



## Durham College of Applied Arts And Technology Public Meeting of the Board of Governors

### AGENDA

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

**Date: Wednesday, April 9, 2025**

**Time: 6:00 p.m.**

**Location: Oshawa Campus, Durham College Boardroom, A144**

Timing	Item	Page No.
6:00 p.m. to 6:02 p.m.	1. <b>Call to Order</b>	
6:02 p.m. to 6:04 p.m.	2. <b>Land Acknowledgement – Governor Parikh</b>	
6:04 p.m. to 6:06 p.m.	3. <b>Conflict of Interest Declarations</b>	
	4. <b>Presentations</b>	
6:06 p.m. to 6:08 p.m.	5. <b>Consent Agenda</b>	1 to 18

#### **Recommendation**

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

- 5.1 Approval of Public Session Agenda – April 9, 2025

#### **Recommendation**

That the public agenda for the April 9, 2025, Board of Governors meeting be approved as presented.

- 5.2 Approval of Public Minutes from the Board of Governors Meeting of February 12, 2025

#### **Recommendation**

That the public minutes from the February 12, 2025 Board of Governors meeting be approved as presented.



## Durham College of Applied Arts And Technology Public Meeting of the Board of Governors

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Timing	Item	Page No.
	<p>5.3 Approval of Public Minutes from the Board of Governors Meeting of March 26, 2025</p> <p><u>Recommendation</u> That the public minutes from the March 26, 2025 Board of Governors meeting be approved as presented.</p>	
	<p>5.4 Report of the Governance Review Committee – March 10, 2025</p> <p><u>Recommendation</u> That the March 10, 2025 report of the Governance Review Committee be received for information and the following resolutions be adopted:</p> <ol style="list-style-type: none"><li>1. That based on GOV-2025-08, the proposed updates to By-law No. 2 be approved as presented;</li><li>2. That based on GOV-2025-09, the proposed updates to Board Policy: Whistleblowing be approved as amended;</li><li>3. That based on GOV-2025-10, the proposed updates to Board Policy: Committee Terms of Reference be approved as presented;</li><li>4. That based on GOV-2025-11, the proposed updates to Board Policy: Roles and Duties of Officers be approved as presented.</li></ol>	
6:08 p.m. to 6:13 p.m.	<b>6. Report of the Board Chair</b>	
6:13 p.m. to 6:15 p.m.	<b>7. Co-Populous Governors' Report</b>	



**Durham College of Applied Arts And Technology  
Public Meeting of the Board of Governors**

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Timing	Item	Page No.
	<b>8. Decision Items</b>	
6:15 p.m. to 6:45 p.m.	<b>8.1 2025-2030 Strategic Plan – E. Popp, C. Beam, T. Doyle</b>  <u>Recommendation</u> It is recommended to the Durham College Board of Governors:  That based on Report BOG-2025-40, the 2025-2030 Strategic Plan be approved.	19 to 24
6:45 p.m. to 7:05 p.m.	<b>8.2 Public Report of the Audit and Finance Committee - March 10, 2025 – B. MacCheyne</b>  <u>Recommendation</u> That the Audit and Finance Committee recommends to the Durham College Board of Governors:  That based on Report FIN-2025-10:  <ol style="list-style-type: none"><li>1. The 2025-2026 balanced operating budget and the 2025-2026 capital budget of \$8,144,000, be approved;</li><li>2. That this report be released publicly with the operating budget to be reviewed and approved by the Durham College Board of Governors during its public session on April 9, 2025; and,</li><li>3. That the approved 2025-2026 Operating and Capital Budget be submitted to the Ministry of Colleges and Universities by the deadline.</li></ol>	25 to 26

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Timing	Item	Page No.
7:05 p.m. to 7:15 p.m.	<p>8.3 New Program of Instruction: Marketing Management and Artificial Intelligence and Automation – J. Choi and C. Italia</p> <p><u>Recommendation</u> It is recommended to the Durham College Board of Governors:</p> <p>That in accordance with Report BOG-2025-37, the Marketing Management – Artificial Intelligence and Automation Ontario College Graduate Certificate program be approved.</p>	27 to 66
7:15 p.m. to 7:25 p.m.	<p>8.4 Major Program Change – Data Analytics for Business Decision Making – J. Choi and C. Italia</p> <p><u>Recommendation</u> It is recommended to the Durham College Board of Governors:</p> <p>That in accordance with Report BOG-2025-24, the major program changes for Data Analytics for Business Decision Making be approved.</p>	67 to 76
7:25 p.m. to 7:30 p.m.	<p>8.5 Post-Election Report: Student Governor and Support Staff Governor – K. Chakravarthy</p> <p><u>Recommendation</u> That based on Report BOG-2025-31:</p> <ol style="list-style-type: none"> <li>1. That the Board of Governors ratify the results of the Student Governor Election, and Megan Bent be confirmed as the Student Governor for a one-year term effective September 1, 2025; and,</li> <li>2. That the Board of Governors ratify the results of the Support Staff Governor Election, and Melissa Bosomworth be confirmed as the Support Staff Governor for a three-year term effective September 1, 2025.</li> </ol>	77 to 81



## Durham College of Applied Arts And Technology Public Meeting of the Board of Governors

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Timing	Item	Page No.
	<b>9. Discussion Items</b>	
7:30 p.m. to 7:40 p.m.	9.1 Final Update on the 2024-2025 Business Plan – B. St. George	82 to 143
7:40 p.m. to 7:45 p.m.	<b>10. Information Items</b>	
	10.1 Update on the Durham College Alumni Association	144 to 152
	10.2 President's Update – April 2025	153 to 165
	10.3 2023-2024 Audited Financial Statements for the Durham College Student Association	166 to 183
	10.4 Provincial Election Review and Federal Election Progress	184 to 187
7:45 p.m. to 7:50 p.m.	<b>11. Upcoming Events</b>	
	<ul style="list-style-type: none"> <li>Durham College Open House – Oshawa and Whitby Campuses – April 12, 2025 from 10:00 a.m. to 2:00 p.m.</li> <li>Board Chair and Vice Chair Elections; Nominations (April 14 to 17); Voting (April 21 and 22)</li> <li>Board Learn More Session: External Relations at Durham College – April 17, 2025, at 5:30 p.m. (MS Teams)</li> <li>Completion of the Annual President's Evaluation Survey - April 21 to 25, 2025</li> <li>Young Women in Science, Technology and Trades Conference – April 24 (Oshawa) and April 25 (Whitby)</li> </ul>	



**Durham College of Applied Arts And Technology  
Public Meeting of the Board of Governors**

**AGENDA**

Timing	Item	Page No.
	<ul style="list-style-type: none"><li>• Board Professional Development Session – Effective Communication in a Multicultural Environment – May 7, 2025 at 4:00 p.m. (before the May 7 Board meeting)</li><li>• All Employee Day at Durham College – May 21, 2025 at 9:00 a.m. (Oshawa Campus)</li></ul>	
7:50 p.m. to 7:52 p.m.	<b>12. Move to In-Camera Session</b>	
9:20 p.m. (approx.)	<b>13. Adjournment</b>	

# **Consent Agenda**

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The following items will be approved with one motion unless an item is pulled for discussion.



