	Day 10 2021	Day 10 2022	Day 10 2023	Day 10 2024	Fall 2024 vs Fall 2023
Total	1,484	2,001	2,608	3,890	4,184	107.6%

4.1.3 Summary

DC’s total Fall 2024 enrolment reached 13,531 students by day 10, representing 108.8% of the budget target and marking the largest Fall enrolment in the college’s history.

Domestic enrolment exceeded all budget expectations, while new international student enrolment, despite significant external challenges, reached 95.5 per cent of the budget. Strong returning international student numbers, which exceeded the budget target, more than compensated for the shortfall in new enrolments.

Year-over-year, Fall 2024 total enrolment increased by 107.2 per cent compared to Fall 2023, with domestic enrolment rising to 107.0 per cent and international enrolment growing to 107.6 per cent.

These outcomes were the result of highly collaborative efforts across multiple departments.

5. Financial/Human Resource Implications

DC Fall 2024 day 10 total domestic enrolment achieved 108.1 per cent of the budget target. Day 10 international total enrolment achieved 108.8 per cent of the budget target. It is estimated that these strong overall enrolment results will increase post-secondary tuition revenue for the Fall 2024 semester.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

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

Report Number: BOG-2024-76

To: Board of Governors

**From: Dr. Elaine Popp, President and Bonnie St. George, Vice President, People,
Equity and External Relations**

Date of Report: September 30, 2024

Date of Meeting: October 9, 2024

Subject: First Update on the 2024-2025 Business Plan

1. Purpose

The purpose of this report is to provide the first of three updates on the 2024-2025 Business Plan.

2. Recommendation

This report is being presented for information only.

3. Background

Consistent with the Board of Governors' Policy and expectations of the Minister's Binding Policy Directive for Business Plans, the college president is required to build an annual business plan that outlines the goals and actions the college will take to ensure exceptional service delivery.

The Business Plan allows Durham College (DC) 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 values statements. The Business Plan identifies to the public and provincial government the operational outcomes that the college intends to achieve in the fiscal year. The Ministry of Colleges and Universities uses the information provided in college business plans for government planning and policy-making purposes.

The DC Board of Governors approved the 2024-2025 Business Plan at its meeting on June 12, 2024 (Report BOG-2024-62). The plan was developed with direction, review and guidance from the Executive Leadership Team (ELT), and it represents input from all departments and Faculties. This is the fifth and final Business Plan under the 2020-2025 Strategic Plan.

4. Discussion/Options

The following report describes the progress made to date on the college’s actions, which support the goals and objectives identified in the 2020-2025 Strategic Plan. The accompanying 2024-2025 Business Plan Scorecard describes 100 actions the college will undertake to help achieve these goals. See Table and Graph 1 for the number of actions by pillar.

Table and Graph 1

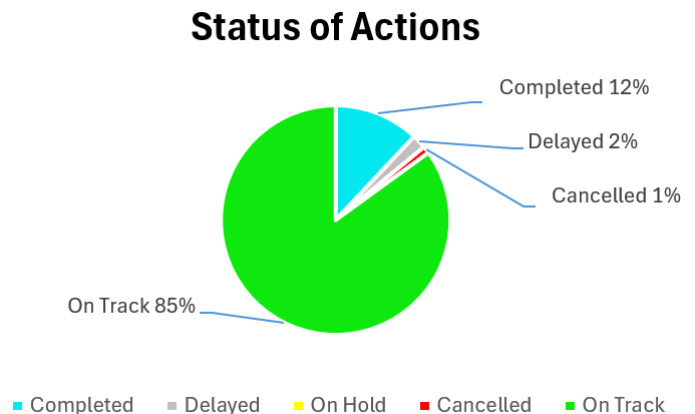
Pillar	Number of actions
Our Students	31
Our People	18
Our Work	38
Our Community	13
Total	100



Each action on the scorecard has an indicated status. Table and Graph 2 provides a summary of the status of the college’s 100 planned actions.

Table and Graph 2

Status	Action Items	%
Completed	12	12%
Delayed	2	2%
On Hold	0	0%
Cancelled	1	1%
On Track	85	85%
Total	100	100%



As depicted in Table and Graph 2 above, two actions are delayed, and one is cancelled. The planned employee engagement survey has been paused to prioritize the Strategic Plan-related engagements, reducing survey fatigue. This delay will also allow the Human Resources and Equity team to investigate new employee engagement survey options in order to propose a new tool to ELT. Unforeseen mechanical issues with the existing plumbing have delayed the completion of the multi-faith prayer room by a few weeks.

The implementation of a Battery Energy Storage System, a joint initiative with Ontario Tech University, is the sole cancelled action. After completing a full analysis, it was determined that for the project to go forward, the battery system would be owned by a third party and require a 15-year commitment, but only realize a 10 per cent savings, making the project unviable.

5. Financial/Human Resource Implications

Business Plan actions with direct financial or human resource implications have been addressed through annual capital and operational budget processes.

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 some actions that outline possible areas of collaboration with Ontario Tech University.

The cancelled Battery Energy Storage System was a joint project. As a result, neither the college nor the university will benefit from a reduction in Ontario's Global Adjustment surtax.

8. Relationship to the Strategic Plan/Business Plan

The 2024-2025 Business Plan supports the 2020-2025 Strategic Plan, including the mission, vision and values outlined in the Strategic Plan. Further, this Business Plan supports the four pillars of the strategic plan, specifically:

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

2024-2025 Business Plan Scorecard

OUR STUDENTS

Goal 1: To educate and inspire students to realize success in their careers and communities.

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
<p>1.1 Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.</p>	<p>i. Launch new programs that meet labour market demands and student and community expectations.</p>	<ul style="list-style-type: none"> • Successfully launch a minimum of nine new programs by winter 2025. <ul style="list-style-type: none"> ○ Bachelor of Paralegal (Three-Year Baccalaureate Degree) ○ Law Clerk (Ontario College Diploma) ○ Nutrition and Food Service Management (Ontario College Diploma) ○ Human Resources Management (Two-year Ontario College Graduate Certificate) ○ International Business Management (Two-year Ontario College Graduate Certificate) ○ Professional Selling and New Business Development (Two-year Ontario College Graduate Certificate) ○ Project Management (Two-year Ontario College Graduate Certificate) ○ Supply Chain Management – Global Context (Two-year Ontario College Graduate Certificate) 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<p>Nine programs successfully launched:</p> <ul style="list-style-type: none"> • Five two-year Ontario College Graduate Certificates: <ul style="list-style-type: none"> ○ Human Resources Management ○ International Business Management ○ Professional Selling and Business Development ○ Project Management ○ Supply Chain Management – Global Context • Clinical Bioinformatics Ontario College Graduate Certificate • Law Clerk Ontario College Diploma • Professional Selling and New Business Development Ontario College Graduate Certificate • Public Relations Ontario College Graduate Certificate • Bachelor of Paralegal approved and accredited by the Law Society of Ontario. Launch deferred to September 2025. • Nutrition and Food Service Management approved by the ministry. Launch deferred to September 2025. Planning underway to start process of having the program accredited by Canadian Society of Nutrition Management in 2025 	<p>Completed</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> ○ Clinical Bioinformatics (One-year Ontario College Graduate Certificate) ○ Professional Selling and New Business Development (One-year Ontario College Graduate Certificate) ○ Public Relations (One-year Ontario College Graduate Certificate) 		(https://www.csnm.ca/) .	
	ii. Develop an integrated and streamlined approach to annual program reviews (APR) and comprehensive program reviews (CPR) that support critical reflection of program quality and evidence-informed decision-making to guide program advancement.	<ul style="list-style-type: none"> ● Conduct a needs analysis to identify strengths and opportunities. ● Revise process and implement for spring 2025 launch of CPR and APR cycles. 	<ul style="list-style-type: none"> ● Vice President, Academic and Students 	<ul style="list-style-type: none"> ● A working group is being established, and a needs analysis and content mapping are planned. 	On Track
	iii. Complete a successful College Quality Assurance Audit Process (CQAAP).	<ul style="list-style-type: none"> ● Submit an 18-month report back to Ontario College Quality Assurance Services by January 2025. 	<ul style="list-style-type: none"> ● Vice President, Academic and Students 	<ul style="list-style-type: none"> ● Consulting with key internal teams on each of the recommendations noted in the CQAAP report. 	On Track
	iv. Enhance Durham College’s (DC) reputation as a leading organization in the elevating devices training industry.	<ul style="list-style-type: none"> ● Support partners as they launch a training program for industry fundamentals. ● Work with key partners in other provinces, both regulatory and employers, to advocate for national training standards and opportunities. ● Identify potential funding sources for curriculum development. 	<ul style="list-style-type: none"> ● Vice President, Academic and Students 	<ul style="list-style-type: none"> ● Currently developing online training for Nova Scotia Apprenticeship Agency to deliver to the east coast regions. ● Plan to deliver the first and second levels of the elevating devices apprenticeship curriculum to Nova Scotia Apprenticeship Agency this fall. ● Apprenticeship Capital Grant application has been submitted. 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"> Support the program team and liaise with relevant DC departments and an external company to offer Elevating Device Mechanic (license T) renewal courses online. Support program team in developing capital plans to renew the shop elevators (complete the Apprenticeship Capital Grant - Call for Proposals submission). 			
	v. Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space.	<ul style="list-style-type: none"> Invest in capital EV automotive equipment through grants/donations, hire an EV faculty member, and seek approval for a credential in the field. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Electric Drive Vehicle Technician Ontario College Diploma program approved by the Ministry of Colleges and Universities. Next steps for full curriculum development and support available have been communicated to the faculty. Capital investments – new EV car and hoist. Faculty role is posted for recruitment. 	On Track
	vi. Support the college in achieving its domestic enrolment goals by implementing new or enhanced Recruitment strategies segmented for the non-direct and direct markets	<ul style="list-style-type: none"> Produce and implement a non-direct market recruitment strategy to grow non-direct applications by 4 per cent over the winter, spring and fall 2025 intakes. Exceed our total domestic application targets by 5 per cent and first-choice applications for spring and fall 2024, winter 2025, by implementing an enhanced recruitment strategy. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> Implemented an updated Non-direct Domestic Recruitment Strategy to increase applications for the January, May, and September 2025 intakes. Hired a Senior Recruitment Officer on a 12-month contract to focus on executing the Non-direct Recruitment Strategy and introducing new initiatives to increase applications from this target market. Implemented Domestic Recruitment Strategies to generate quality leads and 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>increase applications for the May and September 2024 and January 2025 intakes.</p> <ul style="list-style-type: none"> Increased the volume of on-campus activities by 47 per cent to engage with direct and non-direct prospects, going from 99 to 146. May 2024 intake: Exceeded total application goal by 12 per cent and exceeded first-choice application goal by 24 per cent. Goals were 2,394 and 853; applications were 2,680 and 1,058 respectively. September 2024 intake: Exceeded total application goal by 14 per cent and exceeded first-choice application goal by 17.9 per cent. Goals were 18,387 and 6,486; applications were 20,983 and 7,647 respectively (as of September 4, 2024). 	
	<p>vii. Elevate the web experience for prospective students through the realignment and implementation of web pages/assets related to exploring, admissions and enrolment at DC.</p>	<ul style="list-style-type: none"> Launch and market the new DC mobile app to generate an increased positivity rating of 4.3 in Google Play and 3.6 in the app store (Google and iOS). Generate a total of 15,570 app downloads. Increase direct web traffic from DC homepage to recruitment and admissions landing pages by 950 visits, 10 per cent annually. Launch DCs new interactive map by June 2024 and increase the 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> The new DC mobile app was launched on June 25, 2024. Since launch, it has been downloaded 5,570 times (combined downloads from Apple & Google Play stores) – a 65 per cent increase compared to 2023. The current Apple store rating is 3/5, and 3.6/5 in Google Play – these ratings will be monitored moving forward and may take time to increase. Completed audit of related webpages. Consultations with the Recruitment and Admissions teams to update 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		number of annual pageviews by 113,400, 5 per cent.		content, improve navigation and enhance the user experience are underway. <ul style="list-style-type: none"> The new interactive map was publicly launched on July 24, 2024. From July 24 to September 3, 8,600+ new users accessed the map, which has also welcomed 119,000+ pageviews in the same timeframe—surpassing our annual 5 per cent increase target. 	
	viii. Develop/launch a user-generated content and Reddit strategy to motivate participation and generate authentic content showcasing DC's impact, campus experience, and success stories in support of the college in achieving its enrolment goals.	<ul style="list-style-type: none"> Surpass the overall industry average social media engagement rate of 1.4 per cent by .2 per cent. Increase total audience growth on Facebook, X (formerly Twitter), Instagram, LinkedIn and TikTok by 2 per cent each quarter. Collaborate with the recruitment team to host 12 Ask Me Anything sessions with 20 questions each on Reddit in an effort to increase positive sentiment on that platform. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> Overall engagement rate for all platforms is currently 1 per cent. Facebook: 0.2 per cent (Facebook has changed how they track engagements; they are collecting less data so this has impacted our numbers significantly - down nearly 80 per cent). Instagram: 1.1 per cent LinkedIn: 17.2 per cent TikTok: 1.8 per cent Total audience growth across all platforms from March 1 to September 4, 2024 is 4.18 per cent. DC's Reddit strategy was launched by hosting our first Reddit Ask Me Anything session on August 27 and received four engagements. This number will grow over time as this audience becomes familiar with our presence. 	On Track
	ix. Execute pilot VIP events with two Faculties to support conversion activities and one mature student event to help the college achieve its enrolment goals.	<ul style="list-style-type: none"> Welcome 50 attendees to each Faculty VIP event and 150 to our mature student event. Track the total number of attendees to use 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> Confirmed with the Associate Vice President, Academic that pilot VIP events will run for the Faculty of Business and the Faculty of Science, 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>as a benchmark. For Faculty VIP events, targeting a 20 per cent conversion rate of attendees to students based on confirmations during the event and two weeks post-event.</p>		<p>Engineering and Information Technology.</p> <ul style="list-style-type: none"> • Connected with the Executive Deans from each Faculty to confirm event dates for the new year and begin the planning process. 	
	<p>x. Develop and implement two new marketing strategies to support the college's enrolment goals - one for a new adult learner event and one for an expanded presence in the City of Toronto.</p>	<ul style="list-style-type: none"> • Adult/mature Learner event promotion: Generate 20,000 unique visits to the event landing page and 10,000 engagements. • City of Toronto campaign: Generate 20,000 unique visits to web page(s) and 12,000 engagements. 	<ul style="list-style-type: none"> • Office of the President • Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> • Mature learner event planning is underway, and the promotional campaign will be launched six weeks prior to the event date. • A marketing plan has been developed to increase market share and generate traffic to DC web pages from this geographic area. • Campaign will be in-market October 2024 through to March 2025. 	<p>On Track</p>
	<p>xi. Implement a search engine optimization campaign to increase search traffic to specified program pages to help achieve enrolment goals.</p>	<ul style="list-style-type: none"> • Measure and track organic search engine traffic generated to 60 identified program pages with a goal to increase overall traffic by 5 per cent. 	<ul style="list-style-type: none"> • Office of the President • Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> • Consultations with project team members and external vendor are completed. • Programs were selected based on our Signature and Priority Program list, which is determined in consultation with the VPA, Director, Admission Services, Director, Marketing and Student Recruitment and Director, Institutional Research and Planning. • Project is mapped out to improve search engine optimization on 60 program web pages. • Phase one of four has been implemented with six program pages being updated in September and the remaining programs to be completed 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				by January 2025.	
1.2 Provide exceptional learning experiences that create opportunities for students to build resilience, competence, personal capacity and life-enhancing skills.	i. Develop and deliver an essential skills workshop tailored for newcomers in Canada that aligns with the Skills for Success Canada Framework.	<ul style="list-style-type: none"> Develop workshop curriculum and materials, secure a venue in the community, advertise through community channels and social media, and deliver the workshop by September 2024. Establish follow-up mechanisms to assess the effectiveness of the workshop in developing the durable skills of newcomers looking for employment. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Developed and delivered two workshops in Ajax and Oshawa. Metrics to date: 82 per cent of participants agree/strongly agree employment situation has improved, 91 per cent agree/strongly agree they are better prepared to find and maintain employment, 100 per cent agree/strongly agree they developed and/or increased skills. Next steps: increase outreach and marketing to raise awareness among community agencies regarding this new offering. 	On Track
	ii. Launch eight new work-integrated learning (WIL) options.	<ul style="list-style-type: none"> Four new WIL options launched by May 2024. Four new WIL options launched by Fall 2024. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Five new WIL options successfully launched in spring 2024 (Human Resources Management – Canadian Context, International Business Management – Canadian Context, Project Management – Canadian Context, Professional Selling and Business Development – Canadian Context, Supply Chain Management – Global) Four new WIL options successfully launched in fall 2024 (Human Resources Management, Law Clerk, Public Relations, Professional Selling – Co-op). 	Completed