**Durham College of Applied Arts And Technology  
Board of Governors Regular Meeting  
Public Session Minutes**

**Date: Wednesday, February 12, 2025**

**Time: 6:00 p.m.**

**Location: Oshawa Campus, Durham College Boardroom, A144**

**Members Present:**

Lisa Allen  
Brandon Bird  
Melissa Bosomworth  
Jim Brown (attended virtually)  
Alison Burgess  
Kalyan Chakravarthy (attended virtually)  
Jeff Dornan  
Kelly Doyle  
John Ecker  
Ian Murray (attended virtually)  
Riya Parikh (attended virtually)  
Elaine Popp  
Peter Pryce  
Kwende Thomas (attended virtually)  
Nathan Wilson

**Members Absent:**

Jerry Ouellette  
Dwight Townsend

**Staff Present:**

Jean Choi, VP, Academic and Students  
Rick Hutchinson, VP, Strategic Infrastructure and Campus Safety  
Barbara MacCheyne, VP, Corporate Services and Chief Financial Officer  
Thom MacDonald, AVP, Enrolment and International Education  
Melissa Pringle, Manager, Board Governance and Privacy  
Bonnie St. George, VP, People, Equity and External Relations



## **1. Call to Order**

The Chair declared that the Durham College Board of Governors meeting was properly constituted and with quorum present called the meeting to order at 6:00 p.m.

The Chair welcomed guests in attendance: Ariel Sully, Associate Vice President, Advancement and Alumni Relations, and Chris Waduck, Director, Academic Programs in Professional and Part Time Learning.

The Chair formally introduced and welcomed Alison Burgess who was appointed to the Board by the provincial government.

## **1. Land Acknowledgement**

Governor Brown offered the land acknowledgement.

## **2. Conflict of Interest Declarations**

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

## **3. Presentations**

### **4.1 The Importance of Philanthropy and Ways to Give at Durham College**

The Board received a presentation from the Associate Vice President, Advancement and Alumni Relations regarding philanthropy and ways to give at Durham College.

The Board questioned the Associate Vice President, Advancement and Alumni Relations regarding the shift to capital fundraising and if there was a policy that encouraged Governors and employees to donate to the College.

### **4.2 Presentation of Good Governance certificates to Governors Bird, Ecker, Thomas, Townsend, and Parikh**

Governors Bird, Ecker, Thomas, Townsend and Parikh were acknowledged for receiving their governance certificates.

#### **4. Consent Agenda**

Moved by Governor Dornan

Seconded by Governor Pryce

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

#### **5.1 Approval of Public Session Agenda – February 12, 2025**

That the public agenda for the February 12, 2025, Board of Governors meeting be approved as presented.

#### **5.2 Approval of Public Minutes from the Board of Governors Meeting of December 11, 2024**

That the public minutes from the December 11, 2024, Board of Governors meeting be approved as presented.

#### **5.3 Report of the Governance Review Committee – January 13, 2025**

That the January 13, 2025 report of the Governance Review Committee be received for information and the following resolutions be adopted:

- a) That the approval of the President’s expenses be delegated to the Chair of the Audit and Finance Committee or the Board Vice Chair;
- b) That based on Report GOV-2025-03, the recommended changes to By-law No. 4 be approved as presented; and,
- c) That based on GOV-2025-04, the proposed changes to Board Policy: Governors Duties and Responsibilities be approved as presented.

#### **5. Report of the Board Chair**

The Chair reported on the following items:

- The Chair acknowledged that February was Black History Month and encouraged the Board to reflect and explore the resources on the College website.
- To meet the Board’s goal of participating in an impactful professional development opportunity to enhance cultural competency and equity, diversity, and inclusion the Board has organized a special training session titled *Effective Communication in a Multicultural Environment* on

May 7, 2025 at 4:00 p.m. (immediately before the Board meeting) and encouraged Governors to attend.

- The Board's current recruitment effort to solicit resumes from individuals with a strong background in finance, accounting, or investment management from the agriculture, arts and entertainment, or community services sectors for a vacancy effective September 1, 2025.
- The recent *Meet Your Internal Governor* virtual event that was held on February 4, 2025, and featured a panel discussion with Governor Doyle, Governor Wilson, and Governor Bosomworth about the role of Internal Governor. Approximately 25 employees attended the session.
- The strategic planning visioning sessions recently held where there was significant input from a broad cross-section of employees, alumni, and community members.

## **6. Co-Populous Governors' Report**

There was no co-populous governors' report.

## **7. Decision Items**

### **8.1 New Program of Instruction: Business Analyst**

The Board received a presentation from the Vice President, Academic and Students and Director, Academic Programs regarding a new program of instruction, Business Analyst Local College Certificate Program.

The Board questioned the Vice President, Academic and Students and Director, Academic Programs concerning the OntarioLearn model and how it works.

Moved by Governor Wilson

Seconded by Governor Bosomworth

"That based on Report BOG-2025-03, the Business Analyst Local College Certificate Program be approved." CARRIED

### **8.2 New Program of Instruction: Mental Health for Healthcare Workers**

The Board received a presentation from the Vice President, Academic and Students and Director, Academic Programs regarding a new program of instruction, Mental Health for Healthcare Workers Local College Certificate Program.

The Board questioned the Vice President, Academic and Students and Director, Academic Programs concerning the Barrett Family Foundation's involvement in the course development, the College's agreement with Humber College to co-create the program, and the quality assurance processes in place to ensure the program would be well received and successful.

Governor Burgess temporarily left and re-entered the room.