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	iii. Plan and host the 2024 Advancing Learning provincial conference with Seneca, Fleming, Loyalist, Conestoga, and Northern Colleges.	<ul style="list-style-type: none"> Conference planned and executed by May 2024, with a registration target of 200. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Advancing Learning Conference hosted successfully May 1-2, 2024. 517 faculty and staff registered from across the province. Satisfaction rate of 4.55/5. 	Completed
	iv. Expand fall 2024 Orientation programming to build stronger student connections with individual Faculties.	<ul style="list-style-type: none"> Launch Academic Welcome Week prior to the start of the semester with dedicated Faculty events. Offer an in-person Start Strong session in August. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Collaborated with campus partners to plan and launch the new Academic Welcome Week before the official start of the fall semester. Event information posted to social media, through postcard campus and on orientation microsite. Information about Academic Welcome Week communicated to the campus through emails, ICE announcements and Faculty meetings. Hosted one in-person Welcome to DC event as part of Start Strong programming at each campus for students, parents, and supporters. The Oshawa campus event had 150 attendees, while the Whitby campus welcomed 86 participants. Academic Welcome Week featured nine half-day Faculty specific welcomes hosted over four days. Six in Oshawa and three in Whitby. 	Completed
	v. Review and enhance the Institute of Student Leadership (ISL) program.	<ul style="list-style-type: none"> By September 2024 <ul style="list-style-type: none"> Review and update DC Connect ISL Welcome module. Develop and launch a catalogue of workshop offerings. By March 31, 2025 <ul style="list-style-type: none"> Develop two new workshops 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> The ISL Orientation module was updated to reflect the student journey through the program and allow for more guidance when completing tasks. Fourteen students attended the ISL Summer Camp Social in July 2024. A catalogue of ISL workshop offerings has 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		for three of the five pillars (Career, Personal and Leadership Development). <ul style="list-style-type: none"> Develop framework for student-driven experiential learning opportunities. Incorporate two additional opportunities for social connection throughout the year. 		been created and is available to students in the DC Connect module. <ul style="list-style-type: none"> Planned the fall 2024 semester, which features at least two workshops for all five pillars and social connection opportunities are scheduled for students to meet their peers and connect in person. 	
	vi. Expansion of Athletics and Recreation programming.	<ul style="list-style-type: none"> Successfully launch new programs. <ul style="list-style-type: none"> Varsity Curling Women in Sport Rec Series Grow participation in club sports and introduce new ones (i.e., cross country running) Add esports into intramural programming Track engagement for athletic and recreation activities. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Varsity Curling tryouts beginning in October/Members at the Oshawa Curling Club. New club sports being introduced - cross country running/sitting volleyball. Registration for esports intramurals launched in September 2024. Student-athletes took part in the Volleyball Canada Beach National Championship. Pickleball offered as an intramural sport. Expanded hours on Sundays at the Campus Recreation and Wellness Centre (CRWC). 	On Track
1.3 Foster the development of durable skills that are transferable across all industries and workplaces.	i. Support the successful transfer of Chambers of Commerce/Boards of Trade partnerships to the Office of Advancement and Alumni Relations and develop new opportunities for students.	<ul style="list-style-type: none"> Work with the Office of Advancement and Alumni Relations to transfer knowledge and promote events to students. Work with Chambers/Boards to publicize success stories resulting from the partnership. Plan for at least six events on- or off-campus that bring together students and the business 	<ul style="list-style-type: none"> Vice President, Academic and Students Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> A DC Connect page has been established and communication with students and faculty to raise awareness of the program and its activities is under way. Three events for the fall have been finalized with two chambers. Two more are on the calendar for winter, with additional support from the partnership going toward DC events 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		community.		including the IT Expo, Business Conference and Entrepalooza. <ul style="list-style-type: none"> The Greater Oshawa Chamber of Commerce has hired a student ambassador as part of the program, and all chambers continue to encourage students to attend community events as part of their membership. A review of the partnership will take place in winter 2025 when it is expected to be renewed. 	
	ii. Earn approval for year two of funding in the partnership with Johnson Controls Inc., resulting in an additional \$100,000 (USD) to support programming and space in the Faculty of Science, Engineering, & Information Technology (SEIT).	<ul style="list-style-type: none"> Complete report back from the first year of partnership, including specific measurements on bursaries, marketing, new equipment procurement, and formal mentoring. Work with Johnson Controls Inc. to further highlight the partnership. Earn approval for year two of the partnership and funding. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Report submitted in June 2024. Planned lunch and learns and mentorship kick-off; developed promotional material to highlight partnership; ran social media campaigns; planned site visit for faculty. Have received full funding for the 2024 – 2025 academic year. 	Completed
	iii. Increase student experiential opportunities in applied research projects.	<ul style="list-style-type: none"> Provide opportunities to a minimum of 20 students in industry-led applied research projects and at least six students in social innovation projects. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> To date, 54 students have been hired as Research Assistants (RA): 	Completed

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"> ○ CCBI provided two student RA positions in summer and two in the fall. ○ AI Hub hired 10 students in the summer and 12 in the fall - all students are working on applied research projects for clients and/or to enhance AI Hub service offerings. ○ The Centre for Cybersecurity Innovation hired nine students, all of whom are engaged in applied research projects. ○ MRC Studio has hired seven students during the summer 2024. ○ Social Impact Hub onboarded 12 students to date. 	
	<p>iv. Offer opportunities to students to enhance transferable skills that complement their technical skills learned in the classroom.</p>	<ul style="list-style-type: none"> • By Fall 2024 <ul style="list-style-type: none"> ○ Develop essential transferable skills workshop. ○ Host a Lunch & Learn Session for summer employment students working on campus on transferable skills. ○ Develop resources on the use of AI in job searching. ○ Connect with COOP 1000 faculty on the timing of personal pitch curriculum. • By March 31, 2025. <ul style="list-style-type: none"> ○ Host opportunities for students to practice their personal 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • An essential transferable skills workshop was developed. • Thirty-two on-campus summer employment students attended a Lunch and Learn Session on transferable skills in May 2024. • Essential transferable skills workshop has been added to the Institute of Student Leadership (ISL) workshop catalogue and will be offered every semester to all students. • A review of course outlines including COOP 1000 was conducted to determine the optimal timing to coordinate the personal pitch curriculum. 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>pitches while also developing their networking and communication skills.</p>		<ul style="list-style-type: none"> Career Development staff are developing resources on the use of AI in job searches and developed a workshop on Boosting Your Job Search with AI. Workshop is open to all students and has been added to the ISL workshop catalogue. 	
<p>1.4 Champion experiential learning, global engagement and applied research opportunities.</p>	<p>i. Implement new objectives related to the Diane Blake Student Success Initiative.</p>	<ul style="list-style-type: none"> Roll out of the Big Interview Artificial Intelligence tool. Develop and execute processes to support engagement in work-integrated learning opportunities. Promote financial support and allocate funding for students studying in spring/summer 2024, fall 2024 and winter 2025. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Presentation completed in spring 2024 to the Academic Leadership Team as part of the roll-out, followed by faculty sessions to answer questions about the platform. To date, more than one hundred students have used Big Interview. Student feedback has been positive. Survey to be conducted in fall 2024 on user experience. Staffing complement hired and trained to execute the deliverables for the Diane Blake Student Success Initiative, including two Industry Liaisons and one Project Coordinator. Salesforce leveraged to support business development needs. With support from Financial Aid and Awards, forms and processes have been established to deliver financial supports for students. Sixty-one applications for financial support were processed for summer 2024. Student outreach strategy enhanced by involving co-op coordinators. Thirty-one written testimonials from summer 2024 funding recipients have been collected. 	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">On Track</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Applications for fall 2024 students were opened in August and closed in September 2024. To date, 38 new applications have been submitted.	
	ii. Establish the Barrett Centre for Urban Agriculture as a key local resource for food literacy and sustainability.	<ul style="list-style-type: none"> • Host or participate in six tours/conferences. • Support research in one project. • Six panel invitations or speaking engagements. • Community Partnership Engagement: Support 15 community partners in 2024-2025. • Community engagement and education at the Ajax Urban Farm (including projects such as the Urban Growers of Tomorrow Workshop Series, Food Literacy Activities, and Open Houses). The goal is to impact 1,000 community members and students through the workshops and on-farm activities. 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • The Barrett Centre team have participated in more than six tours/conferences since May. • Pomato (tomato-potato hybrid plant) research has been conducted and is being consolidated into a cohesive report. • The team has participated in nine panels or speaking engagements between May – September 2024. • More than 15 community partners have been engaged and supported through the Barrett Centre and Ajax Urban Farm. • Community engagement has been ongoing and effective: <ul style="list-style-type: none"> ○ Barrett Community Portal metrics have increased from 554 unique visitors per month, to 1424 unique visitors per month. ○ 1,378 lbs of food donated through Second Harvest ○ 362 lb of food donated through the Urban Growers program. ○ Farm outreach initiatives, not including weekly farmers market events with Community Care Durham have impacted over 1200 people. 	Completed

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	iii. Increase student and faculty engagement in international outbound experience.	<ul style="list-style-type: none"> Implement three Global Skills Opportunity funded Faculty Led Classroom Abroad (FLCA) opportunities and up to four DC-funded FLCAs by March 31, 2025. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> Final plans are in progress for three FLCAs in the fall, including two Global Skills Opportunity (GSO) funded FLCAs and 1 DC-funded FLCA. Promotions are underway for four FLCAs in winter, including 1 GSO-funded FLCA and 3 DC-funded FLCAs. 	On Track
	iv. Continue to diversify the international student population of DC.	<ul style="list-style-type: none"> Further develop eight existing markets, targeting 25 or more students from four countries, and 15 or more students from four other countries by January 17, 2025. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> The international recruitment team is focusing on agent networking and training in target markets to support this goal. Recruiters will be travelling to target markets in September and October. To support this goal, DC admission requirements and student service information have been translated into 12 languages and will be posted on the DC website by the end of September. 	On Track
1.5 Cultivate relationships with students that extend beyond graduation.	i. Enhance opportunities for current students to learn from alumni.	<ul style="list-style-type: none"> Career and Student Development offices will partner with alumni department to host a panel session highlighting different paths to success providing alumni with an opportunity to stay connected and share their lessons with current students. Invite Durham College Alumni Association representative to speak at the ISL Summit. 	<ul style="list-style-type: none"> Vice President, Academic and Students Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> The Office of Advancement and Alumni Relations is working with Career and Student Development to host a panel. DC Alumni, Guedei Djimi spoke at the ISL Summit. 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	ii. First Peoples Indigenous Centre (FPIC) to partner with the Indigenous Alumni Network to connect current students with graduates and community members from the Indigenous community.	<ul style="list-style-type: none"> Host a fall networking event in the FPIC. 	<ul style="list-style-type: none"> Vice President, Academic and Students Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Plans are underway for a Reawakening Event in the First Peoples Indigenous Centre. Plans are in development for a fall Feast that will include students, alumni and community members 	On Track
	iii. Improve and increase alumni and student engagement activities.	<ul style="list-style-type: none"> Increase alumni app membership by 25 per cent. Hold one to two student networking events. Revitalize Alumni at Work program by hosting two internal and three to five external workplace events. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> App membership is on track to be increased by 25 per cent. There are 9,733 app users with a goal of reaching 10,000 by March 31. Held one internal networking event in April and one is proposed for December. Work is now being done to identify three to five businesses that hire a large number of employees to visit between January and March 2025. 	On Track
1.6 Advocate for the necessity and value of lifelong learning.	i. Identify and launch the development of Academic Upgrading degree preparation curriculum and ensure that courses align with DC's degree programs.	<ul style="list-style-type: none"> Prepare for fall 2025 launch of a minimum of two-degree preparation courses (Communications and Calculus and Vectors or Advanced Functions). 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Currently conducting an institutional needs assessment to identify potential course offerings. Gathering information from other colleges regarding enrolment. Exploring a potential partnership to deliver these courses via OntarioLearn . 	On Track
	ii. Launch Early Childhood Educator micro-credential series, in partnership with the Region of Durham.	<ul style="list-style-type: none"> Successful launch of four courses to support the federal government's goal of better retention and recruitment of high-quality childcare and early years workforce. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Micro-credential series has successfully launched. The first course in the series ran in spring 2024 and the second course is currently running fall 2024. 	On Track
	iii. Develop additional part-time college credentials for working professionals.	<ul style="list-style-type: none"> Develop and launch two credentials by March 2025. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Professional and Part-time Learning (PPL) is currently working towards launching a computer programming micro-credential series for winter 2025. 	On Track

2024-2025 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Further program ideas are being vetted and developed.	

2024-2025 Business Plan Scorecard

OUR PEOPLE

Goal 2: To invest in our employees and empower them to be entrepreneurial, innovative and strategic.

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
2.1 Attract and retain individuals who are highly qualified, creative and collaborative.	i. Achieve Canada’s Greenest Employers and Greater Toronto’s Top Employers awards through Canada’s Top 100 Employers awards competition.	<ul style="list-style-type: none"> Apply to the 2025 Canada’s Top 100 Employers annual awards competition. Human Resources and Equity (HR) and Communications + Marketing to collaborate on the application package which highlights DC’s successes in 2024 and demonstrates sustainability, innovation and commitment to employees. Highlight DC’s external awards in our employee recruitment. (i.e., Greater Toronto Top Employers, Canada’s Greenest Employers, Canada’s Top 50 Research Colleges). 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Preparations for the 2025 Canada's Top 100 Employer application will begin in October. 	On Track
	ii. Implement a job seeker Application Tracking System.	<ul style="list-style-type: none"> Determine implementation team and project schedule. Implement and configure the new system in a user-friendly format, using feedback from the onboarding review project to enhance system functionality. Providing training and resources to managers on how to use the new system. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> The portal for the new Applicant Tracking System (ATS), Cornerstone, is complete, and new process manuals have been developed for hiring managers and to guide internal processes. Training for managers on how to use the ATS system taking place September 24 and October 1. 	On Track
	iii. Implement enhanced communications for new hires.	<ul style="list-style-type: none"> Form a working group for input on communications; develop separate communications for contract and full-time hires; 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Fall 2024 focuses on working with Communications and Marketing (C+M) on an electronic brochure for new hires, one for full-time and one for 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>collect feedback from new hires and managers on the effectiveness of the materials.</p> <ul style="list-style-type: none"> Implement a process for promoting information with job offers and to new employees. 		<p>contract/part-time hires, including benefits (full-time), pension and the DC community, including a “snapshot” of employee life at the college.</p> <ul style="list-style-type: none"> Working groups will be established in fall 2024 to discuss additional materials that can be created and process improvements to support the hiring process and increase offer acceptance rates. Including but not limited to a recruitment “tool” kit to support managers in the recruitment process 	
<p>2.2 Foster a culture where all employees are inspired to exemplify our mission, vision and values.</p>	<p>i. Launch Faculty-specific employee awards in various Faculties to show appreciation for our people.</p>	<ul style="list-style-type: none"> Launch awards for all employee groups in the Faculties of Business and SEIT. Celebrate nominees and award winners at faculty-wide meetings or events. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Building on the program launched by the Faculty of Health Sciences, Awards Program was launched by Faculty of Business in spring 2024, featuring five categories. Celebration held, honouring all first-time Business Awards recipients, along with recent graduates from the College Teaching Certificate Program and the Colleges Ontario Leadership series. Held the first award ceremony for the Faculty of SEIT in June 2024– three awards for faculty and support staff were awarded. Celebrated staff/faculty by announcing achievement in newsletter, Faculty start-up meeting and social media. 	<p>Completed</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	ii. Support and host college-wide employee recognition and engagement events.	<ul style="list-style-type: none"> Celebrate Employee Service Awards and host employee BBQ May 2024 at DC Town Hall. Employee and Team Awards of Excellence and BBQ in Fall 2024. National Employee Appreciation Day in March 2025. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> 126 full-time employees received a Service Milestone award issued during the Employee Town Hall. HR hosted two employee BBQs. 512 employees attended the Oshawa campus BBQ held in May. 382 employees attended the Whitby campus BBQ held in August. Employee Awards of Excellence received 25 nominations. The Faculty Award of Excellence, Support Staff Award of Excellence, Administrative Staff Award of Excellence, and the Team Award of Excellence were presented during the Academic Kickoff in August. Plans for the March 2025 National Employee Appreciation Day will begin in November. 	On Track
	iii. Conduct employee engagement survey and respond to results.	<ul style="list-style-type: none"> Conduct employee engagement survey in Fall 2024 and Winter 2025. Communicate results on ICE with a comparison to previous survey results. Recommend action steps to address results. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> HR will begin researching employee engagement survey tools for ELT's consideration. Employees will be engaged with during the 2024-2025 Strategic Planning process through a survey, pop-ups and town halls. Their insights will be incorporated into the college's next Strategic Plan. 	Delayed
	iv. Perform a thorough assessment of the varsity brand.	<ul style="list-style-type: none"> Track inventory of branded assets – December 2024. Survey key stakeholders including students, staff and alumni – February 2025. Develop recommendations - 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Inventory/assets currently being assessed. 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		March 2025			
2.3 Ensure a positive and inclusive work environment that is diverse, respectful and representative of our community.	i. Build and enhance intercultural competency within DC.	<ul style="list-style-type: none"> Run at least one iteration of modules 2, 3, 4 and 5 of the Intercultural Awareness Program with a minimum of 20 participants each by March 31, 2025. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education 	<ul style="list-style-type: none"> One iteration of Module 2 and Module 3 were completed with over 20 participants each. Participant feedback was 9.2/10 for Module 2 and 8.8/10 for Module 3. The team is continuing to identify the next steps for the next wave of workshops. 	On Track
	ii. Enhance accessibility in the classrooms by installing 20 Accessibility for Ontarians with Disabilities (AODA)-compliant podia.	<ul style="list-style-type: none"> Identify classrooms that would get new podia. Purchase podia. Install podia before March 31, 2025. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> The classrooms were identified, and the podia were purchased. The twenty podia were installed by the end of August 2024. 	Completed
	iii. Consult on and provide college-wide Equity, Diversity, Inclusion and Belonging (EDIB) programming for employees and students on a variety of EDIB, Human Rights and Sexual Violence topics.	<ul style="list-style-type: none"> Annual EDIB work plan created, including a calendar of events launched. Enhance strategies used to raise awareness of supports offered. Provide and track employee and student access to EDIB knowledge using a variety of strategies. Benchmark usage data. Enhance case management process for Human Rights Concerns & Sexual Violence Disclosures piloted. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Annual EDIB workplan finalized; annual calendar of events launched successfully in spring 2024 and planning for events for fall 2024 and winter 2025 underway. Enhanced strategies used to raise awareness of supports include re-launching the Office of Equity, Diversity and Inclusion’s social media, collaborating with International Education office, and developing and delivering presentations for prospective students on RISE programming. Employee and student access to EDIB knowledge using a variety of strategies facilitated in several ways, including; two new Sexual Violence Awareness handouts developed; one new 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>workshop developed and delivered to approximately 100 faculty on the Harassment, Workplace Sexual Harassment and Discrimination policy; a new companion EDIB toolkit for faculty developed and disseminated; and co-facilitated a forum for Program Coordinators.</p> <ul style="list-style-type: none"> • Formal case management process for Human Rights Concerns and Sexual Violence Disclosures piloted. • Created a database for tracking and managing Human Rights concerns, developed forms with IT Services, enabling students to submit a concern or request Family Status and Religious/Creed accommodations. Enhanced Sexual Violence Incident form and associated database. • Proposed internal process has been documented and circulated for feedback. 	
	<p>iv. Provide institutional EDIB leadership and support to address the needs of key equity-deserving groups via work with the Black Student Success Network (BSSN), EDIB working group, Wellness committee, DC Pride Coalition.</p>	<ul style="list-style-type: none"> • Enhance Institutional EDIB Committee capacity. • Conduct consultations with members of the Black and 2SLGBTQQIA+ communities on programming needs. • Communicate census data to employees. • Formal system for obtaining and acting according to EDIB data-driven insights piloted. 	<ul style="list-style-type: none"> • Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> • Plan to enhance Institutional EDI Committee capacity-TOR developed. Membership renewal underway. • Formal system for obtaining and acting according to EDIB data-driven insights piloted: a developed system for accessing EDIB data captured via OCAS for enrolled students to create reports and develop and promote RISE programming. • Summary report of DC Census 2022- 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				2023 results communicated via ICE and DC Mail following consultations with Institutional Research and Planning and C+M.	
2.4 Develop and implement strategies and practices that support the health and wellness of our employees.	i. Review employee-focused policies and programs that support health and wellness at work.	<ul style="list-style-type: none"> Using the audit tool within the Canadian Standards Association Psychological Health and Safety in the Workplace Standards, complete a gap analysis and provide recommendations to address gaps by the end of March 2025. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Development of project plan underway. PD offerings to managers have been scheduled in November on Leadership Practices That Enable Psychological Safety and Belonging. 	On Track
	ii. Implement programming that encourages active living and well-being.	<ul style="list-style-type: none"> Offer more than 40 group fitness opportunities. Expand number of staff activity days to eight and introduce staff wellness activities. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Free fitness classes ran throughout summer 2024 (six weekly sessions offered). Fall fitness class schedule launching September 2024 (Power Yoga, Yoga Flow, Dance Fit, Pilates, Spin, Bollywood, Belly Dance, Siesta, Hatha Yoga, Vinyasa Yoga, HIIT). Monthly staff pickleball sessions begin in September 2024. Opening gyms 1/2 for open gym time on weekends. Whitby campus introducing fitness services. 	On Track
2.5 Leverage the expertise of our employees to make meaningful contributions to student learning and the community.	i. Deliver workshop series to share information about applied research at DC.	<ul style="list-style-type: none"> Deliver the seven-part workshop series entitled Fundamentals of Applied Research to more than 15 employees, providing an overview of the entire research process, policies, and Office of Research Services, Innovation and Entrepreneurship (ORSIE) 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Workshop series was successfully delivered to 16 participants in spring 2024. Sessions were designed and delivered by Research Coordinators and ORSIE staff as face-to-face, bi-weekly workshops that took place in the Centre for Innovation and Research. 	Completed