Moved by Governor Ecker

Seconded by Governor Chakravarthy

"That based on Report BOG-2025-04, the Mental Health for Healthcare Workers Local College Certificate Program be approved." CARRIED

## **8. Discussion Items**

### **9.1 Update on Relationship with Ontario Tech University**

The Board received a report from the Vice President, Strategic Infrastructure and Campus Safety concerning the relationship with Ontario Tech University and the various ways in which the institutions collaborate.

The Board questioned the Vice President, Strategic Infrastructure and Campus Safety concerning the university's perspective on the relationship. Further, the Board questioned the Chair about her communications with the Board Chair of the university.

### **9.2 Second Update on the 2024-2025 Business Plan**

The Board received a report from the Vice President, People, Equity and External Relations providing an update on achieving the goals set in the 2024-2025 Business Plan.

## **9. Information Items**

The following items were presented for information only:

- 10.1 Domestic and International Enrolment Update: Winter 2025
- 10.2 President's Update – December 2024 to February 2025
- 10.3 Program Advisory Committee Semi-Annual Report – February 2025
- 10.4 Communicating the Cost of Educational Materials – Winter 2025
- 10.5 Provincial Election

## **10. Upcoming Events**

The Chair highlighted the following upcoming events:

- Launch of Support Staff and Student Governor Elections – February 14, 2025
- Board Retreat – February 22, 2025, at the Oshawa Campus in the Centre for Innovation and Research (Room CIR-102)
- Launch of the Annual Board Evaluation and Committee Preference Survey (Survey open March 31 to April 11)

## **11. 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 Bird

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

The Board recessed at 6:55 p.m. and reconvened in-camera at 7:07 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees, the impacts of government policy on enrolment and the budget, collective bargaining, and a potential donation to the College.

## **12. Adjournment**

With no further business, the meeting adjourned at 9:01 p.m.



**Durham College of Applied Arts And Technology  
Board of Governors Special Meeting  
Public Session Minutes**

**Date: Wednesday, March 26, 2025**

**Time: 5:30 p.m.**

**Location: Virtual Meeting, MS Teams**

**Members Present:**

Lisa Allen  
Brandon Bird  
Melissa Bosomworth  
Jim Brown  
Alison Burgess  
Kalyan Chakravarthy  
Jeff Dornan  
Kelly Doyle  
John Ecker  
Ian Murray  
Jerry Ouellette  
Elaine Popp  
Peter Pryce  
Dwight Townsend  
Nathan Wilson

**Members Absent:**

Riya Parikh  
Kwende Thomas

**Staff Present:**

Jean Choi, VP, Academic and Students  
Rick Hutchinson, VP, Strategic Infrastructure and Campus Safety  
Barbara MacCheyne, VP, Corporate Services and Chief Financial Officer  
Thom MacDonald, AVP, Enrolment and International Education  
Melissa Pringle, Manager, Board Governance and Privacy

**1. Call to Order**

The Chair declared that the Durham College Board of Governors meeting was properly constituted and with quorum present called the meeting to order at 6:00 p.m.

The Chair welcomed guests in attendance: Michel DeJocas, Educational Consulting Services, Libby Duckworth, KPMG, Cristina Morrone, KPMG, and Channen Tan, KPMG.

**2. Land Acknowledgement**

President Popp offered the land acknowledgement.

**3. Conflict of Interest Declarations**

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

**4. Presentations**

None.

**5. Consent Agenda**

None.

**6. Report of the Board Chair**

None.

**7. Co-Populous Governors' Report**

There was no co-populous governors' report.

**8. Decision Items**

None.

**9. Discussion Items**

None.

**10. Information Items**

None.

**11. Move to In-Camera Session**

Moved by Governor Wilson

Seconded by Governor Pryce

“That the Durham College Board of Governors move in-camera.” CARRIED

The Board moved in-camera at 5:32 p.m.

The Board rose from the in-camera session at 6:30 p.m.

During the in-camera session the Board discussed two reports prepared as part of the Efficiency and Accountability Fund.

**12. Adjournment**

With no further business, the meeting ended at 6:30 p.m.





**PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE  
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT  
ITS PUBLIC MEETING HELD ON APRIL 9, 2025**

**BACKGROUND**

The Governance Review Committee met via videoconference on March 10, 2025.

**SUMMARY****1. Approval of Previous Minutes – January 13, 2025**

The Committee reviewed and approved its minutes from the January 13, 2025 Governance Review Committee meeting.

**2. Proposed Updates to By-law No. 2**

The Committee received a report from the Manager, Board Governance and Privacy concerning proposed updates to By-law No. 2.

The Committee Vice Chair flagged minor grammatical changes and advised that she would communicate them by email.

It is recommended that the following resolution be passed.

**RESOLVED:**

**That based on GOV-2025-08, the proposed updates to By-law No. 2 be approved as presented.**

**3. Proposed Updates to Board Policy: Whistleblowing**

The Committee received a report from the Manager, Board Governance and Privacy concerning proposed updates to the Board's whistleblowing policy, including a revise name, enhanced definitions, and expanded content to provide the reader clarity on the process.

A discussion ensued about the proposed changes and the Committee discussed amending the title of Subsection 5.3 to be consistent with the defined term, 'Protection from Retaliation'. Further, the Committee discussed the reference in Section 5.2.2. about the Board Chair making the determination of applicability of the policy when a Good Faith Report involves the Office of the President and

suggested it be mirrored, where appropriate, in the subsequent sections or become an independent policy statement. Lastly, the Committee discussed the defined term 'Inappropriate Behaviour' and whether it would capture all potential activity intended by the policy, to which the Committee ultimately agreed the definition was broad enough to remain flexible. It is recommended that the following resolution be passed.

It is recommended that the following resolution be passed.

**RESOLVED:**

**That based on GOV-2025-09, the proposed updates to Board Policy: Whistleblowing be approved as amended.**

**4. Proposed Changes to Board Policy: Committee Terms of Reference**

The Committee received a report from the Manager, Board Governance and Privacy concerning proposed updates to Board Policy: Committee Terms of Reference.

It is recommended that the following resolution be passed.

**RESOLVED:**

**That based on GOV-2025-10, the proposed updates to Board Policy: Committee Terms of Reference be approved as presented.**

**5. Proposed Changes to Board Policy: Roles and Duties of Officers**

The Committee received a report from the Manager, Board Governance and Privacy concerning proposed updates to Board Policy: Roles and Duties of Officers. A minor grammatical update was made to Section 1.3. to capitalize the term university.

It is recommended that the following resolution be passed.