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>supports. The series will be delivered in May/June 2024.</p> <ul style="list-style-type: none"> Participant feedback, along with research coordinators' feedback, will be reviewed to determine future plans. 		<ul style="list-style-type: none"> A post-survey showed that the majority of participants supported the in-person spring delivery and were satisfied with the content. Research Coordinators are preparing updates to the workshop series for delivery in spring 2025. 	
	ii. Plan a research showcase aimed at faculty and external partners.	<ul style="list-style-type: none"> Plan and execute ORSIE Expo in fall 2024. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Planning underway with support of C+M. ORSIE Impact Expo will take place on October 25, 2024. Format will feature a keynote speaker followed by open house style presentations and demonstrations. 	On Track
	iii. Launch introduction to applied research modules targeting students.	<ul style="list-style-type: none"> Self-directed modules launched and available for faculty to embed in courses. Course design shared with Research Assistant students and fellow Research Coordinators for review in Spring 2024 Course feedback reviewed and course refinement completed May – June 2024. At least 100 students enrolled in the course; feedback collected; feedback survey data collected and reviewed. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Introduction to Applied Research module launched in May 2024 on DC Connect and is available to faculty and students. Faculty have begun adopting it for credit or bonus marks. Module is now built into Research Assistant training plan. Feedback was collected in spring, provided to Research Coordinators, and used to improve the Module. As of September 12, 2024, there were 88 users enrolled in the course. Feedback continues to be collected and reviewed. 	On Track
2.6 Provide professional development and global outreach opportunities that enhance the skills and knowledge of	i. Increase staff and faculty global mobility.	<ul style="list-style-type: none"> Implement a resource library to support faculty and staff mobility (e.g. participating in development projects, FLCA, international WIL, etc.) by March 31, 2025. Gather feedback to inform next steps. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> Development of learning materials is in progress for the Pre-Departure modules for projects and education abroad in Brightspace. 	On Track

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
our employees.	ii. Provide professional development opportunities for all employee groups on a variety of topics including health and wellness, leadership, and EDIB development.	<ul style="list-style-type: none"> Review and update the application process for external leadership development programs. Survey senior management on desired Professional Development (PD) and wellness offerings provided by HR; survey to be completed by June 2024. Offer an annual calendar of PD opportunities for all employee groups focused on EDIB, wellness, general PD, Management/Leadership training. Host the Chair Foundation Academy in October 2024 (Part 1) and October 2025 (Part 2). 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Offer an annual calendar of PD opportunities for all employee groups focused on EDIB, Wellness, General PD and Management/Leadership training Developed two workshops for managers and associated promotion materials to be delivered over fall and winter 2024-2025 at both campuses. Provided consultation on how to take an inclusive approach to the development of management training and guideline considerations for facilitation and content. 	On Track

2024-2025 Business Plan Scorecard

OUR WORK

Goal 3: To be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
3.1 Foster an environment that inspires idea generation, bold leadership and purposeful innovation that are consistent with the evolution of work.	i. Support faculty members in the internationalization of their curricula.	<ul style="list-style-type: none"> Develop and pilot a workshop on curriculum internationalization for at least ten participants by February 28, 2025, to lay a foundation for an expanded internationalization curriculum initiative. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> The Global Learning Facilitator will lead a workshop with the Centre for Teaching and Learning (CTL) in September and will be hosting a workshop for faculty members during International Education Week in November. 	On Track
	ii. Review and redevelop the Student Feedback Questionnaire (SFQ) to enhance the student voice and meaningful feedback for faculty.	<ul style="list-style-type: none"> Assemble a task force comprising representation from all Academic Faculties. Approve revised SFQ by March 2025. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> SFQ questions undergoing revision based on working group feedback. Working group to review in October 2024. Target to present revised SFQ to the Academic Leadership Team for consideration in November/ December 2024. 	On Track
	iii. Improve internal event communication and coordination at DC by implementing a comprehensive college-wide strategy to ensure cohesive information sharing and coordination of all events at all levels of the organization.	<ul style="list-style-type: none"> Develop and communicate the strategy college-wide by December 2024. Generate 80 per cent feedback response from all users of the new process, achieving an 85 per cent satisfaction rate for information consistency, improved, effective processes, and timeliness of information. Track the number of events submitted through the process, to develop a baseline informing enhanced communication. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Communications and Marketing 	<ul style="list-style-type: none"> Completed research on event calendars at other Ontario post-secondary educational institutions. Based on that research, a list of recommendations to include in the strategy is currently being drafted. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	iv. Collaboratively develop the college’s next strategic plan.	<ul style="list-style-type: none"> Present development framework to the Board of Governors – June 2024 Engage with stakeholders and gather feedback (internal/external) – fall 2024 Draft plan and present to Board – winter 2025 Present a new strategic plan at an all-employee meeting in spring 2025 and communicate the plan broadly. 	<ul style="list-style-type: none"> Office of the President Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Development framework was presented to the Board of Governors in June 2024. Engagement sessions are planned for students and all employee groups. Pop-ups will run September 23 to October 4. The Board of Governors will engage with their networks and share insights during a Strategic Plan session on October 17. The Working Group will engage with their networks as well. The survey was launched and communicated broadly. It will complete on November 15. Additional engagements will take place in January 2025 	On Track
3.2 Lead the development of transformational programs, services and systems that enhance the student experience.	i. Develop assessment and evaluation policy in alignment with CQAAP requirements.	<ul style="list-style-type: none"> Complete an environmental scan of existing policies across the sector. Engage stakeholder consultation sessions. Develop the new policy. Execute a communication plan during its implementation phase. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Prepared for final review at the Academic Leadership Team meeting in September 2024. 	On Track
	ii. Refresh student orientation resources to ensure alignment with digital delivery modes.	<ul style="list-style-type: none"> Assess orientation program as part of the Digital Learning Strategy work plan. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> The Digital Learning Steering Committee working group, Student Development and Support, will be working on this objective during the winter semester. The Student Development and Support working group will be supporting revisions within DC Connect to support online student success and working to align and refresh orientation materials for students in digital delivery modes. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	iii. Identify additional courses to align part-time learning demand with full-time learning outcomes.	<ul style="list-style-type: none"> Launch a minimum of three new courses in Professional and Part-time Learning. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> PPL launched several new courses aligned to full-time learning in the Supply Chain and Operations and the Social Service Worker programs. In response to Generative AI, PPL adapted the assessments in several accounting courses to ensure academic integrity and full-time program alignment. 	On Track
	iv. Implement a system that equips Banner with an extensible architecture for easier integration with other applications.	<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, 2025. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> Worked with the vendor to define the scope and implement the system. Went live with the new system in June 2024. 	Completed
	v. Engage Tim Horton’s to review and redesign our existing full-service location at our Oshawa campus for increased service times and a better customer and student experience.	<ul style="list-style-type: none"> A comprehensive review of the existing space with recommendations on a redesign to be completed by March 31, 2025, with construction scheduled for summer 2025. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> The initial request to expand the Tim Horton’s B-wing location has been submitted to Tim Horton’s corporate office. DC staff have met internally with Compass Group to begin the design process and will plan for a site visit with the Tim Horton’s team this fall. 	On Track
	vi. Implement One Card NFC Wallet functionality within the One Card mobile application enabling contactless mobile meal plan, printer authentication capability, athletic centre and gym membership access capabilities.	<ul style="list-style-type: none"> Develop a plan with our vendor to have all services implemented by the end of March 2025. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> TouchNet Mobile ID agreement is currently under review and will be executed shortly. TouchNet did an initial site visit in the summer to finalize the project locations. TouchNet will be onsite in September to finalize new food service point of sale equipment order. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	vii. Develop new ways to assist students in gaining interviewing skills for today's job market.	<ul style="list-style-type: none"> Incorporate an online interview training system into the Hired portal and services offered through the Career Development office. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Big Interview was added to the Hired portal and is featured in high-traffic areas for staff, faculty and students to view. Big Interview has been incorporated into the interview workshop and interview resources. There are 525 current users of Big Interview. Students will be receiving communications about Big Interview during the fall 2024 semester. 	On Track
	viii. College Wellness Committee to conduct a comprehensive student mental health gap analysis to identify deficiencies in services.	<ul style="list-style-type: none"> Complete the mental health gap analysis and identify actionable items to address gaps by summer 2024. Create a plan to bridge any gaps in programming and services to students supporting their mental health and well-being. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Student mental health gap analysis completed in June 2024 with action items identified. College Wellness Committee to prepare a recommended action plan for approval by co-executive sponsors. 	On Track
	ix. Improve the International Student Persistence Framework (ISPF) to enhance the international student experience.	<ul style="list-style-type: none"> Using Colleges Ontario's International Education Standards of Practice, expand and improve the ISPF by March 31, 2025 in order to comply with Standards 3, 4 and 5. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education 	<ul style="list-style-type: none"> A consolidated report on DC's compliance with the International Student Persistence Framework report has been completed and submitted to the Dean, International Education for review. 	On Track
3.3 Be at the forefront of the evolving practices of teaching,	i. Expand extended reality, including augmented reality (AR) and virtual reality (VR), into curriculum.	<ul style="list-style-type: none"> Pilot one new AR/VR application; gather student and faculty feedback; based on the feedback, expand the pilot. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Integration of virtual production into curriculum in Game Art program – in collaboration with ORSIE. Planning projects in fall and winter semesters. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
learning and applied research.	ii. Create new faculty professional development programs for digital development and delivery of academic programs.	<ul style="list-style-type: none"> Two new training programs targeting digital delivery modes will be proposed, developed and ready for launch by March 2025 as per the Digital Learning Strategy work plan. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> The Digital Learning Steering Committee working group Faculty Development and Support meets in winter 2025 with the deliverable of developing new training programs. 	On Track
	iii. Utilize the elevating devices shops for cross-collaborative training opportunities.	<ul style="list-style-type: none"> Faculty of Skilled Trades and Apprenticeship will collaborate with the Faculty of Social and Community Services to identify training opportunities for the pre-service firefighter program. Determine if other programs could benefit from utilizing this space. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Plan to begin collaborating in early November. 	On Track
	iv. Expand and build a strategy to grow collaborations in virtual production and training simulations and develop revenue-generating strategies in the Mixed-Reality Capture Studio.	<ul style="list-style-type: none"> A minimum of five projects in virtual production and training simulation, two projects and at least two revenue-generating streams identified. At least five projects in Virtual Production and Training & Simulation. Two Fee for Service (FFS) projects Identify at least two revenue-generating streams. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Work is underway to develop a submission to Canada Foundation for Innovation for capital related to virtual production. Business development activities have identified multiple potential projects and need, as well as opportunities for revenue generation 	On Track
	v. Expand and build a strategy to increase research and development collaborations and develop new revenue streams in the Centre for Cybersecurity Innovation, leveraging the new cybersecurity lab infrastructure.	<ul style="list-style-type: none"> At least five research and development projects initiated. Three FFS projects completed. Host four training sessions for employees of external organizations. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> The Centre for Cybersecurity Innovation (CCI) has initiated six research and development projects. Additionally, it successfully delivered one fee-for-service project, providing customized cybersecurity solutions to clients. The Centre offered two training 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>sessions. These efforts are part of a strategic initiative to expand research and development collaborations and develop new revenue streams, leveraging the new cybersecurity lab infrastructure.</p>	
	<p>vi. Develop a knowledge mobilization plan to transfer information and collect research documentation about applied research projects.</p>	<ul style="list-style-type: none"> Develop internal knowledge base and promotional materials. Two case studies per centre developed. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> AI Hub is in the process of developing up to five client case studies for inclusion on its new website, once live. CCI developed a content strategy plan to effectively manage research documentation for applied research projects. This plan includes the creation of three project case studies that detail the security challenges, solutions, and outcomes for clients. CCI created four new brochures to promote its services, which include vulnerability assessments, a starter pack, a standard reporting template, and a test strategy document. Mixed-Reality Capture Studio is developing an online knowledge base to manage both applied research projects and internal knowledge transfer and is working with ORSIE marketing team to develop project case studies. 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	vii. Implement a Course Content Repository (CCR) that facilitates access and consistency in curriculum.	<ul style="list-style-type: none"> Develop and implement a CCR as per the Digital Learning Strategy work plan. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> A timeline for completion is being established. Awaiting for IT Services support to move forward with implementation. 	On Track
3.4 Reimagine and grow our facilities to be more flexible, accessible and progressive.	i. Provide students with easier and faster access to commonly required documents from the Office of the Registrar.	<ul style="list-style-type: none"> Implement the following documents on MyCreds by December 31, 2024: Verification of Graduation, Apprenticeship transcripts and credentials, and Verification Requests. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education 	<ul style="list-style-type: none"> All documents outside of apprenticeship transcripts have moved to MyCreds, including verification of graduation, apprenticeship credentials, verification of enrolment, withdrawal confirmation letter, eligibility to enroll next semester letter, international fee invoice letter, academic break letter, domestic official receipt letter The transfer of apprenticeship transcripts to MyCreds is being explored. 	On Track
	ii. Review all campus spaces to ensure AODA 2025 compliance is achieved by January 1, 2025.	<ul style="list-style-type: none"> Complete a comprehensive review of all building components with accessibility elements against current AODA requirements. Update several washrooms and stairwells as part of this initiative. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> An assessment has been completed and compliance with AODA 2025 requirements has been achieved. Washrooms in H-wing, Centre for Innovation and Research have been updated to AODA standards. Washrooms in Justice Wing and the CRWC are under construction and will be complete by the end of October. 	On Track
	iii. Facilities Management and HR will continue to collaborate to design a multi-faith prayer space at our Oshawa campus.	<ul style="list-style-type: none"> Complete the multi-faith prayer space by end of summer 2024. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> A 6-week delay in acquiring the building permit has delayed this project. In addition, unforeseen mechanical issues have also added a few weeks to the project timeline. The revised completion date on this project is now the second week of October. 	Delayed