**RESOLVED:**

**That based on GOV-2025-11, the proposed updates to Board Policy: Roles and Duties of Officers be approved as presented.**

**6. Reflections on Board Retreat and Debrief on Norms Session**

The Committee received a report from President Popp, presenting the draft norm statements for consideration by the Committee based on the feedback received at the retreat. Generally, the Committee was supportive of the statements; however, requested an opportunity to provide feedback once there was an opportunity to reflect on the content.

Additionally, the Committee reflected on the retreat overall which was seen as productive, informative, and value add. Positive comments were also received about the revised one-day format.

**7. Feedback on Survey Regarding the Board Portal**

The Committee received a report from the Manager, Board Governance and Privacy regarding a recent survey conducted to review the Board portal. Only three responses were received, which were generally positive, so all indications suggest that no updates to the portal are required at this time.

**Respectfully submitted,**

**Dwight Townsend, Chair, Governance Review Committee**

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

**POLICY TYPE:** Executive Limitations  
**POLICY TITLE:** Good Faith Disclosure (Whistleblowing)  
**EFFECTIVE DATE:** April 2025  
**RENEWAL DATE:** April 2028

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

## **1. PURPOSE**

Durham College (DC) is committed to promoting a culture of integrity, transparency, and accountability and, to that end, has policies and employment agreements that address behaviour inconsistent with these goals.

The primary purpose of this policy is to aid in fostering and maintaining a culture of accountability and to communicate and reinforce desired workplace values and behaviours to the College Community.

## **2. SCOPE**

This policy is not intended to limit, amend, or replace an existing Alternate Policy, internal process, or employment agreement that has been established for purposes including but not limited to:

- Individual complaints, appeals, grievances, management of employee performance or provisions in a collective agreement;
- Discrimination, workplace violence or harassment, sexual violence, health and safety or human rights; or,
- Appeals, complaints, grievances, or issues associated with academic integrity, research, and intellectual property.

Situations with imminent threat to personal safety or College property must be reported immediately to the Office of Campus Safety.

### 3. DEFINITIONS

For the purposes of this policy:

**Alternate Policy:** An existing College policy that addresses the Inappropriate Behaviour being reported.

**College Community:** includes all employees and students at DC, members of the Board of Governors, standing and College committees, alumni, contractors, donors, emeriti, guests, researchers and service providers.

**Good Faith Report:** a report regarding actual or perceived Inappropriate Behaviour that is based on reasonable belief and is not frivolous, vexatious, or made in bad faith.

**Inappropriate Behaviour:** an activity which:

- violates College policies, procedures, or any applicable legislation, regulation, or by-law; or
- could potentially disrupt the activities of the College, cause harm to the College Community, impact the public trust and reputation of the College, or result in financial loss to the College.

Examples of Inappropriate Behaviours include but are not limited to:

- willful violation of federal, provincial, or municipal law;
- negligent, improper use, or gross mismanagement of any College funds;
- fraud, misappropriation, theft, embezzlement, or misuse of College assets;
- falsification, unauthorized alteration, or unauthorized destruction of College documents;
- making false or misleading statements;
- undisclosed conflicts of interest;
- conduct that is causing or caused a substantial and specific danger to the environment or public health and safety.

**Discloser:** any individual who makes a report alleging Inappropriate Behaviour.

**Retaliation:** any measures, taken as a result of a Good Faith Report, against a Discloser which may include but is not limited to:

- Dismissal, layoff, suspension, demotion or involuntary transfer, discontinuation or elimination of a job, change of a job's location, reduction in wages, change in hours of work or reprimand;
- Any measure, other than described above that adversely affects the Discloser's employment or working conditions, including a refusal to promote;
- A threat to take any of the measures identified above;
- Student disciplinary action or unjust academic treatment;
- Suspension, expulsion or unjust denial of admission into a College program;
- Slanderous comments on social media or in other public forums intended to tarnish someone's reputation or character.

#### **4. GOOD FAITH REPORT**

- 4.1. Under this policy, any College Community member can make a Good Faith Report. Anonymous Good Faith Reports will be accepted; however, a Discloser's decision to remain anonymous may impact the ability of the College to address the matter. Further, anonymous Good Faith Reports will only be acted upon if the evidence collected during the preliminary investigation indicates the Good Faith Report can be properly investigated and is in the public interest.
- 4.2 A Good Faith Report should be made within one calendar year of witnessing or becoming aware of the Inappropriate Behaviour. Delay in reporting may affect the College's ability to pursue the matter, and in cases where reporting is delayed, the matter will only be investigated if there are potentially continuing effects of the alleged Inappropriate Behaviour or the circumstances otherwise raise issues of overriding concern to the public.
- 4.3 A Good Faith Report may lead to an investigation. To maintain the integrity of an investigative process, the College will take reasonable steps to maintain confidentiality to the extent possible. Confidentiality may not be feasible where identification is required to conduct a thorough investigation, to comply with the law, or to provide accused individuals their legal rights of defense.

## 5. PROCEDURE

### 5.1 Disclosure

- 5.1.1 Good Faith Reports should be directed by email to the Office of the President at [goodfaithreport@durhamcollege.ca](mailto:goodfaithreport@durhamcollege.ca). If the Discloser has reasonable grounds to believe the College President or any employee in the Office of the President is engaged in the alleged Inappropriate Behaviour, the Good Faith Report should be directed to the Board Chair via email [boardchair@durhamcollege.ca](mailto:boardchair@durhamcollege.ca).
- 5.1.2 Good Faith Reports should provide as much information as is available to the Discloser, such as but not limited to:
- The nature of the allegation being reported;
  - When and where the alleged activity occurred;
  - Names of all parties involved in the alleged activity and their role in it;
  - Names of anyone else who knows about the alleged activity;
  - Steps already taken to report the activity, if applicable;
  - If the alleged activity reported involves a financial loss, an estimate of the amount involved;
  - Identification of any laws, regulations or policies believed to have been breached;
  - Copies of any documents or other materials available to support the Good Faith Report;
  - The Discloser's contact information if they wish to be contacted to discuss the matter.

### 5.2 Investigations

- 5.2.1 Upon receipt of a Good Faith Report, the President or designate will review the Good Faith Report to assess the nature and extent of the alleged activity and determine whether the report falls within the scope of this policy. If the President or designate determines the alleged activity should be dealt with under an Alternate Policy, the Good Faith Report will be forwarded as appropriate.
- 5.2.2 If the Discloser's identity is known, they will be notified by the President or designate to advise if the Good Faith Report will be investigated, closed, or referred to an Alternative Policy.
- 5.2.3 If it is deemed by the President or designate that the Good Faith Report falls within the scope of this policy, an investigation will be initiated by the College as appropriate by an individual appointed by the President or designate.