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	iv. Develop a college-wide space planning report to inform future space requirements.	<ul style="list-style-type: none"> Conduct a space allocation analysis to compare existing space allocations to recognized standards and benchmarks seen at peer campuses. Develop long-range space planning scenarios for campus improvement and development that will guide and help to prioritize space planning and capital investment from a campus-wide lens. Identify space management principles, processes and tools. Conduct instructional space utilization space analysis. Report to be completed December 2024. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> ECS Consulting has been commissioned to conduct a study on space usage at DC. Each functional team across the college is meeting with the consultant so they can better understand their current and future space needs. The final report is due at the end of December. 	On Track
	v. Increase part-time enrolments through the Ontario College Application Service (OCAS).	<ul style="list-style-type: none"> Post all part-time post-secondary diploma programs on OCAS. Admit 50 new part-time students into post-secondary diploma programs by March 31, 2025. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> The pilot program is launching on October 1 with three PPL post-secondary programs for the winter 2025 intake. 	On Track
3.5 Optimize resources and processes in all aspects of our business.	i. Implement AI-powered robotic cleaning technology to drive efficiencies and enhance cleaning standards at our Oshawa campus.	<ul style="list-style-type: none"> Increased labour efficiencies and higher scores on cleaning audits versus previous years as benchmarked against Association of Physical Plant Administrators cleaning standards. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> The AI-powered robot was commissioned in June and is now fully operational. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	ii. Implement AI-powered robotic food service delivery technology to drive student accessibility and convenience to additional food options on campus.	<ul style="list-style-type: none"> Increased transaction count with an overall increase in college food service commission revenues versus previous year. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> Initial review of robotic food delivery equipment at Food Services trade show in April. Working with external robot vendors and the Technical Standards and Safety Authority to ensure compatibility with the robots to use elevators for delivery to the second-floor student area. 	On Track
	iii. Implement a Battery Energy Storage System (BESS) to offset the cost of energy during peak times and reduce the college's exposure to Ontario's Global Adjustment program.	<ul style="list-style-type: none"> The BESS system is expected to be commissioned by summer 2025, with a goal of reducing/eliminating of energy surcharges beginning in summer 2026. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> This program did not prove financially viable and our partnership with Peak Power has been dissolved. 	Cancelled
	iv. Develop and implement a capital project, and equipment request process that ensures accurate scope and costing prior to financial approval.	<ul style="list-style-type: none"> A new intake process is currently being developed and expected to be implemented this fall ahead of the 2025-2026 capital request period. 	<ul style="list-style-type: none"> Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> This process is still in development and is on track for implementation this fall. 	On Track
	v. Deliver a balanced budget for 2024-2025 that optimizes financial resources and results in a clean audit opinion.	<ul style="list-style-type: none"> Monitor revenues and expenses to achieve a surplus for March 31, 2025. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> The college is on track to deliver a surplus budget for fiscal 2024-2025. Management provides budget updates to the Board through the Audit and Finance Committee on a regular reporting basis. 	On Track
	vi. Implement enhanced financial reporting for budget holders.	<ul style="list-style-type: none"> Develop effective reports that promote more accountability from budget holders. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> Discussions have been occurring to determine the requirements for the enhanced reports. 	On Track
	vii. Review and complete the necessary reporting for compliance against Bill S-211 legislation, effective January 1, 2024.	<ul style="list-style-type: none"> Submit report by May 31, 2024. Add respective language to policies and tender documents. Continue to assess supply chain activities for risks. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> Initial report submitted by deadline. Procurement is continuing to review supply chain activities and revise documents as necessary to be compliant with legislation. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	viii. Campus Health and Wellness Centre (CHWC) and the Access and Support Centre (ASC) to streamline mental health services to ensure an improved service experience.	<ul style="list-style-type: none"> • ASC and CHWC will review current practices to align services. • Establish a clear roadmap of mental health services available. <ul style="list-style-type: none"> ○ Provide in-service training and information sessions with campus departments, Faculties and other campus partners on the new processes. 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • Review was completed with an outcome of aligning counselling supports utilizing the O-A-A-T model (one at a time) at both the CHWC and the ASC. • ASC staff trained by CHWC and in the process of updating their online content. • A user-focused roadmap for accessing mental health services developed. • CHWC created the “Supporting Student Mental Health: An Employee Guide and Flowsheet” to support effective response and referrals to students with mental health care needs. • CHWC is hosting group sessions for case management debriefing and resource sharing at the Oshawa and Whitby campuses. • CHWC is providing presentations to employees on various mental health concerns and the resources available. • CHWC significantly updated its website, including the addition of a comprehensive Mental Health Services page that outlines available services and access procedures. • CHWC refreshed the “Are You Okay” webpage with a new flowsheet and updated resources for accessing mental health services. 	Completed
	ix. The Financial Aid and Awards (FAA) office will enhance the on-campus summer employment program to	<ul style="list-style-type: none"> • Create systems to enhance approval processes to post job opportunities seven weeks before 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • The employer training video is in progress. It is expected to launch in the winter 2025 semester and will be 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<p>support the college community for the 2025 summer employment cycle ensuring positions are promoted to eligible students for DC to compete with off-campus summer job opportunities.</p>	<p>the start of the employment program. Improved timeline from current timeline of five weeks.</p> <ul style="list-style-type: none"> • Shorten timelines for student application approvals by opening student applications for summer employment program in February 2025, which is eight weeks earlier than previous cycles. • Students will receive conditional approvals within five business days from the date of their submitted application. 		<p>available for the summer Employment Program rollout in 2025. In addition, an employer change management plan is being developed to ensure a smooth transition, provide a seamless shift to the updated timeline and procedures.</p>	
	<p>x. The FAA office will launch a promotional campaign to inform students of their responsibilities when receiving funds from the Ontario Student Assistance Program (OSAP), including available options and rehabilitation programs to help reduce the likelihood of students defaulting on their loans.</p>	<ul style="list-style-type: none"> • Host presentations and workshops – November, March and July. Assess impact by tracking the number of attendees and collecting survey feedback after each session. • Initiate a coordinated Communications Plan <ul style="list-style-type: none"> ○ Social Media – Continue collaborations with National Student Loans Service Centre (NSLSC). Utilize FAA Social Media platforms being launched Sept 2024 to share NSLSC information tracking the number of views/likes to create a benchmark. ○ Email Campaign – Initiate an email campaign to students in their final semester of study (November and March) 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • Road to Repayment workshops are scheduled for November 2024, for students completing their studies in winter 2024. • OSAP year-to-date data will be used by FAA office to send mail to students who withdraw, drop to part-time, or complete their studies. This will be implemented by January 2025, with weekly mailings. • Social media posts are planned to promote financial literacy and OSAP repayment information. 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	xi. The FAA office will utilize the Banner Student Aid (BSA) online application and assessment process to expedite the adjudication and funding of Food Insecurity Bursaries. This approach will help identify applicants who require additional support.	<ul style="list-style-type: none"> Expedite adjudication and funding using the automatic adjudication process the adjudication period will be decreased to five business days from 15 business days. Identifying financial need – automatic adjudication process provides detailed reports to help identify applicants who require additional supports. To measure the effectiveness FAA will utilize reports to provide statistics to measure the additional supports against the former adjudication process. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Application design in progress. Financial need formula and calculations, under development. Report generation and automatic award process under development with Information Technology Services. Testing to begin October 2024 in preparation for launch November 2024. 	On Track
	xii. Develop direct response campaigns – find new opportunities and create a pipeline for monthly donors and Alumni Leaders.	<ul style="list-style-type: none"> Develop a pool of 25 to 50 new alumni prospects (less than \$500). Develop process to identify prospective alumni who can participate in the Alumni Leader program (\$500 plus). Create annual giving plan that focuses on increasing monthly donors by five to 10 new donors. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> This work will begin in January 2025. 	On Track
	xiii. Complete wind down of DC Foundation.	<ul style="list-style-type: none"> Resolutions by both DC Foundation Board of Directors and DC Board of Governors. Ensure Ontario Not-for-Profit Corporations Act compliance and all closing agenda steps are followed. Communication with all donors about the decision. Transfer endowment funds from 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> Activities are on track to wind down the DC Foundation by March 31, 2025. The Office of Advancement and Alumni Relations is working in collaboration with BLG to ensure compliance and all closing steps are completed. There will be 3 more board meetings prior to closing the foundation. 	On Track

2024-2025 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		Foundation to College.			

2024-2025 Business Plan Scorecard

OUR COMMUNITY

Goal 4: To drive the economic, social and environmental success of our community, locally and globally.

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
4.1 Establish and strengthen meaningful partnerships with industry, government, community and alumni to ensure our programs are leading-edge.	i. FPIC to engage with and support local school board Indigenous Initiatives teams.	<ul style="list-style-type: none"> Host a minimum of one on-campus session for a local school board and attend at least one school board event throughout the year to strengthen partnerships. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Attended the Durham District School Board and Durham Catholic District School Board (DCDSB) Indigenous Education Circle meetings. Participating on the DCDSB Indigenous Framework Committee. Attended the Indigenous youth skilled trades fair at Curve Lake First Nation Community Centre. 	On Track
	ii. Community Employment Services to enhance support to clients in the Durham Region with employment and training/educational needs by delivering a holistic approach to person-centred services.	<ul style="list-style-type: none"> Maximize employment-related financial supports for job seekers and employers by spending 100 per cent of Flow Through Funds. Meet Key Performance Indicators with the new Service System Manager (SSM). 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Currently 42 per cent spent in flow through funds across all sites. Key Performance Indicators: <ul style="list-style-type: none"> Oshawa – 80 per cent of where we should be in client volume and meeting 6/7 in client demographics. Bowmanville – 88 per cent of where we should be in client volume and meeting 6/7 in client demographics. Uxbridge – 80 per cent of where we should be in client volume and meeting 4/7 in client demographics. 	On Track
4.2 Expand volunteer opportunities for employees and students to help them gain a deeper connection to our community.	i. Gain a better understanding of community reach, by obtaining insights into volunteer activities in which employees participate.	<ul style="list-style-type: none"> Create and distribute a survey to employees to collect information about their current volunteer activities. Utilize the collected data to guide future volunteer initiatives and highlight inspiring stories of how DC connects with the community. 	<ul style="list-style-type: none"> Vice President, People, Equity and External Relations 	<ul style="list-style-type: none"> A survey is being prepared with the goal to share with staff this fall. Results will be communicated and used to inform the development of a community relations strategy. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	ii. Engage in partnerships with the minor sports community through our varsity programs and facilities.	<ul style="list-style-type: none"> • Invite minor sports teams to attend varsity home games and major events (volleyball nationals and softball provincials). • Offer team training sessions run by student-athletes/coaches with minor sport organizations • Ensure strategic bookings with athletic facilities to support minor sports community. • Host high school tournaments. 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • Partnered with Baseball Oshawa for Eastern Ontario Baseball Association and Ontario Baseball Association Championships. • Hosting minor sports nights at varsity games. • Working with Sport Tourism on multiple bids/events run out the of CRWC (Canadian Wheelchair Basketball Championship, World Wheelchair Rugby Championship). • Working with Parasport Ontario on hosting a college/university sitting volleyball tournament as well as weekly training sessions. 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>
4.3 Leverage and grow our positive impact on our community to help it prosper and diversify.	i. Build resilient communities by leveraging the “field-to-fork-to-field” campus model to support traditionally marginalized communities.	<ul style="list-style-type: none"> • Engage with the campus FPIC and run one or two workshops serving campus stakeholders and/or community partners. • Engage Indigenous alumni in industry to support a workshop or create a workshop supporting an Indigenous community partner. • Engage with the Office of Equity, Diversity and Inclusion and community partners to ensure the workshops are directed to those in need of learning resiliency through food literacy, growing your own food, food waste management and sustainable practices. • Meet community engagement metrics- 15 community partners 	<ul style="list-style-type: none"> • Vice President, Academic and Students 	<ul style="list-style-type: none"> • Offering – Healing through Food moderated panel event on September 24 in collaboration with FPIC and Durham College Alumni Association. • Outside of Urban Growers program, a total farm outreach: Thirty-three community engagements since April 2024, for a total of 854 people (Including Urban Growers/Culinary workshops (403) the total is 1257 not inclusive of weekly CCD outreach or Second Harvest metrics.) 	<p style="background-color: #90EE90; display: inline-block; padding: 2px;">On Track</p>

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	<p>supported and over 1,000 community members and students engaged.</p> <p>ii. Develop a train-the-trainer program for CIGan Skills to Access a Greener Economy (SAGE) international project to enhance global competency in online learning</p>	<ul style="list-style-type: none"> Develop and deliver a three-day program to Centres of Teaching and Learning in six Caribbean countries (Guyana, Jamaica, St. Lucia, Grenada, Belize, Dominica) by March 2025. 	<ul style="list-style-type: none"> Office of the President Associate Vice President, Enrolment and International Education Vice President, Academic and Students 	<ul style="list-style-type: none"> The Online Course Development & Delivery Training Program, a three-day training program, was created to support improved access to online teaching and learning for youth (including Indigenous youth) at educational institutions in Belize, Dominica, Grenada, Guyana, Jamaica, and Saint Lucia. The training program was developed by the college's CTL in collaboration with Vancouver Island University and delivered by DC. The final training will be happening in November 2024 in St. Lucia. 	<p>On Track</p>
	<p>iii. Community Employment Services (Oshawa site) to submit an expression of interest to the SSM to provide specialized services for racialized individuals in the community by developing and offering a mentorship program for employment and career development.</p>	<ul style="list-style-type: none"> A minimum of 31 per cent of client volume target in Oshawa will be focused on delivering services for racialized people. Connect, consult and collaborate with local community agencies to on services, outreach and employment supports. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Oshawa CES office is currently supporting clients, of whom 47 per cent identify as racialized individuals. CES submitted an expression of interest to SSM and was successful. 	<p>On Track</p>
	<p>iv. Community Employment Services to partner with the Region of Durham to provide clients on social assistance a consistent pathway and access to valuable employment services and supports.</p>	<ul style="list-style-type: none"> Serve a minimum of 30 per cent of our client volume target on referrals from Durham Region social assistance. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Currently over 40 per cent of CES clients are referrals from Social Assistance across all sites. 	<p>On Track</p>

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
4.4 Respect our community by leading environmental stewardship and building social inclusion, while contributing to economic success.	i. Increase on-campus engagement, participation in community events, and outreach opportunities focused on sustainability.	<ul style="list-style-type: none"> Increased engagement through a minimum of three campus events and initiatives. Benchmark oversight of current sustainability practices across all college departments. Re-establish the Green Impact Team with a minimum of six employee participants. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer 	<ul style="list-style-type: none"> Initial request for participants to join Green Impact Team on Earth Day in April 2024. Follow-up request for additional participants sent in September 2024. Green Impact Team meetings will begin in October 2024. Community events will be established from the team's initial meetings. 	On Track
	ii. Reduce single-use plastics on campus while improving our waste diversion and overall impact on landfills.	<ul style="list-style-type: none"> Complete an inventory of all single-use plastics on campus and explore alternatives and implement, where feasible by March 2025. Complete an inventory of the usage of disposable gloves across campus and implement a recycling program by March 2025. 	<ul style="list-style-type: none"> Vice President, Corporate Services and Chief Financial Officer Vice President, Strategic Infrastructure and Campus Safety 	<ul style="list-style-type: none"> Inventory will be done this fall to determine opportunities for a reduction in single-use plastics on campus. DC is in the process of hiring a part-time Sustainability Coordinator to assist with these two projects. 	On Track
4.5 Strengthen our relationships with Indigenous communities.	i. Implement targeted initiatives to promote Indigenous education, equity, diversity, and inclusion, including developing a virtual simulation for the Nursing Program Transformation Initiative (NPTI) and reviewing curriculum for inclusion of Indigenous education and EDIB.	<ul style="list-style-type: none"> Develop the virtual simulation for the NPTI by March 2025. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Through assessment revisions and updates, the faculty team is incorporating new application-based assessments with a related theme applicable to the health sciences curriculum, focused on the Grassy Narrows First Nation water crisis. Two NPTI simulations (leadership and delegation and Care of Indigenous Peoples) were developed and now available for use across all Ontario colleges. 	On Track

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	ii. Hire an Indigenous Learning Specialist to support DC faculty in Indigenizing, decolonizing and developing curriculum inclusive of Indigeneity.	<ul style="list-style-type: none"> Hire an Indigenous Learning Specialist by December 2024. Develop and implement resources to support faculty in decolonization and Indigenization initiatives. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Interviews completed. Prospective incumbent undergoing reference checks currently (mid-September 2024). 	On Track
	iii. Community Employment Services (Uxbridge site) to submit an expression of interest to the SSM to provide specialized services for Indigenous Peoples through our partnership with Mississauga's of Scugog First Nation; providing additional employment services and financial client supports for individual training needs.	<ul style="list-style-type: none"> A minimum of 4.1 per cent of client volume target in Uxbridge will be focused on delivering services for Indigenous Peoples. Connect, consult and collaborate with local Indigenous communities on services, outreach and employment supports. 	<ul style="list-style-type: none"> Vice President, Academic and Students 	<ul style="list-style-type: none"> Uxbridge Community Employment Services office is currently supporting clients, 4.3 per cent of whom identify as Indigenous. Community Employment Services submitted an expression of interest and was successful. 	On Track

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



**Board Retreat – October 17, 2024
Agenda**

Session Purpose:

- Gather insights from Governors, and those they connected with, about what we need to be paying attention to as we set priorities for the next five years
- Share initial insights from engaging people from across the DC community in our survey
- Explore environmental trends and strategic implications
- Map out next steps and strategy touchpoints with the Board

Agenda:

- 4:00 Welcome and Introductions**
- 4:45 Exploring Insights from Board Member Conversations**
- 5:45 Dinner Break**
- 6:30 Trends in Our Environment**
- 7:15 Early Themes from Our Engagement**
- 7:30 Summary of Strategic Implications for the DC Strategy**
- 7:45 Next Steps – What to expect in the months ahead?**
- 8:00 Close**



STRATEGIC PLANNING ENGAGEMENT GUIDE

CONTEXT

In September, the Potential Group will meet with Audit and Finance, Governance Review and Nominating Board committees. During these meetings, we will discuss the Board's role in the engagement phase of our Strategic Planning process. As Board members, your contributions are crucial in helping position Durham College (DC) for future success.

OUR ASK

- » Connect with one or two individuals/groups in your networks – more if possible – before the Board of Governors' Strategic Planning Session scheduled on Thursday, October 17, at 4 p.m.
- » Use the strategic questions provided on page 3 to guide your discussions about DC's future. These may include casual conversations, formal interviews, or informal listening during daily interactions.

SETTING UP CONVERSATIONS

- » Connect with your network in a way that works for you. This may include an email, text message, video call, phone call, or an in-person chat. Here is a sample message you may want to use to help set the context for your discussion:

As Durham College's Strategic Plan is set to expire next year, the college has begun the process of preparing a new plan that will launch in spring 2025. This effort includes gathering valuable input from the entire campus community. As part of my role on Durham College's Board of Governors, I am talking to people in my network to gather their insights and perspectives on the college, which will help shape our next strategic plan. Coming from [indicate sector/role], your perspectives on the college would help with our planning process. Are you willing to speak with me via [identify preferred way to connect] to discuss your experiences with DC and ideas for the future? Thank you for considering; I look forward to connecting soon.

- » Remain neutral during your conversations. You are an important conduit for this valuable information. Please do not make commitments on behalf of the college based on the feedback you hear during consultations.
- » If a member of your network is looking for additional information about DC's strategic planning process, you can share the link to the strategic planning microsite: <https://durhamcollege.ca/strategic-planning-2024-25>
- » In the event that you are unable to engage with a member of your network or are given a referral to connect with someone else that you're particularly interested in hearing from, you can share the link to our survey with them: <https://durhamcollege.ca/stratplansurvey>
- » A branded thank you email template is available should you wish to send a personalized follow-up after an engagement.



QUESTION GUIDE

Use one or more of the following questions to help guide your conversations about DC's future.

QUESTIONS:

- » What do you value most about DC and the roles we play in our community?
- » What experiences have you had with DC? Is there a story that comes to mind that captures the essence of what makes the college special?
- » What is happening in our region and the broader world that we should be paying attention to as we set priorities for the future?
- » What kind of community issues should DC be partnering on?
- » What could DC be doing to have an even greater impact on students, the community, the future workforce, or the world?

QUESTIONS FOR EMPLOYERS WHO HIRE DC STUDENTS:

- » What experiences have you had with Durham College and our students? Is there a story that comes to mind that captures the essence of what makes the college special?
- » What do you value most about the Durham College graduates that you hire? What have you come to expect from Durham graduates?
- » What skill, competency or capacity would you love to see from Durham College graduates? What would make our graduates even more employable or ready to add value in your organization?

QUESTIONS FOR EMPLOYERS WHO TAKE DC STUDENTS FOR PLACEMENTS

- » What experiences have you had with Durham College and our students? Is there a story that comes to mind that captures the essence of what you value about your relationship with Durham College?

- » What do you value most about the Durham College students you take? What have you come to expect from Durham students?
- » What skill, competency or capacity would you love to see from Durham College graduates? What would make our students even more employable or ready to add value in your organization?

QUESTIONS FOR OTHER COMMUNITY PARTNERS, NEIGHBOURS, FRIENDS, DONORS ETC.:

- » What experiences have you had with Durham College? Is there a story that comes to mind that captures the essence of what makes the college an important part of our community?
- » What do you value most about Durham College and how we contribute to our community?
- » What is happening in our region and the broader world that we should be paying attention to as we set priorities for the future?
- » What kind of community issues should Durham College be partnering on?
- » What could Durham College be doing to have an even greater impact on students, the community, the future workforce, or the world?

QUESTIONS FOR PEOPLE IN GOVERNMENT:

- » What do you know about Durham College?
- » What do you value most about Durham College and how we contribute to our community?
- » What is happening in our region and the broader world that we should be paying attention to as we set priorities for the future?
- » What is most important to you about how colleges contribute to our communities in the years ahead?

TAKING NOTES

- » The information you gather will be discussed at the Strategic Planning Session on October 17. You do not need to submit any material before that meeting.
- » To help with information sharing at the session, please capture the following information from your conversations:
 - Name of person or group (if you spoke with a group, include the approximate number of people):
 - Date:
 - Sector and/or role they hold:
 - Feedback on the question(s) you discussed:
- » Your reflection: When thinking about your conversation, consider the following questions:
 - What does this person or group care about the most? What do they value the most about DC?
 - What surprised you about this conversation or interaction?
 - What was the most creative or innovative idea you heard?
 - What did you hear that you have heard in other conversations?
 - What is most important to remember about this discussion?