- No person shall be appointed to lead an investigation who is named in the Good Faith Report, who has a direct reporting relationship to anyone named in the Good Faith Report, or anyone with a personal relationship to an individual named in the Good Faith Report.
  - If an internal solution is unavailable, and depending on the nature of the issues raised by the Good Faith report, the matter may be referred to the Ministry of Colleges and Universities, or other legal avenues, including law enforcement, for resolution.
- 5.2.4 Where a Good Faith Report names the President or any employee in the Office of the President and is sent directly to the Board Chair, he/she/they will coordinate the activities outlined in Sections 5.2.1, 5.2.2, and 5.2.3.
- 5.2.5 All individuals involved in the investigation must maintain the confidentiality of the process and any information shared as part of the investigation to the extent permitted by law.
- 5.2.6 Upon completion of an investigation, a formal report will be prepared that will recommend, where necessary, resolutions to the matters raised by the Good Faith Report. Recommendations will be provided to members of the Executive Leadership Team or the Board of Governors, as appropriate. These recommendations may include civil or criminal proceedings if sufficient evidence is present. Unless required by law, a copy of this formal report will not be provided to the Discloser or any individual named in the Good Faith Report.
- 5.2.7 Following an investigation, if disciplinary proceedings are deemed appropriate, the relevant collective agreements, employment contracts, or student discipline protocols will apply.
- 5.2.8 The decision and recommendations outlined in the formal report of the investigator are final and not subject to appeal unless substantively new information (e.g., witness, documents) is brought forward. The investigator has sole discretion to determine if the new information is substantive enough to re-open the investigation. This decision is final and not appealable.
- 5.2.9 The Office of the President will hold all records prepared as a result of a Good Faith Report investigation unless the investigation involves the President or an employee in the Office of the President, at which time the records will be kept by the Office of People, Equity, and Human Resources. All records regardless of where they are located will be kept in accordance with the College's Common Records Retention Schedule.



### **5.3 Protection from Retaliation**

- 5.3.1 It is contrary to this policy for anyone to Retaliate, engage in reprisals, or threaten to Retaliate against a Discloser for making a Good Faith Report under this policy. Anyone found to have engaged in such conduct may be subject to discipline under the relevant policy or procedures.
- 5.3.2 A Discloser who makes a Bad Faith Report or knowingly provides false or materially inaccurate information may be subject to disciplinary actions.5.3.2
- 5.3.3 All individuals involved in allegations of Inappropriate Behaviours will be treated fairly and impartially regardless of their position or the length of their involvement with the College. Where appropriate, individuals will be directed to confidential resources such as the College's employee assistance program to provide support during the process.

### **5.4 Reporting**

- 5.4.1 During an investigation, there is no requirement to provide periodic reporting on the status of the inquiry to the Discloser or any individual named in the Good Faith Report.
- 5.4.2 The President will provide the Board of Governors with an annual report summarizing the Good Faith Reports received.
- 5.4.3 In addition to the annual report identified in Section 5.4.2, the Board's Executive Committee may be provided with additional updates regarding Good Faith Reports relating to financial fraud, involving the President or any member of the Executive Leadership Team, or posing a significant risk to the College.

### **5.5 Precedent**

- 5.5.1 The protection offered by this policy is in addition to but does not replace or modify any individual rights guaranteed by law, contract, or codes of professional ethics. Nothing in this policy limits or amends the provisions of the collective agreements.

## **6. RELATED LEGISLATION, MINISTER'S BINDING POLICY DIRECTIVES AND OTHER DOCUMENTS**

- Academic Employees Collective Agreement
- Administrative Staff Terms and Conditions of Employment
- Freedom of Information and Protection of Privacy Act
- Ontario Colleges of Applied Arts and Technology Act
- Support Staff Collective Agreement

# Decision Items

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The following items require a decision from the Board and will be presented by staff.

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**Report Number: BOG-2025-40**

**To: Board of Governors**

**From: Dr. Elaine Popp, President**

**Date of Report: March 31, 2025**

**Date of Meeting: April 9, 2025**

**Subject: 2025-2030 Strategic Plan**

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## **1. Purpose**

The purpose of this report is to provide details on the proposed 2025-2030 Strategic Plan for approval.

## **2. Recommendation**

It is recommended to the Durham College Board of Governors:

That based on the Report BOG-2025-40, the 2025-2030 Strategic Plan be approved.

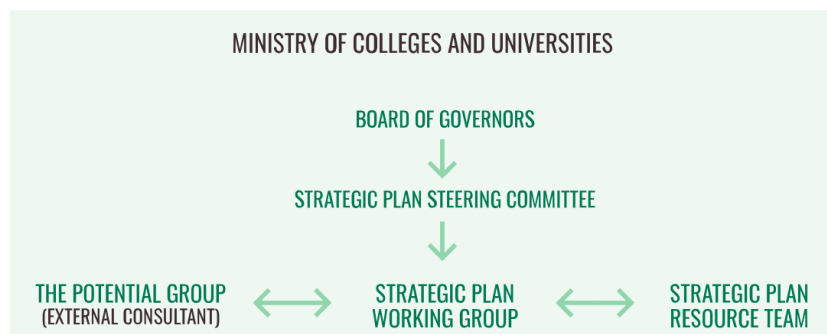
## **3. Background**

Consistent with the Board of Governors' policy and expectations of the Minister's Binding Policy Directive on Governance and Accountability – Strategic Plan, colleges are required to have in place a strategic plan approved by the Board of Governors. The strategic plan identifies the purpose, core business and long-term goals for the college. When preparing the strategic plan, the college is to seek broad input and consider the views of individuals and organizations both within and outside the college that may have an interest in its activities. The Ministry of Colleges, Universities, Research Excellence and Security uses the information provided in the public colleges' strategic plans to advise and inform government planning and policy-making.

On October 9, 2024, the Board received information regarding an updated approach to develop Durham College's (DC) next strategic plan. The update included details on project governance, timelines and the hiring of an external consultant, The Potential Group, to assist with the consultation process.

Highlights of the 2025-2030 Strategic Plan development process include:

- A communications plan, which included a microsite, was established, and the process was branded Future Focused.
- A Strategic Plan Development Governance structure was established.



Extensive consultations were undertaken between September 2024 and January 2025, as we engaged with students, employees, the Board of Governors, alumni, donors, and community and industry partners, resulting in 2,300 touch points. Consultations took various forms as we:

- Hosted seven Town Halls with 156 students and employees, to encourage discussion and gather insights and ideas to uncover common themes that reflect our shared vision for the future.
- Gathered more than 1,000 pieces of input at 26 pop-ups held at the Whitby and Oshawa campuses, and fall Convocation at the Tribute Communities Centre, inviting students, employees and community members to answer Big Questions.
- Conducted more than 35 consultations with external stakeholders.
- Engaged in more than 350 formal and informal conversations with colleagues, committees and networks.
- Conducted an online survey, which garnered 390 responses.
- Hosted six Visioning Sessions around the key themes that emerged from the broad engagement efforts in the fall.
  - Stepping Fully into Our Role as Durham's College – two sessions, 94 attendees.
  - Embedding Equity, Diversity, Inclusion and Belonging into All We Do – one session, 44 attendees.
  - Attracting and Catering to the Learners of Tomorrow – one session, 46 attendees.
  - Fulfilling the DC Promise – one session, 35 attendees.
  - High-Performance Sustainable Workplace – one session, 60 attendees.

## 4. Discussion/Options

Below is the proposed 2025-2030 Strategic Plan. This plan would take effect once approved, with a formal launch scheduled for Wednesday, May 21, 2025.

### **Purpose:**

Transforming lives, building careers and enriching communities.

### **Values:**

- Collaboration
- Diversity and Inclusion
- Excellence
- Innovation
- Integrity
- Respect
- Social Responsibility

### **Goal 1 – FUTURE-FOCUSED**

**Goal statement:** Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.

### **Objectives:**

- 1.1 We will attract a diverse range of students by offering a comprehensive program mix that anticipates and fulfills workforce needs.
- 1.2 We will drive excellence in teaching and learning by leveraging emerging technologies and industry trends to develop durable skills for a complex world.
- 1.3 We will expand high-impact experiential learning and career connections through applied research, academic partnerships, work-integrated learning and global experiences.
- 1.4 We will enhance student success by providing outstanding services and optimal learning spaces.
- 1.5 We will activate and celebrate our alumni network as ambassadors and mentors.

## Goal 2 – SUSTAINABLE

**Goal statement:** Be intentional and align our efforts to adapt, thrive and achieve our ambitions and ensure long-term sustainability.

**Objectives:**

- 2.1 We will seek innovative solutions to support our financial health.
- 2.2 We will embed multi-year, pan-institutional planning into our work to respond to evolving challenges and opportunities.
- 2.3 We will continuously evaluate and refine processes to enhance the student experience and support our teams.
- 2.4 We will invest in innovative tools, resources, and infrastructure to ensure the future optimization of our programs, services, and work.
- 2.5 We will integrate environmentally sustainable practices across all campuses and locations.

## Goal 3 – PEOPLE-CENTRED

**Goal statement:** Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.

**Objectives:**

- 3.1 We will nurture our organizational culture, where students, employees, alumni and partners feel welcomed, valued, respected, and part of our community.
- 3.2 We will expand Indigenous-led programs and initiatives to better support students and employees in upholding Indigenous rights and continuing the journey toward reconciliation.
- 3.3 We will review and enhance policies and practices to address inequities, deepen knowledge, and strengthen capacity to better support the needs of students and employees.
- 3.4 We will empower students and employees to reach their full potential by being leaders in skill development, career advancement, and lifelong learning.
- 3.5 We will retain and attract top talent and be an employer of choice.

## **Goal 4 – COMMUNITY-CONNECTED**

**Goal statement:** Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.

### **Objectives:**

- 4.1 We will enable economic and social development by establishing and nurturing relationships with industry, community organizations, donors, and government.
- 4.2 We will enrich our communities by creating meaningful connections with our student and employee expertise and providing access to our facilities.
- 4.3 We will champion social responsibility by fostering a culture of community engagement and volunteerism.
- 4.4 We will pursue applied research opportunities that respond to the needs and issues that matter to industries and communities.
- 4.5 We will deepen our partnership with Ontario Tech University to elevate our competitive advantage as an educational hub of excellence.

### **4.1 Measuring our success**

To track progress toward achieving the goals and objectives, the college will establish hallmark initiatives tied to its key priorities, including enrolment and resource optimization, which will serve as definitive markers of advancement. Additionally, the college will produce an annual Business Plan outlining the enabling actions that will be aligned with the objectives of the 2025-2030 Strategic Plan, ensuring transparent and measurable progress.

## **5. Financial/Human Resource Implications**

Financial and Human Resource investments will be necessary to achieve the goals and objectives of this plan.

## **6. Implications for the Joint Campus Master Plan**

There are no implications for the joint campus master plan.

## **7. Implications for Ontario Tech University**

Objective 4.5 notes that DC will deepen our partnership with Ontario Tech University to elevate our competitive advantage as an educational hub of excellence.

## **8. Relationship to the Strategic Plan/Business Plan**

The 2025-2030 Strategic Plan proposed in this report establishes clear goals and objectives that will inform decision-making and resource allocation, guiding our efforts as we elevate DC to even greater heights. The 2025-2026 Business Plan will be presented to the Board of Governors at the June 11, 2025, meeting.



**PUBLIC REPORT OF THE AUDIT AND FINANCE COMMITTEE****TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT  
ITS IN-CAMERA MEETING HELD ON APRIL 9, 2025****BACKGROUND**

The Audit and Finance Committee via videoconference on March 10, 2025.

**SUMMARY****1. 2025-2026 Operating and Capital Expenditures Budgets and Cash Flow Projections**

The Committee received a report from the Vice President, Corporate Services and Chief Financial Officer presenting the balanced 2025-2026 operating and capital expenditure budgets for approval, which targets to:

- Reduce full-time post-secondary enrolments to 12,435 students in Fall 2025, a decrease of 13.4% over the 2024-2025 actuals;
- Add four new post-secondary programs; and,
- Invest \$145K in one-time strategic initiatives

As part of the presentation, the Vice President, Corporate Services and Chief Financial Officer spoke to the challenges faced in preparing the budget, projected enrolment targets, new programs of instruction, the assumptions that went into preparing the budget, anticipated revenues and expenses, risks and opportunities, the College's short-term investments, and cash flow projections. Further, the Vice President, Corporate Services and Chief Financial Officer presented a \$8.1M capital project for annual renovation, equipment renewal and infrastructure investments, and highlighted some of the planned capital expenditures.