RESOURCES

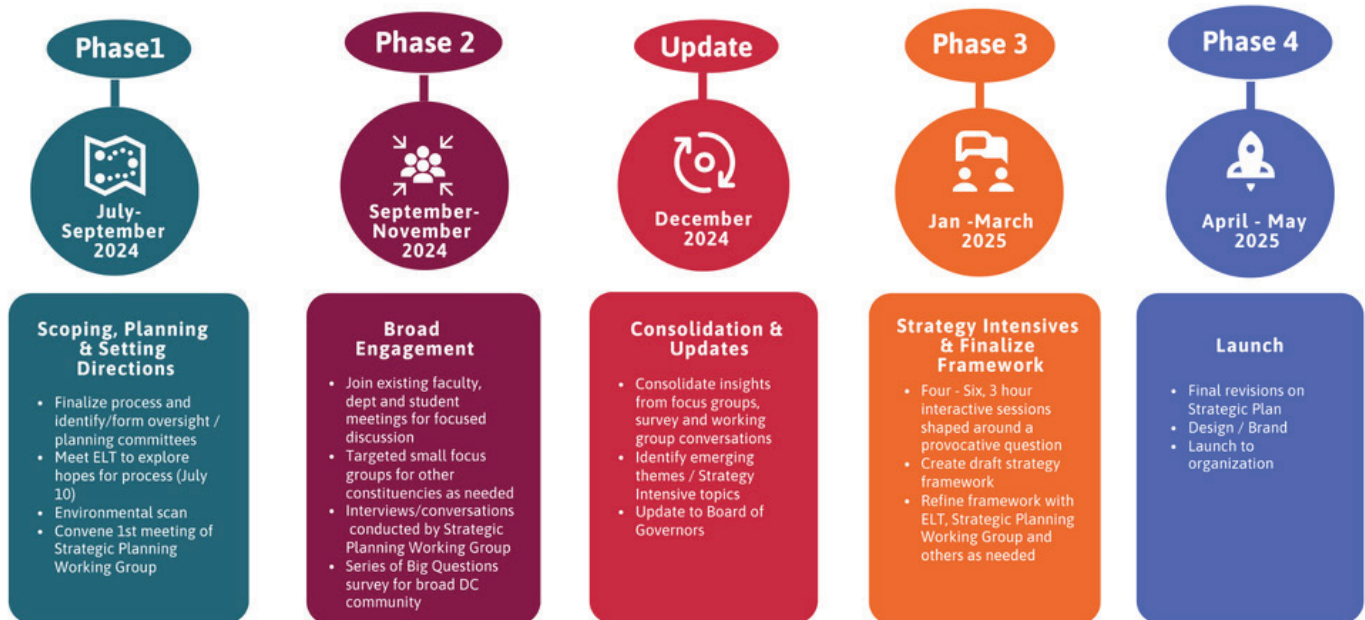
RESOURCES YOU MAY WANT TO REFER TO:

- » Consult the microsite for everything you need to know about the strategy process:
<https://durhamcollege.ca/strategic-planning-2024-25>
- » Survey: <https://durhamcollege.ca/stratplansurvey>
- » About DC: <https://durhamcollege.ca/>
- » A follow-up thank you email template is available through Melissa Pringle.

QUICK FACTS:

- » As DC's current strategic plan concludes, the new plan will launch in spring 2025.
- » In the coming months, we'll engage in an inclusive, collaborative process to develop a forward-thinking plan defining our mission, vision, values, goals, and objectives.
- » Consultations are currently underway with various campus community members including, students, employees, alumni, retirees, donors and partners. Future engagements include community consultations and pop-up sessions on campus.

DURHAM COLLEGE PLANNING TIMELINE







PRESIDENT'S UPDATE



TABLE OF CONTENTS

PRESIDENT'S OVERVIEW	03
COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATES	04
IN THE COMMUNITY	06
OPERATIONAL HIGHLIGHTS	07
SPOTLIGHT	08
NEW AND NOTABLE	09

PRESIDENT'S OVERVIEW

Durham College (DC) has enjoyed a strong start to the 2024-25 academic year. I am proud to share that the 2024 fall cohort marks the largest enrolment for a fall semester in DC history! With over 13,700 registered full-time students, we surpassed our previous record by more than 1,000 students. Achieving these enrolment numbers is a collective and collaborative effort by all departments and teams, including academic Faculties, the Registrar's Office, International Education, Communications and Marketing, and Student Affairs.

As we celebrate this milestone, we are also embarking on two key initiatives aimed at shaping the future of DC. First, an extensive engagement phase has begun for our Strategic Planning process. Over the past two weeks, we connected with students and employees through pop-up events across both campuses, inviting them to contribute to our four Big Questions. Our online survey remains open, and we have Town Halls scheduled for late October and early November to foster deeper discussions. In addition, we continue to engage with DC partners to offer them an opportunity to share their perspectives and insights.

Second, we are leveraging a \$500,000 allocation from the Ministry of Colleges and Universities' (MCU) new Efficiency and Accountability Fund. To guide this initiative, we have engaged consulting firm KPMG to lead an efficiency and accountability review, under the direction of Barbara MacCheyne. KPMG's work will begin immediately, with a preliminary report due to the MCU by January 31, 2025, and our final report due by March 31, 2025. Together, these efforts will ensure we continue to grow and evolve in response to our community's needs while making informed decisions for our future.



COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATES

KEYNOTE SPEECH FROM MINISTER VIC FEDELI, MPP – JUNE 13

At the invitation of Colleges Ontario, attended the Empire Club's networking luncheon featuring a keynote address from the Hon. Vic Fedeli, Minister of Economic Development, Job Creation and Trade on "Building Ontario: The Province's Manufacturing Renaissance."

MEETING AND CAMPUS TOUR WITH MINISTER TODD MCCARTHY, MPP – JULY 5

Welcomed the Hon. Todd McCarthy, Minister of Public and Business Service Delivery and Procurement, and MPP for Durham to the Oshawa campus for an introductory meeting to discuss current post-secondary issues. Following the meeting, Minister McCarthy was given a tour of the Centre for Research Innovation, focusing on the AI Hub and the Centre for Cybersecurity Innovation.

TOUR OF DURHAM COLLEGE'S AJAX FARM WITH WHITBY MP TURNBULL AND WHITBY MAYOR LIZ ROY – AUGUST 12

Welcomed Whitby MP Ryan Turnbull and Whitby Mayor Elizabeth Roy, along with representatives from Growcer, Hydro One and Elexicon, to the Barrett Centre of Innovation in Sustainable Urban Agriculture's Ajax Urban Farm. The tour and discussions focused on the potential to install Growcer farm units on Elexicon hydro corridor lands, similar to an agreement Growcer has in Ottawa with Ottawa Hydro.

DIRECTIVE ON THE COSTS OF EDUCATIONAL MATERIALS – AUGUST 16

This directive was sent to all public colleges and universities in Ontario, mandating that institutions provide students with information about educational costs associated with attending the institution. The purpose of this directive is to ensure students and their families can find information on educational costs with ease and to improve consistency across the sector in publishing educational costs. Published educational costs must include ancillary fees and the costs of textbooks and other learning materials.

CLARINGTON BOARD OF TRADE BREAKFAST WITH DURHAM MP JAMIL JIVANI – AUGUST 16

Provided welcoming remarks for Durham MP Jamil Jivani at the Tyrone Community Centre, as part of the Clarington Board of Trade's breakfast series. The event was jointly hosted by the North Durham Chamber of Commerce. DC is a presenting sponsor for the speaker series and participation is part of our existing Chamber/Boards of Trade partnership.

Tour of Durham College's Ajax Farm, August 12.



MINISTER'S ANTI-RACISM/ANTI-HATE DIRECTIVE – SEPTEMBER 9

This directive was sent to all public colleges and universities in Ontario, mandating policies and other requirements to address and combat racism and hate, including but not limited to: anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia. Each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its anti-racism/anti-hate policies and rules in the preceding year.

MINISTER'S STUDENT MENTAL HEALTH DIRECTIVE – SEPTEMBER 9

This directive was sent to all public colleges and universities in Ontario, mandating a student mental health policy be implemented in all institutions. Policies must describe the programs, services, and supports available with respect to student mental health, and be publicly available. Each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its student mental health policy in the preceding year.

MINISTER'S LETTER ON CONSENT PROCESS FOR APPLIED MASTER'S DEGREES – SEPTEMBER 16

Minister Quinn confirmed that the process for applying for consent of applied master's degrees will be similar to the current Postsecondary Education Quality Assessment Board (PEQAB) process for approving baccalaureate degrees. Proposed tuition fees for these new programs are subject to Ministry review and Ministerial approval and are expected to be funded within the existing corridor funding.

IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA REGULATORY CHANGES – SEPTEMBER 18

Federal Ministers Miller and Boissonnault announced a number of changes to several temporary resident programs, including the Post-Graduation Work Permit (PGWP) program.

For 2025, the study permit cap will be reduced by 10% (to 437,000) from the 2024 target of 485,000; the number of study permits for 2026 will remain the same as 2025.

Beginning November 1, 2024, international students applying for study permits to attend programs at public colleges will need to graduate from a field of study linked to high-demand occupations to be eligible for a PGWP of up to three years.

Additionally, students applying for a PGWP will need to have a Canadian Language Benchmark (CLB) level 5 for college graduates or an acceptable equivalent. These language proficiency requirements will align with levels in permanent residency streams.

COMMITTEE OF PRESIDENTS' DINNER WITH MINISTER NOLAN QUINN – SEPTEMBER 23

This event was hosted by Colleges Ontario and offered an opportunity for an introductory meeting with the Minister of Colleges and Universities, Nolan Quinn. Current post-secondary issues were discussed, including the immediate and longer-term impacts of the federal government's international student study permit cap.

Committee of Presidents' Dinner, September 23.



IN THE COMMUNITY

ONTARIO TECH UNIVERSITY CONVOCATION – JUNE 5

Attended the Ontario Tech University convocation ceremony for Health Sciences in support of our Collaborative Bachelor of Science in Nursing students and our campus partner.

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION 2024 PRESIDENT'S PANEL – JUNE 6

Participated in a panel discussion with Dr. Ann-Marie Vaughan, President at Humber College, Kevin Weaver, President at Georgian College and Ron McKerlie, past-President at Mohawk College, who has subsequently retired, discussing the future of the Ontario college system.

RECEPTION TO HONOUR TRENT UNIVERSITY'S OUTGOING PRESIDENT – JUNE 12

Attended the celebration to honour outgoing President Dr. Leo Groarke.

MEET AND GREET WITH CYNTHIA DAVIS, PRESIDENT AND CEO OF LAKERIDGE HEALTH – JULY 4

Discussed ways DC and Lakeridge Health are currently working together and the many benefits to our students and programs. Also discussed future partnership possibilities.

TOUR OF ONTARIO SHORES CENTRE FOR MENTAL HEALTH SCIENCES – AUGUST 2

Visited the hospital with the goal of building connections with leadership and gaining a greater understanding of the complexities of living with and treating serious mental illness.

DURHAM COLLEGE RETIREES ASSOCIATION 20TH ANNIVERSARY CELEBRATION – AUGUST 15

Attended the milestone celebration, bringing congratulations on behalf of DC.

DC ALUMNI END OF SUMMER BBQ – AUGUST 21

Welcomed alumni back to the Oshawa campus, highlighting the importance of staying connected with our graduates, and introduced Ariel Sully, Associate Vice President, Alumni and Advancement.

CAMPUS CUP – SEPTEMBER 3

Met with DC's student athletes before the game to wish them luck and had the honour of helping to present the Campus Cup to both the women's and men's varsity soccer teams.

OSHAWA ORIENTATION – SEPTEMBER 7

Joined our community partners to help welcome DC, Ontario Tech University and Trent University Durham students to Oshawa. Extended a special thank you to the Greater Oshawa Chamber of Commerce and the City of Oshawa for hosting the event.

DURHAM COLLEGE ALUMNI ASSOCIATION ANNUAL GENERAL MEETING – SEPTEMBER 11

Brought college updates to the members, including an enrolment update, student success highlights, employee achievements and details regarding donor impacts.

Campus Cup, September 3.



HARVEST DINNER – SEPTEMBER 19

Connected with community members and enjoyed an incredible meal prepared by talented DC students and the wonderful employees at Bistro '67.

OSHAWA CHAMBER OF BUSINESS EXCELLENCE AWARDS – SEPTEMBER 24

Presented the Innovation Award to a deserving recipient and celebrated significant achievements of our Oshawa business community.

OFFICIAL INSTALLATION FOR TRENT UNIVERSITY'S NINTH PRESIDENT & VICE-CHANCELLOR – SEPTEMBER 26

Attended the installation ceremony for Dr. Cathy Bruce, Trent University's new President and Vice-Chancellor.

NATIONAL DAY OF TRUTH AND RECONCILIATION – SEPTEMBER 30

Spoke about the importance of reflection, highlighting DC's reconciliation efforts and reaffirming the college's commitment to Indigenization as well as equity, diversity, belonging and inclusion.

DC LISTENING TOUR – AUGUST AND SEPTEMBER (ONGOING)

To date, I have attended 19 DC department meetings to connect with employees in smaller groups and listen to their insights about what they like about DC and where we have opportunities to make changes. I have also shared updates on the Strategic Planning process and spoken about the importance of their participation in the many upcoming engagements. More meetings are scheduled in the coming weeks.

Harvest Dinner, September 19.



OPERATIONAL HIGHLIGHTS

The first phase of the Space Utilization Review, led by Educational Consulting Services Corp. (ECS), is now complete. This comprehensive space planning process will help support DC's evolving needs and strategic priorities, allowing us to address key areas of need, including accommodating our growing enrolment, launching new academic programs, integrating advanced technology, fostering collaboration and innovation and improving student and employee experience.

Over the past two months, ECS met with critical departments to gather insights on topics impacting space utilization and needs. ECS will develop and share recommendations with ELT in the coming weeks.

This work will contribute to the physical assets and facilities component of the Efficiency and Accountability Review, which is led by KPMG.

SPOTLIGHT



The team from the First Peoples Indigenous Centre: (left to right) Kiana Cress, Indigenous Communities Outreach Coordinator and a member of Garden River First Nation; Dr. Kayla Murphy, Director of Indigenous Initiatives and a member of Walpole Island First Nation; and Sherry Miller, Indigenous Student Success Coordinator and a member of Wasauksing First Nation, September 2024.

FIRST PEOPLES INDIGENOUS CENTRE

Inside the Centre for Collaborative Education is an inclusive space dedicated to supporting Indigenous students at Durham College (DC).

First opened in 2011, the First Peoples Indigenous Centre (FPIC) was given the Anishinaabemowin name *Suswaaning Endaaajig*, “a nest away from home,” by Elder and Traditional Knowledge Keeper Gerard Sagassige. Since then, its mission has centred on reconciliation, cultural awareness, and creating opportunities for Indigenous students to succeed while staying connected to their heritage.

It also plays a crucial role in raising awareness of Indigenous cultures and histories among DC students and employees, bridging the gap between communities and promoting healing and inclusivity.

FPIC’s doors are open between the hours of 8:30 a.m. and 4:30 p.m., and all are welcome to stop in for a visit. It offers a range of programs and events that promote cultural understanding and reconciliation, cultural resources,

academic support and a sense of community, whether exploring Indigenous identities or finding a quiet spot to pause. One such space within FPIC is the Elder’s Room. It’s a place for quiet reflection as well as smudging, a sacred ceremony in which traditional medicines like sage, cedar and sweetgrass are burned to purify body, mind, heart and Spirit.

With its commitment to building relationships between Indigenous and non-Indigenous communities at DC, FPIC is supporting the cause of reconciliation. Students and employees can do the same by educating themselves on the resiliency of Indigenous people, their histories and current issues, and by building respectful and reciprocal relationships with their communities.

On September 30, DC recognized Orange Shirt Day and the National Day for Truth and Reconciliation. Read our new [Indigenous Content Collection](#) for a number of stories, including a full profile of FPIC, educational resources, Indigenous spaces on campus, and more.

NEW AND NOTABLE



DC recently received federal funding for two research projects, led by the Office of Research Services, Innovation and Entrepreneurship (ORSIE):

In partnership with Ontario Shores Centre for Mental Health Sciences and the Abilities Centre, DC researchers are examining barriers to exercise for forensic patients and how community-based exercise could impact their physical and mental health.

Read more: [Durham College study examines impact of exercise on physical and mental health for forensic patients.](#)

'Bridging the gap: Developing Culturally Responsive Mental Health Care with and for Black Communities' will explore the experiences of Black patients and frontline workers in emergency, acute and community mental health settings. Beginning this fall, researchers from the Social Impact Hub, with a team consisting of Black community members and academics, will collect data and work with members of the Black community, caregivers, and frontline workers to co-create resources from a culturally responsive lens.

Read more: [Funding allows Social Impact Hub to study and improve mental health care for Black communities.](#)
This story was also featured by [Global News Durham.](#)

In response to the growing need for mental health supports on campus, the Campus Health and Wellness Centre has launched a comprehensive guide and quick reference flowsheet to educate and empower employees to support student mental health and ensure their needs are met. The resources, developed by mental health experts on campus,

support employees by enhancing their understanding of mental health while helping them navigate the college's emergency processes. Both resources include a focus on user experience and are a part of DC's broader efforts to ensure that the entire campus community has the knowledge and support needed to succeed.

Read more: [DC takes proactive measures to support mental health on campus, launches new resources for employees to assist students.](#)

This story was also profiled on [Global News Durham.](#)



DC launched four new programs this September and took the opportunity to provide some insight to our community about how research informs program development so graduates are in-demand based on industry need, upon graduation.

Read more: ["We actively identify workforce trends and stay ahead of them": How Durham College develops new programs to meet industry need.](#)

Over the summer, DC hosts camps for elementary and secondary school students, giving them the opportunity to explore career paths hands-on in fun and engaging ways. Students in Grades 7 to 9 participated in the popular [Skills Ontario Summer Camp](#), exposing young learners to the world of skilled trades. And, the Faculty of MAD ran a successful three weeks of [Summer Shorts workshops](#) for teens in July where they had the opportunity to learn more about industries including broadcasting and animation.

More than 300 students completed the Centre for Success (CFS) and Adult Dual Credit (ADC) programs at DC. The programs are a collaborative effort between DC and several school boards. The CFS program supports secondary school students at risk of not graduating, while ADC is meant for adults working to complete their Ontario Secondary School Diploma in a college setting. Students benefit from smaller class sizes in the college setting and participate in post-secondary courses, earning dual credits that count towards both their high school diploma and a post-secondary credential.

Read more: [Centre for Success and Adult Dual Credit students recognized at annual Completion Ceremony.](#)





Report Number: BOG-2024-70

To: Board of Governors

From: Jean Choi, Vice President, Academic & Students

Date of Report: September 27, 2024

Date of Meeting: October 9, 2024

Subject: Program Advisory Committees – Semi-Annual Report (October 2024)

1. Purpose

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

2. Recommendation

This report is being presented for information only.