The Committee questioned the Vice President, Corporate Services and Chief Financial Officer concerning funding from the Post-Secondary Sustainability Fund, the projected decrease in apprenticeship students, implications and financial impacts of the workforce restructuring, the ongoing academic review of programs, ongoing advocacy, and the potential impacts of a downturn in the economy. Additionally, the Committee questioned the Vice President, Corporate Services and Chief Financial Officer concerning details about the projects included in the capital budget and requested a complete list be circulated to the Committee.

It is recommended that the following resolution be passed.

**RESOLVED:**

That based on Report FIN-2025-10:

1. The 2025-2026 balanced operating budget and the 2025-2026 capital budget of \$8,144,000, be approved; and,
2. That this report be released publicly with the operating budget to be reviewed and approved by the Durham College Board of Governors during its public session on April 9, 2025.
3. That the approved 2025-2026 Operating and Capital Budget be submitted to the Ministry of Colleges and Universities by the deadline.

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

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**Report Number:** BOG-2025-37

**To:** Board of Governors

**From:** Dr. Jean Choi, Vice President, Academic and Students

**Date of Report:** March 19, 2025

**Date of Meeting:** April 9, 2025

**Subject:** New Program of Instruction: Marketing Management – Artificial Intelligence and Automation

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## 1. Purpose

To seek approval from the Board of Governors for the following post-secondary program of instruction for Fall 2026 intake:

### **Marketing Management – AI and Automation**

- Credential: Ontario College Graduate Certificate (OCGC)
- Duration: Two semesters
- Faculty: Business and Information Technology

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2025-37, the Marketing Management – Artificial Intelligence and Automation Ontario College Graduate Certificate program be approved.

## 3. Background

The proposed Marketing Management - AI and Automation OCGC program equips graduates with the knowledge and skills to navigate foundational and advanced aspects of marketing within provincial, national and global business environments. In response to industry's rapid transformation, graduates bring cutting-edge competencies in Artificial Intelligence (AI) and automation technology to enhance essential and traditional marketing functions such as strategic planning, product promotion, pricing, and distribution. These specialized skills enable graduates to strengthen strategic decision-making, streamline

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marketing operations, and adapt to evolving technological advancements in a range of business sectors.

Graduates demonstrate achievement of vocational learning outcomes that meet industry demands for efficiency, strategy and innovation in marketing. They apply planning strategies, engage in analysis, and use data-driven insights to support organizational goals, leveraging AI and automation to optimize promotion, pricing, and distribution strategies. Graduates are prepared to assess AI's strategic role in marketing, develop automation workflows, and create cohesive digital brand identities, positioning themselves as agile professionals well positioned for the rapidly evolving marketing landscape.

Graduates of the proposed OCGC are highly adaptable and work-ready, allowing for immediate contribution to and impact on diverse sectors ranging from retail and finance to technology and media. They enhance AI-integrated marketing strategies, build efficient customer relationships, and create impactful digital brand narratives. Equipped with communication, research, and critical thinking skills, they drive transformative marketing results by harnessing AI and automation, meeting the growing demand for personalized, data-informed, and efficient marketing solutions.

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

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

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

#### **4. Discussion/Options**

Based on the environmental scan completed by Institutional Research and Planning, it is expected that the proposed Marketing Management – AI and Automation OCGC would be a beneficial addition to the College's program offerings due to the:

- Growing integration of AI in marketing, which is creating demand for marketing professionals specialized in AI technologies and automation;
- Projected increase in the number of related jobs within Durham Region to 2028 for all three related occupation categories;
- Absence of a Marketing Management OCGC focusing on AI and automation in the CAAT system;
- Strong student experiences, graduation rates, and graduate employment rates demonstrated in DC's existing Marketing Management programs.

## 5. Financial/Human Resource Implications

The proposed OCGC will submit a Request for Approval for Funding to the Ministry of Colleges and Universities (MCU) for a base tuition of \$4,000.00.

The proposed new program is projected to breakeven in Year Two.

## 6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

## 7. Implications for Ontario Tech University

There are no anticipated implications for Ontario Tech University.

## 8. Relationship to the Strategic Plan/Business Plan

### 8.1 Strategic Fit

The proposed program aligns with of the [Academic plan](#), and the Our Students pillar of the [Strategic](#), and [Business](#) plans.

The proposed Marketing Management - AI and Automation OGCG was carefully designed to align with the strategic objectives outlined in the Academic, Strategic, and Business plans, ensuring it not only meets but advances the college's mission and goals.

### Academic Plan

#### Goal 1: Ensure Exceptional Quality in our Academic Programs

The proposed program integrates cutting-edge AI and digital marketing content, ensuring students receive high-quality, industry-relevant education. The curriculum has been developed in consultation with industry experts to maintain the highest standards and professional relevance.

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

Objective 1.2: We will maximize opportunities for students to build the durable skills they need to be successful in their careers and lives.

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

## **Goal 2: Enhance Exemplary Teaching and Learning Practices**

By incorporating interactive learning experiences, real-world case studies, and advanced technological tools, the proposed program exemplifies innovative teaching practices, enhancing student engagement and learning outcomes.

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

Objective 2.4: We will enhance digital fluency and global competence in faculty members to support students in the ever-changing world of work.

## **Goal 4: Intensify and Strengthen the College's Applied Research Agenda**

With a focus on AI and automation, the proposed program encourages students to engage in applied research projects that contribute to advancing these fields, fostering a strong research culture related to emerging technologies in marketing.

Objective 4.2: We will increase research training opportunities for students to engage in applied research projects both within and outside curricula.

Objective 4.3: We will establish research collaborations with relevant external stakeholders.

## **Strategic and Business plans**

### **Pillar: Our Students**

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

The proposed OCGC is designed to equip students with advanced skills in AI and automation, competencies highly sought after in the marketing field, thus enhancing their career readiness. By developing proficiencies in these high-demand areas, the proposed program ensures that graduates are not only well-positioned to contribute to the workforce but also to lead marketing innovations in

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their communities. This directly supports the goal under the pillar 'Our Students,' focusing on educating and inspiring students to achieve success in their careers and communities.