3. Background

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

4. Discussion/Options

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

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

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

Faculty of Business

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status¹
Accounting	March 25, 2024	10 External Members 11 College Representatives	Green
Cosmetics and Esthetician	March 27, 2024	8 External Members 15 College Representatives	Green
Entrepreneurship and Small Business	March 6, 2024	8 External Members 9 College Representatives	Green
Finance	March 7, 2024	8 External Members 9 College Representatives	Green
Human Resources	March 26, 2024	9 External Members 14 College Representatives	Green
International Business Management	March 22, 2024	8 External Members 11 College Representatives	Green
Marketing	March 8, 2024	9 External Members 12 College Representatives	Green
Office Administration	April 22, 2024	10 External Members 13 College Representatives	Green
Project Management	April 18, 2024	9 External Members 13 College Representatives	Green
Recreation and Leisure Services	March 5, 2024	9 External Members 9 College Representatives	Green
Sports	April 16, 2024	9 External Members 10 College Representatives	Green
Supply Chain	March 4, 2024	8 External Members 13 College Representatives	Green

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

Key Recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Accounting	It would be more advantageous for industry organizations to have students complete their co-op in the winter semester, rather than over the summer.	Review the Program of Study to determine whether this recommendation would be possible.	Ongoing	Program Coordinator
	Consider how the Chartered Global Practising Accountants of Canada (CGPA Global Canada) could be incorporated into the program.	Review the website and decide whether to implement it into the program.	Ongoing	Program Coordinator
Cosmetics and Esthetician	Consider adding more co-op and placement opportunities in the Cosmetics and Esthetics programs.	As part of the upcoming Comprehensive Program Review (CPR), review options where co-op and placement opportunities could be added in each program.	Ongoing	Program Coordinator
	To address the industry gap in customer service, faculty and students should ensure that soft skills are practiced as much as the technical skills in the courses.	Review the course content to ensure the importance of soft skills / customer service skills are covered in all areas.	Ongoing	Program Coordinator
Entrepreneurship and Small Business	Develop strong critical-thinking skills, especially for AI usage.	Review the Program of Study and courses to ensure that there are opportunities to develop critical-thinking skills in discussions and assignments.	Ongoing	Program Coordinator

Finance	Consider implementing Conquest into the program curriculum since NaviPlan's Canadian support system is decreasing, so that students are prepared when entering the workforce.	Review the program and courses to see where Conquest could replace NaviPlan in the curriculum.	Ongoing	Program Coordinator
Human Resources	EDIB mandates should not only be embedded in each course in the Human Resources program, but should also be a stand-alone course, as it is becoming a specific career path for many people within the industry. It could also be a micro-credential option.	Review the courses and overall program to consider if there is an opportunity to include an EDIB course (or micro-credential option), and/or that it is embedded within all of the current courses.	Ongoing	Program Coordinator
International Business	Consider adding the following courses to the program (as courses or as more prevalent topics at a deeper level in the current courses): Leading and Managing Change, and Conflict, Language, and Legal Aspects of International Trade (structure of legal systems, contract law).	Review the Program of Study and course content to determine whether or not the courses can be added.	Ongoing	Program Coordinator
	Incorporate more collaboration opportunities with people already working in the industry. This would provide students with more relevant information on doing business in Canada while	Utilize industry connections to create more opportunities and practical experience for students.	Ongoing	Program Coordinator

	<p>navigating cultural differences in different markets.</p> <p>Review the courses for areas of overlap and imbalances (e.g., focus on exporting versus importing).</p>	<p>Review the courses and Program of Study for overlap.</p>	<p>Ongoing</p>	<p>Program Coordinator</p>
Marketing	<p>Consider how AI tools would impact diversity, equity, inclusion, belonging and Indigenization, both in the program and for the college as a whole.</p> <p>Incorporate 'cultural holidays' so employees and students can learn more about different values and practices of other beliefs and cultures.</p> <p>Relevant financial and budgeting components should be integrated into more projects within the Marketing programs.</p>	<p>Review the program and courses to determine how AI may play a role or impact this area.</p> <p>Review the program and courses to determine if there are areas for additional cultural learning opportunities.</p> <p>Review the projects and assignments to determine where financial components could be added (e.g., simulated experiences).</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>Program Coordinator</p> <p>Program Coordinator</p>
Office Administration	<p>Consider having industry organizations present at Open House and/or Program Information Nights to promote employment opportunities for graduates.</p> <p>Improve the accessibility and diversity aspects of the program (e.g., increase the use of accessibility into</p>	<p>Bring the suggestion to the open house planning committee.</p> <p>Review the Document Production course to find areas where accessibility can be incorporated.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Associate Dean / Program Coordinator</p> <p>Program Coordinator</p>

	<p>assignments within the Document Production course).</p> <p>Update links within the courses to more recent content.</p> <p>Promote organizations that offer flexibility in their hours and work culture to attract more students to both the program and overall industry.</p>	<p>Review the course content for any outdated links.</p> <p>Discuss strategies with recruitment and mention these features when talking to prospective students at Open House and Program Information Nights.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>Program Coordinator</p>
Project Management	Encourage students to do the CAPM right after the program, as it has become more prevalent in job requirements.	Discuss the CAPM and ensure faculty are promoting it to the students.	Ongoing	Program Coordinator
Recreation and Leisure Services	<p>Teach students to respond to the significant increase in negative patron behaviour (aggression and entitlement) which is impacting frontline staff.</p> <p>Align the field placement application process with employer deadlines.</p>	<p>Incorporate de-escalation tactics and stronger customer service skills for students, either through in-class scenarios or external workshops (e.g. CAMH).</p> <p>Remind students to submit their fall field placement applications now.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Program Coordinator</p> <p>Program Coordinator</p>
Sports	It would be helpful if college evaluations reflected industry expectations, such as accountability, absent notices, time management/punctuality and professionalism.	Review course content and evaluation methods to align with industry standards (e.g., accountability, absent notices, time management/punctuality and professionalism).	Ongoing	Program Coordinator

Supply Chain	Incorporate more case studies and industry knowledge in the courses.	Review the course content to identify areas where more case studies could be added.	Ongoing	Program Coordinator
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Faculty of Health Sciences

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Animal Care	March 7, 2024	8 External 4 College Representatives	Green
Communicative Disorders Assistant	April 9, 2024	8 External 4 College Representatives	Green
Dental Programs (DA/DH/Dental Office Administration)	April 2, 2024	8 External 6 College Representatives	Green
Fitness & Health Promotion	March 6, 2024	10 External 6 College Representatives	Green
Massage Therapy Program	April 22, 2024	9 External 4 College Representatives	Green
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	April 5, 2024	8 External 5 College Representatives	Green
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	May 13, 2024	11 External 7 College Representatives	Blue
Pre-Health	April 2, 2024	5 External 11 College Representatives	Red
Practical Nursing/Personal Support Worker and Critical Care Nursing*	October 12, 2023	9 External 9 College Representatives	Green
Recreation Therapy	March 12, 2024	9 External 4 College Representatives	Green

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

Key Recommendations:

Program Area	Recommendation	Action Plan	Status	Responsibility
Animal Care (ACAR)	<p>Consider and identify strategies to better prepare students for expectations, challenges and professionalism at placements.</p> <p>Based on student input, reflect on ways that students are receiving feedback on evaluations within the program and placements.</p> <p>Examine curriculum to determine where enhancements can be made to emphasize and practice communication skills as well as teach about resilience to prepare students for placement and employment.</p>	<p>Enhance content areas of Field Placement prep course to foster critical thinking, problem solving, resilience and professionalism utilizing case scenarios.</p> <p>Review as a program team to ensure students receive timely feedback about tests, assignments and placement to facilitate learning and growth. All faculty looking at using PASS program in DC Connect for automatic updates provided to students on their progress.</p> <p>Curriculum in Field placement and Field Placement prep course further enhanced and structured. Team is also looking more closely at engagement of students with asynchronous content delivery to determine if less asynchronous hours may be more beneficial to students.</p>	<p>Complete - Curriculum revisions incorporated in spring for fall delivery.</p> <p>Complete- Continue to monitor and obtain student input through surveys.</p> <p>In progress /Complete Monitor delivery and engagement with hybrid/asynchronous hours.</p>	<p>Program Coordinator/Program team/Associate Dean</p> <p>Program Coordinator/Program team</p> <p>Associate Dean/Program Coordinator/Faculty team</p>
Communicative Disorders Assistant (CDA)	<p>Review currency of theoretical content to ensure students are informed of best practices and emerging research such as connection between early amplification and cognition.</p>	<p>Faculty and Associate Dean completing comprehensive review of curriculum across the program in the spring to identify areas for further enhancement and updating. Professional development relating to curriculum development also to</p>	<p>Complete – Delivery of changes in process for fall/winter.</p>	<p>Associate Dean/Program Coordinator/Program team</p>

Program Area	Recommendation	Action Plan	Status	Responsibility
	<p>Based on industry feedback consider strategies to further prepare students for communicating with placement partners as well as resume writing.</p> <p>Improve structure, timelines and organization /communication around placements as well as ensure students have ample opportunity to prepare for application of theory to practice.</p>	<p>be provided by CTL members. Program team participated in professional development related to DC Connect, authentic evaluations and course learning outcomes/EES's.</p> <p>Clinical and professional Practice I and II courses reviewed and re-scaffolded in spring to better align with the timing that students will be reaching out to placement agencies and applying and interviewing for placements. Content and evaluation enhancements made to contribute to placement preparedness.</p> <p>Earlier reach out and timelines established for next cohort to secure placements. Additional lab sections will be made smaller in fall to enhance hands-on access as well as approval received for additional sound booths. More authentic and individualized evaluations established within the curriculum as a greater variety of research</p>	<p>Complete curriculum revisions in spring/ Delivery. In Progress for fall and winter.</p> <p>Complete – new timelines and placement structure established, smaller lab groups, purchasing sound booths.</p>	<p>Associate Dean/ Program Coordinator/ Faculty</p> <p>Associate Dean/Field Placement Officer/ Program Coordinator</p>

Program Area	Recommendation	Action Plan	Status	Responsibility
		and problem-based learning incorporated into lab practice.		
Dental Programs (DA/DH/Dental Office Administration/DOFA)	Ensure current technologies such as 3D printing, Crown fabrication, endo technologies and Iterro scanner are incorporated into the curriculum.	Further enhance coverage of new technologies as well as trending business practices in all Dental curriculum to best prepare graduates for industry trends.	Complete	Program teams/Associate Dean
	Provide opportunities for dental reps to showcase new equipment and technologies and connect with DC dental students.	Implement a trade show for all dental students inviting dental company and corporation representatives to connect with students.	Complete – held in spring 2024.	Program Coordinators/Program Teams/technologists
	Include content about new Canadian Dental Care plan (CDCP) into curriculum to prepare students for supporting this in practice.	Ensure this is embedded into practice management courses in DA, DH and DOFA course outlines in Spring 2024.	Complete- added to curriculum.	Program Coordinator/Associate Dean/Faculty
	Examine ways to further incorporate resilience, wellness and EDIB into curriculum delivery.	Spring course outline updates and new program of study reviewed and has included further content and activities in DA, DH and DOFA on EDIB, resilience and wellness.	Complete – review at program meetings on delivery.	Program Coordinator/Associate Dean/Faculty
Fitness and Health Promotion (FITS_FHP)	Consider opportunities provided by the Canadian Forces Welfare (CFW) organization, particularly the Physical Performance Specialists (PSP) branch.	Explore options for internships and collaboration between Canadian Forces morale and welfare and DC FHP program.	In progress	Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
	Review opportunities for partnerships at recruitment events (job fairs) and informal session (speaker series).	Consider opportunities to connect with external partners (i.e. speaker series) and encourage participation and attendance at DC career events.	In progress	Associate Dean/ Program Coordinator/ Program Team
	Consider technology and techniques in labs and courses in areas of wearables as well as skin fold testing to ensure students are prepared for what is used in industry.	Use and apply recently acquired capital (treadmill, Wattbike X), submit capital requests (InBody) and consider future requests (Stye QSTYKU).	In progress	Program Team/ Associate Dean
	Consider opportunity for curriculum enhancement to align with current professional practice.	Include discussion and review of corrective exercise for injury within appropriate courses.	Complete	Program Coordinator/ Program Team
	Consider opportunities for research and collaboration with external partners.	Explore opportunities for DC FHP and/or culinary programs to assist with Seniors Grant for nutrition and healthy cooking.	In progress	Program Team/ Program Coordinator
	Increase awareness of OnTech Bridge program and College of Kinesiology of Ontario.	C. Martins to host a talk for FHP students about College of Kinesiologists of Ontario.	In progress	Program Coordinator
Massage Therapy (MAST)	Ensure that students are provided with comprehensive coverage and practice of treatment planning documentation as well as client communication skills.	Review comprehensiveness of treatment planning in delivery of client care as well as opportunities for students to practice within the program, client care communication scenarios.	Complete- curriculum revisions further incorporate treatment planning and documentation.	Program Coordinator/ Program Team

Program Area	Recommendation	Action Plan	Status	Responsibility
	<p>Obtain client feedback from Spa MAST clients for identifying strengths and areas for improvement.</p> <p>Offer diverse placement experiences to students throughout the program including multidisciplinary sites.</p>	<p>Create and implement a client online survey and provide to all clients by Feb. 2024.</p> <p>Strengthen and continue with new partnerships at Hearth Place Cancer support and Pinewood addiction support as new placements. Seek new placement opportunities, meetings scheduled with Thermea Spa for future placements.</p>	<p>Complete</p> <p>Complete and ongoing.</p>	<p>PC/ Program team</p> <p>Associate Dean/Field Placement officer/Program Coordinator</p>
Occupational Therapist Assistant & Physiotherapist Assistant (OTA_PTA)	<p>Ensure coverage of upper extremity rehabilitation is comprehensive.</p> <p>Program team to explore coaching workshops for students to further prepare them for Placement.</p> <p>Enhance student exposure to equipment they will work with in the field such as pediatric walkers and standers.</p>	<p>Examine upper extremity rehabilitation in curriculum using a grasp tool and cognitive skills.</p> <p>Postpone placement start date by 1 week with students participating in workshops on modality review, anatomy and exercise reviews in Sept. 2024.</p> <p>Program coordinator to submit instructional supply request to attain additional lab equipment and incorporate into lab activities in Fall 2024.</p>	<p>Complete</p> <p>Complete Planning/scheduling complete, Sept. 2024.</p> <p>Complete, submitted and purchased.</p>	<p>Program Coordinator/Program team</p> <p>Program Coordinators/ Associate Dean/Team</p> <p>Program Coordinator/Associate Dean/ Program team</p>
Paramedic, Advanced Care Paramedic and EMSF programs (PPC/ PADV/ EMSF)	<p>Enhance peer supports and extend to EMSF students with first year paramedic students.</p> <p>Explore Micro Credential for Base Hospital Certification.</p>	<p>In fall, seek ways to connect PPC and EMSF for peer supports.</p> <p>Investigate the possibility of creating a formalized Micro Credential program for students</p>	<p>Complete</p> <p>On hold</p>	<p>Program Coordinator</p> <p>Program Coordinator/ Associate Dean/ Program team</p>

Program Area	Recommendation	Action Plan	Status	Responsibility
	Connect alumni with students for real-world insights.	struggling with Base Hospital certification after conditional hire. Re-establish and strengthen mentoring program connecting alumni with current students to provide insights into the challenges of paramedicine.	Complete	Program Coordinator/ Program team
	Evaluate and enhance accessibility of lab facilities, particularly for second-year students who are off campus more frequently.	Consider creating a dedicated time or extending access hours.	Complete	Program Coordinator/ Associate Dean
	Integrate industry-specific resume building and career preparation into the third semester for theory.	Schedule and conduct a resume building session at the beginning of the third semester to enhance students' job preparation skills.	Complete	Program Coordinator/ Program team
	Consideration of Micro Credential for Equivalency Candidates.	Investigate the feasibility and create a plan for a Micro Credential to streamline the certification process for equivalency candidates.	On hold	Program Coordinator/ Associate Dean/ Program team
	Consider regional hiring timelines and alignment with graduation of compressed cohort graduates.	Regional services connecting with PC in the fall to supporting hiring of compressed cohort graduates. Representatives from regional hiring teams may attend course to overview hiring process.	In progress	Program Coordinator/ Program team
	Membership requires review. Move EMSF from the Paramedic PAC and combine	Review memberships and connect with potential new external members to join PAC.	In progress	Program Coordinator/Associate Dean

Program Area	Recommendation	Action Plan	Status	Responsibility
	with PRHS due to the nature that both programs are one-year certificate prep programs and graduates target similar diploma programs.			
Pre-Health Sciences (PHSC, PHSU)	Assess strategies within the program curriculum to best prepare students for college studies and the health programs that they aspire to enter.	Analyze opportunities and strengths through the CPR process in spring and upcoming year. Encourage collaborations with other programs, encouraging students to attend a class in the program of interest.	Complete Complete	Program team Program team
	Balance between online and in-person lectures.	Analyse data and feedback from stakeholders through CPR and report findings at PAC in fall. Consider further discussions to determine the optimal balance for future program success, based on student feedback, program needs, and suitability.	In progress Complete	Program Coordinator/ Associate Dean Program team
	Encourage advising-seeking behavior among students.	Promote and encourage students to actively seek advising for accurate and timely information.	Ongoing	Program team/ Student Advisor
	Revisit assessment mapping for clarity and to avoid scheduling back-to-back tests.	Consider accommodations and communicate options for students facing back-to-back tests. Update the Assessment Map in Spring 2024 to distribute	In progress	Program team

Program Area	Recommendation	Action Plan	Status	Responsibility
	<p>Report on CPR process and changes.</p> <p>Membership requires review. Restructure PAC membership to combine PRHS and EMSF program in one PAC due to the nature that both programs are one-year certificate prep programs and graduates target similar diploma programs.</p>	<p>major assessments to avoid overlaps.</p> <p>Review and discuss the report on the CPR process, ensuring that any recommended changes are implemented appropriately.</p> <p>Review memberships and connect with potential new external members to join PAC.</p>	<p>In progress</p> <p>In progress</p>	<p>Program Coordinator/ Associate Dean/ Program Team</p> <p>Associate Dean / Program Coordinator</p>
<p>Practical Nursing/Personal Support Worker/ Critical Care (PN_PNFL_CC)</p>	<p>Elect a chair.</p> <p>Thank PN and PSW preceptors for providing their expertise and time to our students.</p> <p>Improved pathways for off-track PSW students.</p>	<p>PC to discuss with specific external members and elect at next meeting. The person offering to accept the chair position did not attend the last meeting. We continue to seek out a new chair.</p> <p>Visit placement sites and provide thank you notes, swag in an informal meeting.</p> <p>Curricular change addressed in CPR.</p>	<p>In progress. Chair was to start in fall 2023. As of Jan. 2024, candidate eventually declined and in progress to find another interested individual. Search continues.</p> <p>In progress for fall 2025.</p> <p>In progress for fall 2025.</p>	<p>Program Coordinator</p> <p>Associate Dean/ Program Coordinators/ Student Advisors/ Field Placement Officers</p> <p>Associate Dean/ Program Coordinators/ Student Advisors/ Placement Officers</p>

Program Area	Recommendation	Action Plan	Status	Responsibility
	PSW program to move to course work in semester one and placement in block in semester 2.	Curriculum change addressed in CPR.	In progress for fall 2025.	Associate Dean/Program Coordinators/Student Advisors/ Field Placement Officers/ Faculty team
Recreation Therapy	<p>Look for additional opportunities that will provide valuable experiences in the community and inter-professionally to prepare students for placements.</p> <p>Enhance the content on documentation and client centered care planning in curriculum.</p>	<p>Consider adding a portfolio of community/volunteer experiences as an evaluation in a course.</p> <p>Identify additional learning, content, and activities to prepare students for documentation knowledge and skills required for field placements.</p>	<p>In progress</p> <p>In progress, curriculum revisions in the spring.</p>	<p>Program Coordinator/ Program team</p> <p>Program Coordinator/ Program team</p>

Faculty of Hospitality and Horticultural Science

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Culinary (CMGT/CSKL)	April 15, 2024	4 External 6 College representatives	Blue
Food and Farming (AAGR)	March 25, 2024	10 External 7 College representatives	Green
Horticulture (HORT)	April 8, 2024	8 External 4 College representatives	Green
Event Planning (EVPN) Hospitality - Hotel & Restaurant Operations Management (HROM/HSKL) Hospitality Skills - Event Planning – Tourism (TDMK)	March 19, 2024	15 External 7 College representatives	Green

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

Key Recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Culinary (CMGT/CSK)	Ensure all PAC members have an opportunity to contribute to Industry Questions (below).	To share the industry questions via email and compile responses.	Ongoing	Administrative Assistant
	Compile ideas for developing FOOD IQ Literacy Workshops.	To share contact information so that PAC members can contribute their ideas.	Complete	Associate Dean
	Barrett Centre Initiatives and Communications.	To share link to newsletter portal and social media in order to keep PAC members up to date on activities and opportunities.	Complete	Administrative Assistant
Food and Farming (AAGR)	Ensure all PAC members have an opportunity to contribute to Industry Questions (Questions below).	To share the industry questions via email and compile responses.	Ongoing	Administrative Assistant
	Canadian Food Innovation Network mentorship program recruitment.	To share details to those interested in participating in a mentorship program with students.	Complete	Program Coordinator/ Research Coordinator
	Barrett Centre Unconference inquiries.	To provide information to those interested in learning more about the Barrett Centre Unconference.	Complete	Administrative Assistant/ Associate Dean
	Barrett Centre Initiatives and Communications.	To share link to newsletter portal and social media in order to keep PAC members up to date on activities and opportunities.	Complete	Administrative Assistant
Horticulture (HORT)	Ensure all PAC members have an opportunity to contribute to Industry Questions (Questions below).	To share the industry questions via email and compile responses.	Ongoing	Administrative Assistant

Program Area	Recommendations	Action Plan	Status	Responsibility
Horticulture (HORT)	Call for Chairs for PAC meetings.	If any external member is interested in being the Chair for our Program Advisory Committee meeting, please reach out to either Shane Jones or Kelly O'Brien.	In progress	Program Coordinator / Associate Dean
	Barrett Centre Initiatives and Communications.	To share link to newsletter portal and social media in order to keep PAC members up to date on activities and opportunities.	Complete	Administrative Assistant
Hospitality / Tourism/ Event Planning (HROM/HSK/ EVPN/TDMK) *** In-person event after spring meeting, to allow for networking, hosted a reception with students and PAC members, and organized by an Event Planning capstone student. ***	Ensure all PAC members have an opportunity to contribute to Industry Questions. (Questions below).	To share the industry questions via email and compile responses.	Ongoing	Administrative Assistant
	Compile ideas for developing FOOD IQ Literacy Workshops.	To share contact information for PAC members to contribute their ideas.	Complete	Associate Dean
	Encourage contribution to Tourism-Destination Marketing or EVPN – Event Management program capstone projects and initiatives.	If you have any ideas for the Tourism – Destination Marketing or EVPN – Event Management capstone projects and need a student group to help you out with an initiative, please reach out to Christine Baily.	Ongoing	Program Coordinator
	Barrett Centre Initiatives and Communications.	To share link to newsletter portal and social media in order to keep PAC members up to date on activities and opportunities.	Complete	Administrative Assistant

Industry Questions:

1. Reflecting on the diversity, equity, inclusion and belonging mandates so many industries are pursuing:
 - a. What is your company/industry doing to advance these goals?
 - b. How do you see this changing your recruitment and employee development strategies?
 - c. What can we do at the college to help support your work in this area?

2. Is your industry working toward reconciliation and Indigenization? If yes, in what ways?
 - a. What can we do at the college to help support your work in this area?

Faculty of Media, Art & Design

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	April 11, 2024	10 External 5 College Representatives	Green
Animation – Digital Production, Game Art and Media Fundamentals	May 28, 2024	8 External 4 College Representatives	Blue
Broadcasting for Radio & Contemporary Media	March 26, 2024	7 External 4 College Representatives	Blue
Fine Arts – Advanced and Foundations in Art & Design	May 23, 2024	8 External 4 College Representatives	Green
Graphic Design	April 25, 2024	8 External 6 College Representatives	Green
Interactive Media Design/Interactive Media Design – Web Development	May 15, 2024	8 External 4 College Representatives	Blue
Journalism – Mass Media and Journalism Creative Writing	June 3, 2024	8 External 4 College Representatives	Green
Music Business Management/Music Business Administration	June 6, 2024	7 External 5 College Representatives	Blue
Photography and Video Production	April 2, 2024	9 External 4 College Representatives	Green
Public Relations	June 12, 2024	8 External 2 College Representatives	Green

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

Key Recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Recommend that industry resources such as project management tools are shared within the program for the students.	Faculty to share during F24 – tools such as Monday.com.	In progress	Program Coordinator / Faculty
Animation – Digital Production/Game Art/Media Fundamentals	Recommend that the introduction course in each program breaks down the various job roles within industry. This will allow students to know what their focus should be.	Working with faculty on this; CASO (Computer Animation Studios of Ontario) is doing a joint study with Ontario colleges on this as well.	In progress	Faculty
	Recommend that more guest speakers are introduced in all three programs to showcase industries.		In progress	Faculty
Broadcasting for Radio & Contemporary Media	Recommend that additional studio space is explored for the program.	Examining a partnership with Rogers in Oshawa as stop-gap for studio space.	In progress	Program Coordinator / Executive Dean
	Recommend that the Durham Region International Film Festival information is shared with the students and it will take place on October 24 th to 26 th , 2024.	DRIFF info to be shred.	In progress	Faculty
Fine Arts – Advanced/Foundations in Art & Design	Recommend that students create a proposal around a workshop for the Art Block event that will be taking place downtown Oshawa.	DC will sponsor event happening as part of Convergence on Sept. 21 (includes Art Block).	In progress	Faculty /Student Representatives
Graphic Design	Recommend that writing expressions in After Effects explores using AI.		In progress	Faculty
	Recommend that the integration of Grammarly is explored within the program with the Centre for Teaching and Learning Department (CTL).		In progress	Faculty

Program Area	Recommendations	Action Plan	Status	Responsibility
Interactive Media Design/Interactive Media Design – Web Development	There were no recommendations as quorum was not met.	Review membership. Promote remote and asynchronous attendance at PAC meetings.	In progress	Program Coordinator / Executive Dean
Journalism – Mass Media/Journalism Creative Writing	Recommend that Canva is introduced in the curriculum alongside Adobe InDesign.	Under consideration for Fall; BW to follow-up with faculty.	Pending	Faculty
Music Business Management/Music Business Administration	Recommend that grant writing for an individual versus writing for a company needs to be taught within the curriculum. Recommend that a guest speaker is brought in to speak to the students around the correct LGBTQ+ and Indigenous language.	Identifying space in curriculum. Under consideration with faculty; looking for appropriate individuals.	Pending Pending	Faculty Program Coordinator / Faculty
Photography/Video Production	Recommend that the workflow of projects and assignments is reviewed during the Comprehensive Program Review to avoid overlap.	To be discussed as part of the comprehensive program review.	In progress	Program Coordinator / Executive Dean / Faculty
Public Relations	Recommend exploring data analytics in the new graduate certificate curriculum.	Program team to determine what courses this should be introduced in.	Pending	Faculty / Executive Dean

Faculty of Liberal Studies

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
General Arts & Science Previously General Arts & Science – Liberal Arts	May 1, 2024	9 External 5 College Representatives	Green

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

Key Recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
General Arts & Science	Stagger due dates for major assessments in the GASZ program to reduce the number of competing deadlines.	Review assessment timelines in the General Arts & Science-Science & Engineering Prep (GASZ) program to ensure there isn't too much overlap between courses.	Ongoing	Program Team
	Consider adding final tests in the GAS pathway programs to better prepare students for final exams in university.	Decide which courses in the GAS pathway programs would benefit from having a final test.	Complete	Program Team
	Consider promoting the GAS program to grade 7/8 students as they will now be focusing on backward design planning to plan ahead for the courses they select in high school.	Share the grade 7/8 backward design planning initiative with Communications & Marketing.	Complete	Associate Dean
	Provide detailed information on the first year Communication courses to external committee members. The information will be used for the grade 7/8 backward design planning.	Share the COMM 1100 and COMM 2715 course outlines with committee members.	In progress	Program Coordinator

Professional and Part-time Learning

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Mental Health & Addictions PAC	Two attempts to hold a meeting, failed to achieve quorum	7 External 2 College Representatives	Red

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

Key Recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Mental Health & Addictions	<p>Meetings were scheduled and organized for April 17, 2024 and May 22, 2024.</p> <p>However, neither proceeded due to a lack of quorum.</p>	<p>We are currently working with the Office of the Vice-President Academic & Students to reconfigure this PAC.</p> <p>It is anticipated that some members will choose to participate in a newly formed PAC to support the Mental Health for Health Care Workers program which is being developed in collaboration with Humber Polytechnic and funded by the Barrett Family Foundation.</p> <p>Other members may be interested in joining other PACs at Durham College.</p> <p>The PPL leadership team will work with the current members to ensure that they are provided with appropriate guidance during this transition.</p>	Developing communication and transition plan.	Executive Dean, Liberal Studies and Professional and Part-time Learning

Faculty of Social & Community Services

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status ¹
Conflict Resolution & Mediation	February 12, 2024	8 External 5 College Representatives	Green
Community (ADMH/SSW)	March 20, 2024	9 External 10 College Representatives	Green
Firefighter – Pre-service, Education and Training	February 6, 2024	10 External 7 College Representatives	Green
Child and Youth Care	March 7, 2024	8 External 8 College Representatives	Green
Developmental Service Worker	February 7, 2024	9 External 5 College Representatives	Green
911 Emergency & Call Centre Communications	February 29, 2024	9 External 6 College Representatives	Green
Law Clerk Advanced	February 14, 2024	10 External 9 College Representatives	Green
Community Integration Through Co-operative Education	February 21, 2024	9 External 5 College Representatives	Green
Victimology/Youth Justice & Intervention	March 4, 2024	10 External 6 College Representatives	Green
Behavioural (ATBS/BHTN/HBBS)	March 27, 2024	10 External 12 College Representatives	Green
Early Childhood Education	March 19, 2024	10 External 7 College Representatives	Green
Paralegal	March 26, 2024	10 External 10 College Representatives	Green
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	March 13, 2024	10 External 13 College Representatives	Green
Honours Bachelor Community Mental Health	April 5, 2024	9 External 4 College Representatives	Green
Fire Prevention and Technology	April 2, 2024	9 External 7 College Representatives	Green

¹ Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Conflict Resolution & Mediation	Investigate simulated role play that meets OAFM requirements.	Add opportunities for role play to the program.	In progress	Program Coordinator
	Provide update on asynchronous law course.	This will be evaluated further during APR.	Upcoming	Program team
Community (ADMH/SSW)	Provide an update on alumni mentoring for ADMH students.	Update on the progress of this initiative.	In progress	Program team
	Investigate collaboration between SSWK and ADMH for peer-sharing workshop.	Consider ways to collaborate between programs.	In progress	Program team
Pre-Service Firefighter – Education & Training	Share information with students regarding Fire Service Women Ontario.	Invite Guest Speaker.	In progress	Program Coordinator
	Investigate the potential of developing additional credentials for students.	Investigate how to offer NFPA 1031 or 1035 certifications to students.	Ongoing	Associate Dean/Program Team
Child and Youth Care	Provide opportunity for students to create case studies for collaboration.	Increase engagement and active learning.	In progress	Program Coordinator/Program Team
	Provide an update about the Kognito replacement.	Replace Kognito as it is no longer supported and provides case studies for students.	Ongoing	Program Coordinator/Program Team

Program Area	Recommendations	Action Plan	Status	Responsibility
Developmental Service Worker	Connect with Region of Durham to arrange APSW guest speakers.	Arrange additional guest speakers for students.	In progress	Program Coordinator/Program Team
	Continue to emphasize the importance of professional practice with students entering field placement.	Reinforce the importance of professional practice with students.	In progress	Program Team
911 Emergency & Call Centre Communications	Share with students that they should reach out to HR department if they don't pass CritiCall.	Share advice with students who did not successfully complete CritiCall in the recruitment process.	In progress	Program Coordinator/Program team
	Provide update on the 2024 participation in NFPA 1225.	Report on participation in this additional certification.	In progress	Program Coordinator
Law Clerk Advanced	Confirm current court forms are being used in the program.	Ensure updated forms are being used as examples in class to provide students' relevant practice.	In progress	Program Coordinator
	Connect with PAC members regarding consultation and program development.	Consult with PAC members for development of the new courses.	In progress	Program Coordinator
Community Integration through Cooperative Education	Ensure there are student participants at the fall meeting.	Learning facilitators will work with students to ensure they are able to attend.	In progress	Program team
	Provide update on APR at fall meeting.	Update on outcome of Annual program review to be shared.		Lead Facilitator
Victimology/Youth Justice & Intervention	Communicate placement expectations with students so they can work early with the host to develop goals.	Students feel that they would benefit from early documented information about placement expectations.	In progress	Program Team

Program Area	Recommendations	Action Plan	Status	Responsibility
Behavioural Sciences	Provide update on changes implemented in the HBBS POS.	Update members on the outcomes of these changes.	In progress	Program Team
	Continue progress and planning for the Behavioural Sciences Clinic.	Provide an update on the progress for this clinic.	In progress	Program Team
Early Childhood Education	Follow up regarding placements with pedagogical leads.	Connect with J. Bagshaw and H. Mott from PAC.	In progress	Program Coordinator
	Investigate school-aged and home childcare, based placements.	Evaluate options for non-standard placement types.	In progress	Program Coordinator
Paralegal	Evaluate addition of Mental Health & Addiction content.	Provide update.	In progress	Program Team
	Consider field trip to courthouse.	Provide update.	In progress	Program Team
Police Foundations, Protection Security & Investigations, Advanced Law	Share trend of drone use in law enforcement in course material.	Provide students with knowledge to prepare them for trends in the workforce.	In progress	Program Team
	Provide update on simulator use.	Continue to evaluate ways to embed the simulator in the program.	In progress	Program Team
Honours Bachelor Community Mental Health	Consider self-care and resiliency information.	Investigate adding this to the curriculum.	In progress	Program Coordinator
	Confirm a chair for the next meeting.	Confirm a chair.	In progress	Program Coordinator

Program Area	Recommendations	Action Plan	Status	Responsibility
Fire Prevention and Technology	Increase time to adapt to teaching methods.	Update for the FLST lab.	In progress	Program Coordinator
	Consider adding Building Code Identification Number (BCNI) preparation to the curriculum.	Provide students with some knowledge in this area.	In progress	Program Coordinator

Faculty of Science, Engineering and Information Technology

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status
Architectural Technology, Civil Engineering Technician/Technology, Honours Bachelor Construction Management	March 20, 2024	9 External 11 College Representatives	Green
Biomedical Engineering Technology	March 26, 2024	7 External 4 College Representatives	Green
Biotechnology – Advanced and Fast-track	March 18, 2024	4 External 6 College Representatives	Blue
Chemical Engineering Technology / Chemical Laboratory Technician	April 3, 2024 & June 5, 2024	11 External 6 College Representatives	Green
Cloud Computing	April 16, 2024	8 External 4 College Representatives	Green
Computer Programming cluster	March 21, 2024	8 External 7 College Representatives	Green
Computer Systems	April 17, 2024	8 External 6 College Representatives	Green
Electronics Technician/Technology	None yet due to lack of quorum	7 External 5 College Representatives	Red
Electromechanical Engineering Technology	March 26, 2024	9 External 6 College Representatives	Green
Emerging Technologies	May 23, 2024	7 External 6 College Representatives	Green
Environmental Technology	March 4, 2024	10 External 6 College Representatives	Green
Environmental Health and Safety Management	March 28, 2024	10 External 4 College Representatives	Green
Mechanical Engineering Technician/Technology	March 2, 2024	10 External 5 College Representatives	Green
Mechanical Engineering Technician - Non-Destructive Evaluation	April 2, 2024	5 External 5 College Representatives	Green

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status
Pharmaceutical Science	April 2, 2024	10 External 3 College Representatives	Green

Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key Recommendations:

Program Area	Recommendation	Action Plan	Status	Responsibility
Architectural Technology, Civil Engineering Technician/Technology, Honours Bachelor Construction Management	For next PAC meeting, the PAC members have recommended an in-person meeting and lab tours.	The Associate Dean, Science and Engineering programs, will ask Administrative Assistant to organize an in-person meeting and program coordinators to have lab tours arranged for the PAC members, at the next meeting.	Complete	Associate Dean, Science and Engineering programs
	Invite PAC members to see the final-year capstone projects.	Invite the PAC members to event.	Complete	Program Coordinators
	Increase architecture external membership as a number timed out in the last year.	Members will send to the program coordinator PAC member recommendations.	In progress	External members
Biomedical Engineering Technology	Mentorship between students and career professionals.	Members expressed interest in building a mentorship program between students and career professionals .	In progress	Program Coordinator
	Provide information with committee for in-kind donations.	Manager of SEIT to reach out to committee members for apparatus donations and share process.	In progress	Manager
	Placement information; paid vs unpaid.	Placement Officer to inform employers that field placement students can be paid for their placements.	Ongoing	Placement Officer

Program Area	Recommendation	Action Plan	Status	Responsibility
Biotechnology - Advanced and Fast-track –	No recommended actions identified.			
Cloud Computing	Update on accurate graduation and employment rates.	At the time of the meeting, the Cloud Computing stream had its inaugural run, the Associate Dean will provide an update on current graduation and employment rates of students as it becomes available.	In progress	Associate Dean
Computer Programming	Elect new chair.	Members to elect a new chair.	Completed	External Members
	Invite two new members.	Two new members to be invited to attend the Winter meeting.	In progress	Program Coordinator
	Investigate strategies to embed generative AI within curriculum, and establish criteria for acceptable use.	Program team will review and make recommendation.	In progress	Program Coordinator
Computer Systems	Evaluate the introduction of Software Defining Networks (SDN) into curriculum.	Program team will review and make recommendation.	In progress	Program team
	Evaluate introduction of “Unified communications” course content instead of Voice over IP (VoIP).	Program team will review and make recommendation.	In progress	Program team
Electronics Engineering Technician /Technology	PAC meeting did not take place due to lack of quorum.			

Program Area	Recommendation	Action Plan	Status	Responsibility
Electromechanical Engineering Technology	Members expressed interest for students to attend PACK EX Toronto event.	Program Coordinator to research event held in November 2025.	Fall PAC	Program Coordinator
	Automation videos for recruitment purposes.	Faculty requested videos on automation from members to use in program recruitment materials; approval was received.	Fall PAC	External members
Emerging Technologies	Investigate the use of Chat GPT as an educational tool.	PCs will continue to investigate the use of Chat GPT as an educational tool and establishing acceptable-use criteria within programs.	In progress	Program team
Environmental Technology/Fast-track	No recommended actions identified.			
Environment Health and Safety Management	No recommended actions were identified.			
Mechanical Engineering Technician and Technology –	New information regarding new technology in the field.	PAC members to bring back new information regarding new technology in the field.	In progress	External members
Mechanical Engineering Technician – Non-Destructive Evaluation	Replace PAC members.	Off-board PAC members that have reached their membership limit and onboard new members.	In progress	Associate Dean
	PLO Similarity between NDE and METC program.	Program coordinator and external members to work together to maintain similarity	In progress	External members and Program Coordinator

Program Area	Recommendation	Action Plan	Status	Responsibility
		between NDE and METC program learning outcomes.		
Pharmaceutical Science	Recruit a student for the next meeting.	Plan to have at least 1 student present for the next meeting.	In progress	Program Coordinator
	Lab and campus tours for external members.	Associate Dean to meet with Program Coordinator to discuss Fall PAC meeting for labs and campus tours for external members.	In progress	Associate Dean and Program Coordinator

Faculty of Skilled Trades and Apprenticeship

PAC - Program / Program Cluster	Meeting date during this reporting period	Membership	Status
Automotive Technician – Service and Management (MPTN)	April 25, 2024	4 External 3 College Representatives	Yellow
Building Construction Technician (BDCT) Carpentry and Renovation Technician (RENO)	May 15, 2024	6 External 5 College Representatives	Blue
Crane Operation, Rigging & Construction Techniques (CORC)	Meeting was not held in the due to lack of quorum.	8 External 4 College Representatives	Yellow
Electrical Engineering Technician (EETN) Electrical Techniques (ELEC)	April 10, 2024	7 External 4 College Representatives	Green
Heating, Ventilation, Air Conditioning Techniques (HVAC) Gas Technician 2 (GFIT)	March 12, 2024	7 External 4 College Representatives	Green
Mechanical Technician – Millwright (MTMW)	April 10, 2024	5 External 4 College Representatives	Blue
Mechanical Technician – Elevating Devices (MTED)	April 4, 2024	11 External 7 College Representatives	Green
Mechanical Technician – Plumbing (MPLU)	April 3, 2024	9 External 5 College Representatives	Green
Power Engineering Technician (PETN)	April 11, 2024	5 External 5 College Representatives	Yellow
Welding Techniques (WETN)	April 17, 2024	7 External 4 College Representatives	Green

Green: Very active and engaged PAC with diverse membership representing a cross-section of industry.

Blue: Active and engaged PAC; membership requires review.

Yellow: Moderately active and engaged PAC with reasonably diverse membership.

Red: PAC that requires attention and review of membership.

Key recommendations:

Program Area	Recommendations	Action Plan	Status	Responsibility
Automotive Technician – Service and Management (MPTN)	Improve PAC member attendance.	Check in with PAC members who have not shown up to meetings.	In progress	Administrative Assistant/ Associate Dean
Building Construction Technician (BDCT)	Improve PAC member attendance.	Check in with PAC members who have not shown up to meetings.	In progress	Administrative Assistant/ Associate Dean
Carpentry and Renovation Technician (RENO)	Increase the engagement with PAC members.	Find ways to make PAC members more involved.	In progress	Administrative Assistant/ Associate Dean
	Gather feedback from employers on students in the workforce.	Invite Devon Bowman to an upcoming agenda and ask for feedback from students he has taken on.	Planned	Administrative Assistant/ Associate Dean
Electrical Engineering Technician (EETN)	PAC would like to know more about co-op changes.	Anna to share co-op details for distribution.	In progress	Administrative Assistant
Electrical Techniques (ELEC)	PAC would like to have additional co-op questions answered.	AD to share questions from PAC with the co-op office.	In progress	Associate Dean
Welding Engineering Technician (WETN)	POS Changes to WETN Program	PC to bring new and approved POS Changes.	In progress	Program Coordinator

Program Area	Recommendations	Action Plan	Status	Responsibility
Power Engineering Techniques – 4 th Class (PETN)	New chair to be selected	Chair selection added to agenda in Fall 2024 meeting.	Complete	Administrative Assistant
	Information sharing Education Forum	Craig to share invite to the Education Forum when it comes around next with everyone.	In progress	External Member
	Results sharing PETN graduates survey	PETN grad survey results to be shared with PAC members.	In progress	Associate Dean
Mechanical Techniques - Plumbing (MPLU)	Plumbing code seminar course	Implement a new plumbing code seminar course in the MPLU program.	In progress	Associate Dean/ Program Coordinator
	Pipe fitting courses	Evaluate the feasibility of integrating pipe fitting into the MPLU program.	In progress	Associate Dean/ Program Coordinator
	Industry tool list sharing	J. Carter, to share tool list with college for comparison to classroom/lab tools.	In progress	External Member
Heating, Ventilation and Air Conditioning Techniques (HVAC) Gas Technician 2 (GFIT)	External members strongly recommend Durham College to host 313D Training	Once 313D TDA application is written, will share details with PAC and ask for Letters of Support.	Ongoing	Associate Dean/ External Members
	Equipment donations from industry	Shayne to provide list of items still required for equipment donation.	Ongoing	Program Coordinator/ External Members
	Vendor Fair Involvement	Vithusa to provide details and contact information to all PAC members for Vendor fair on April 3, 2024.	Complete	Administrative Assistant

Program Area	Recommendations	Action Plan	Status	Responsibility
Crane Operation, Rigging and Construction Techniques (CORC)	Note: PAC meeting in Spring 2024 did not occur due to lack of quorum.	Improve PAC member attendance.	In progress	Administrative Assistant/ Program Coordinator/ Associate Dean
Mechanical Technician – Elevating Devices (MTED)	MTED labs to follow Industry standards regarding hard hats	Durham College to implement hard hats as mandatory equipment in the lab space.	In progress	Associate Dean/Program Coordinator
	Information sharing – Skills Ontario	Miranda to send out Skills Ontario information to external members.	Complete	Administrative Assistant
	Increase Industry involvement	Durham College to invite industry members as guest speakers.	In progress	Program Coordinator
	BOG questions to be shared with PAC members	Miranda to send out link to survey for Board of Governors questions, external members to respond to survey.	Complete	Administrative Assistant
Mechanical Technician – Millwright (MTMW)	Millwright union intake timing support	Provide end of schooling dates for student intakes so that support from Kevin can be provided.	Complete	Associate Dean/ Administrative Assistant
	Standardized practices and material for millwright program	Discuss with other colleges on what they are currently using and teaching.	Ongoing	Program Coordinator/ External Member



BRIEFING NOTE

To: Board of Governors

From: Dr. Elaine Popp, President

Date: September 30, 2024

Re: New Directives Issued by the Ministry of Colleges and Universities

1. **Costs of Educational Material Directive Issued August 2024**

a) **Background**

On August 16, 2024, the Ministry of Colleges and Universities (MCU) issued a directive under the Ministry of Training, Colleges and Universities Act (MTCU Act) regarding the costs of educational materials. The directive aims to ensure transparency and consistency in publishing educational costs, making it easier for students and their families to access this information.

b) **Key Elements of the Policy**

Institutions must include the following information in course syllabi:

- **Individual Costs:** Each textbook or learning material must be individually priced. If the current year's cost is unavailable, the most recent cost should be provided with a note indicating potential changes.
- **Second-Hand Restrictions:** Indicate whether there are any restrictions on using second-hand copies of textbooks or other learning materials.

c) **Interim Compliance Measures**

DC has added the following language to the General Course Outline Notes section of our course outlines as an interim measure. This will be implemented for the Winter 2025 course outline publication:

In compliance with the Directive on the Costs of Educational Material under the Ministry of Training, Colleges and Universities Act (MTCU Act), please visit this link to determine textbook costs:

<https://durham.bookware3000.ca/course-materials/textbook-search>.

Please speak with your professor to determine if prior versions of a textbook are acceptable.

This interim measure ensures basic compliance until we develop a more permanent solution using our upcoming new course outline management system.

d) Compliance Monitoring

The directive mandates annual reporting to governing boards on the previous year's implementation, including:

- **Compliance Percentage:** The percentage of courses that included textbook and learning material costs in their syllabi. If less than 100%, the report should outline plans to achieve full compliance.
- **Communication Summary:** A summary of current and planned communications to students regarding where to find information on educational costs.

This information will be presented alongside the report on proposed Tuition and Ancillary Fees.

2. Anti-Racism/Anti-Hate Directive issued September 2024

a) Background

The Strengthening Accountability and Student Supports Act, 2024 received Royal Assent on May 16, 2024. This legislation amended the MTCU Act with new requirements for Ontario's publicly-assisted colleges and universities to have policies and rules that describe how each institution will address and combat racism and hate, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia.

b) Key Elements of the Policy

At a minimum, institutional policies must:

- i. Describe how the institution will address and combat racism and hate at the institution. This can be stand alone or embedded into existing policies.
- ii. Be available on a centralized platform for the campus community to access, whether stand alone or embedded into existing policies.

- iii. Apply to students, faculty, staff, management and visitors, including guest speakers.
- iv. Take a human rights approach, in alignment with the Ontario Human Rights Code (OHRC).
- v. Reflect the obligation of post-secondary institutions to both proactively assess and address signs of systemic discrimination, and respond to, investigate and remedy claims of discrimination or harassment which are raised in a timely, effective and proportionate manner.
- vi. Outline institutional commitments to campus community with respect to anti-racism/anti-hate.
- vii. Identify intersections between anti-hate/anti-racism and academic freedom/scholarly independence/freedom of speech and expression, and how these principles are operationalized.
- viii. Identify proactive measures to create an inclusive environment free from discrimination and hate.
- ix. Include a detailed outline of a complaint mechanism for complaints filed by members of the institutional community that:
 - considers OHRC guidance on complaints processes;
 - reflects the needs and composition of DC community including those who would be targets of racism and hate;
 - protects privacy and confidentiality of complainants;
 - advances a culture of tolerance, inclusion, respect and dialogue that supports complaints without repercussions;
 - recognizes the Ontario Ombudsman as an option to address any complaint not addressed via institutional processes;
 - details each step in the process including intake, institutional assessment, complaint review, interim measures, decision and outcome, and appeals;
 - identifies an avenue to accept anonymous complaints, the gathering and reviewing of information, and the use of findings to inform the creation of an inclusive campus culture; and

- specifies the content for an annual report to the Board of Governors.

c) Processes

Institutional policies must:

- a) Conduct a broad current state review of all relevant existing policies, website content, programs etc. to determine alignment and identify existing gaps.
- b) Hold transparent consultations with the campus community (particularly those typically targeted for racism/hate) to identify institutional needs and priorities.
- c) Develop and implement strategies to address specific forms of hate as identified through data collection, review and consultations.
- d) Consider additional options in policy design, such as:
 - consulting best practice resources on human rights, and anti-racism;
 - providing training to the campus community on policies and rules, including obligations and the complaints process; and/or
 - engaging the student union to encourage policies which align with the institution's ant-racism/anti-hate policies and rules.

d) Compliance Monitoring

Institutions must:

- a) Publish policies and rules on the institutional website and furnish a paper copy of the report to anyone who requests it.
- b) Review policies at least once every five years, and amend as appropriate.
- c) Report annually to the Board of Governors on implementation and effectiveness of anti-racism/anti-hate policies and rules in the preceding year.
- d) Beginning January 31 2026, make the report publicly available on a dedicated webpage of the institutional website, and submit the report to the Minister by January 31 each year via psepolicy@ontario.ca

- e) This report, at minimum, should contain the following information in a way which attends to privacy and confidentiality:
- the number and type of complaints reported by students, faculty and staff, including a general categorization of complaints (e.g.: number of complaints which do not proceed to the review stage);
 - as applicable, the associated OHRC group (e.g.: ethnicity, sexual orientation, gender) and sub-category (e.g. anti-Semitism);
 - outcomes of reported incidents, including response and resolution timelines, findings of investigations, disciplinary measures taken, and any involvement of law enforcement;
 - as required by the Minister, any additional information regarding the institution's activities to achieve the directive's requirements and expectations;
 - compliance with further MCU directives on specific topics to be addressed or elements to be included within a specified time period; and
 - implementation of all requirements by January 31, 2025

3. Student Mental Health Directive issued September 2024

a) Introduction

The Strengthening Accountability and Student Supports Act, 2024 received Royal Assent on May 16, 2024. This legislation amended the MTCU Act with new requirements for Ontario's publicly-assisted colleges and universities to have a student mental health policy in place. Policies must describe the programs, services, and supports available with respect to student mental health.

The policy must detail the programs, services, and supports available to students regarding mental health, must be published on the Durham College (DC) website, and copies must be provided upon request.

The student mental health policy will be reviewed at least once every five years and amended as needed.

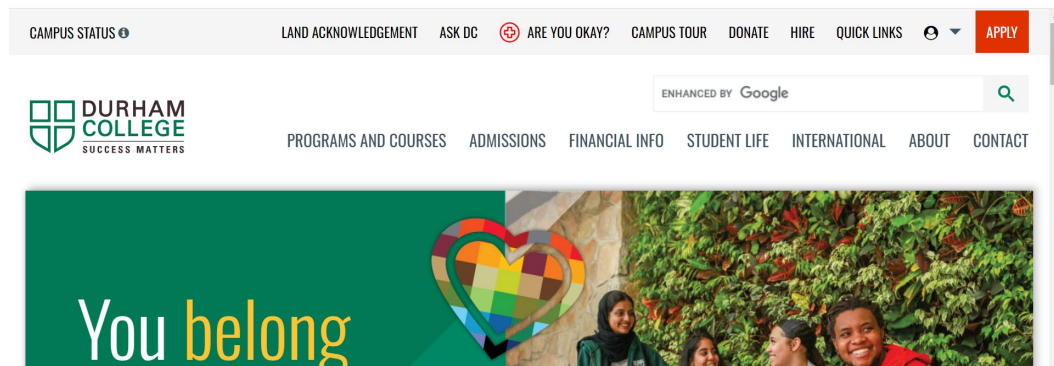
An annual report must be submitted to the Board of Governors on the policy's implementation and effectiveness in the preceding year.

The Minister of Colleges and Universities issued directives specifying topics or elements that must be included in these policies. The objectives are to:

- Improve consistency across the sector while supporting flexibility;
- Leverage evidence-informed approaches and best practices;
- Increase student awareness of and access to mental health services and supports;
- Foster positive student experiences and thriving campus communities, optimizing academic and labour market success.

b) Minimum Requirements

The student mental health policy must provide a centralized platform where students can easily access all necessary information. **(DC has the [Are You Okay](#) webpage)**



Policies should align with legislative and directive requirements and be informed by best practices such as:

- The National Standard of Canada for Mental Health and Well-being for Post-secondary Students.
 - [DC's Mental Health and Well-Being Framework](#) was designed using the CSA Group's Z2003:20 National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students along with the recommendations provided by the Centre of Innovation for Campus Mental Health (CICMH);

- The Okanagan Charter: An International Charter for Health Promoting Universities and Colleges.
 - This charter was used as a reference for guiding principles though DC is not a signatory. [DC offers Health and Wellness Promotions](#);
- Resources like the Centre for Innovation in Campus Mental Health (CICMH), Best Practices in Canadian Higher Education, and the Canadian Health Promoting Campuses Network.
 - DC regularly utilizes CICMH training, forums and toolkits.

c) Key Elements of the Policies

All student mental health policies must include:

- Student-centred principles: Commitments to the mental health and well-being of the student population;
- Access to information: Clear pathways to programs, policies, services, and supports on campus and in the community;
- Privacy and confidentiality: Protocols to protect the privacy of individuals accessing mental health services;
- Holistic approaches: A range of measures from mental health promotion (e.g., stress reduction, mental health literacy) to intervention and crisis response.

d) Processes

Institutions are required to:

- Assess the current state, including data, policies, services, and programs, to identify strengths and gaps.
 - The College Wellness Committee completed a gap analysis of services in 2023-2024 using CICMH guidelines;
- Conduct recent consultations with key stakeholders, including students, to identify campus priorities.
 - DC participates in the [Canadian Campus Wellbeing Survey](#) every two years and requests service feedback with students regularly;

- Ensure equitable access and culturally safe supports.
 - Staff from the Office of Equity, Diversity and Inclusion, the First Peoples Indigenous Centre, and the Access and Support Centre are contributing members on the College Wellness Committee;
- Integrate mental health policy components across the institution.
 - DC's [Wellness Directory](#) is a good demonstration of this approach;
- Develop partnerships to provide referrals and specialized services beyond institutional capacity.
 - DC has partnerships with many community agencies such as Ontario Shores Centre for Mental Health Sciences, Canadian Mental Health Association Durham, Durham Rape Crisis Centre, Lakeridge Health and Durham College Student Association's Support Hub.

e) Compliance Monitoring

The MCU will monitor compliance with the Act and its directives, ensuring all institutions adhere to the outlined accountabilities. Institutions are expected to demonstrate an ongoing commitment to enhancing student mental health through these policies.

Directive	Effective and Reporting Requirements	Expected Reporting to the Board
Cost of Education Materials	Effective for all courses beginning January 2025	February 2025
Anti-Racism/Anti-Hate	<p>Effective immediately and all requirements must be implemented by January 31, 2025</p> <p>Public report must be posted by January 31, 2026 and every January 31st thereafter</p>	December 2025
Student Mental Health	<p>Effective immediately and all requirements must be implemented by January 31, 2025</p> <p>Public report must be posted by January 31, 2026 and every January 31st thereafter</p>	December 2025