The proposed Marketing Management - AI and Automation OCGC supports Durham College's strategic objectives and positions the institution as a leader in providing innovative, high-quality education that is responsive to the needs of both the local and global markets and future-proofs graduates. This strategic alignment ensures that the program contributes significantly to the college's reputation, student success, and broader community impact.

## **8.2 Fit with Existing Ontario College Programs**

DC's proposed Marketing Management - AI and Automation OCGC specifically addresses the rapid evolution of AI automation within the marketing sector. Currently 11 Ontario Colleges of Applied Art and Technology (CAAT) offer a Marketing Management graduate certificate program under the MTCU code 72900, with most structured around a broader focus on business or marketing. Two CAAT programs focus on digital media; however, none of the programs specifically address the inclusion and evolution of AI automation within the marketing sector.

**General Program Information**

**Proposed Program Title:** Marketing Management – AI and Automation

**Proposed Credential:** Ontario College Graduate Certificate (OCGC)

**Academic Dean(s):** Cristina Italia

**Faculty:** Business and Information Technology

**Date of Review by PPRC:** March 12, 2025

**MTCU Code:** 72900 (Program Standard)

**Weight and Funding Unit (as per APS table):** Weight = 1.0, Funding = 1.0

**Proposed Tuition:** Year One: \$4,000.00

**Classification of Instructional Program (CIP) Code(s):** 52.1401

**NOC Code(s):** 11202, 41402, 10022

**Proposed Implementation (Year)/Scheduled Intakes (F/W/S):** 2026, Fall

**Year 1 Enrolment:** 20 students

**Number of Sections, Y1:** One

**International Students Seat Allocation:** None

**Number of Semesters:** Two

**Total Hours:** 602

**New or Replacement Program:** New

**Number of New FT/PT Faculty:** Three PT faculty each year

**Program Delivery Methods:** Classroom and online

**Bring Your Own Device (BYOD):** Yes

**New or Renovated Space Requirements:** n/a

**Total Capital Costs:** \$0



## 1. Approval Stages

The following approval stages have been assessed for this program:

- ☒ Labour Market Analysis
- ☒ Student Demand
- ☒ Budget reviewed and approved by the Chief Financial Officer and the Vice President Academic and Students
- ☒ Presented to the Program Proposal Review Committee (DATE: March 12, 2025)
- ☒ Reviewed by the Director, Academic Quality (DATE: March 28, 2025)
- ☒ Reviewed by the Dean, Centre for Teaching and Learning (DATE: March 28, 2025)
- ☒ New Program Proposal Summary (budget) reviewed by the Chief Financial Officer
- ☒ Approved by Vice-President, Academic and Students (DATE: March 28, 2025)
- ☐ Reviewed and approved by President (DATE: )

## 2. Program Overview

Durham College (DC) is proposing to offer a Marketing Management – AI and Automation Ontario College Graduate Certificate (OCGC) within the Faculty of Business and Information Technology (BIT).

### 2.1 Program Description

The proposed Marketing Management - AI and Automation (MMAI) OCGC program equips graduates with the knowledge and skills to navigate foundational and advanced aspects of marketing within provincial, national and global business environments. In response to industry's rapid transformation, graduates bring cutting-edge competencies in Artificial Intelligence (AI) and automation technology to enhance traditional marketing functions such as strategic planning, product promotion, pricing, and distribution. These specialized skills enable graduates to strengthen strategic decision-making, streamline marketing operations, and adapt to evolving technological advancements in a range of business sectors.

Graduates demonstrate achievement of vocational learning outcomes that meet industry demands for efficiency, strategy and innovation in marketing. They apply planning strategies, engage in analysis, and use data-driven insights to support organizational goals, leveraging AI and automation to optimize promotion, pricing, and distribution strategies. Graduates are prepared to assess AI's strategic role in marketing, develop automation workflows, and create cohesive digital brand identities, positioning themselves as agile professionals well positioned for the rapidly evolving marketing landscape.

Graduates of the proposed OCGC are highly adaptable and work-ready, allowing for immediate contribution to and impact on diverse sectors ranging from retail and finance to technology and media. They enhance AI-integrated marketing

strategies, build efficient customer relationships, and create impactful digital brand narratives. Equipped with communication, research, and critical thinking skills, they drive transformative marketing results by harnessing AI and automation, meeting the growing demand for personalized, data-informed, and efficient marketing solutions.

## 2.2 Career Outcomes

Job Titles	Where Graduates Might Work
<ul style="list-style-type: none"> <li>• Digital Marketing Analyst</li> <li>• Marketing Automation Specialist</li> <li>• AI Marketing Strategist</li> <li>• Customer Insights Analyst</li> <li>• Content Marketing Specialist</li> <li>• Social Media Marketing Manager</li> <li>• E-commerce Marketing Specialist</li> <li>• Customer Relationship Management (CRM) Analyst</li> <li>• Brand Manager</li> <li>• Digital Strategy Consultant</li> <li>• Search Engine Optimization (SEO) Specialist</li> <li>• Search Engine Marketing (SEM) Specialist</li> <li>• Data Analyst in Marketing</li> <li>• Marketing Technology (MarTech) Analyst</li> <li>• Business Intelligence Analyst</li> <li>• Content Marketing Manager</li> <li>• AI Product Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Agencies</li> <li>• Technology Companies</li> <li>• Retail Corporations</li> <li>• Financial Services Organizations</li> <li>• Healthcare Sector</li> <li>• Manufacturing and Logistics</li> <li>• Media and Entertainment</li> <li>• Non-Profit Organizations</li> <li>• Educational Institutions</li> <li>• Start-ups and Small and Medium-sized Enterprises</li> </ul>

## 2.3 Vocational Program Learning Outcomes (MTCU# 72900)

Vocational program learning outcomes (VLOs) for the proposed credential must be consistent with the requirements of the Ontario Credentials Framework and the Credential Validation Service.

The graduate of the program has reliably demonstrated the ability to:

1. Formulate a marketing plan that will meet the needs or goals of a business or organization.
2. Develop an integrated marketing communications plan for a product, concept, good and/or service based on an identified market need or target.
3. Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs.
4. Develop strategies for the efficient and effective placement/ distribution of products, concepts, goods, and services that respond to evolving markets.
5. Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, Return on Investment (ROI) and business goals of an organization.

6. Evaluate the viability of a concept, product, good and/ or service in a local, national or international market.
7. Conduct market research to provide information needed to make marketing decisions.
8. Communicate marketing information persuasively and accurately in oral, written, graphic and interactive media formats.
9. Plan, prepare and deliver a sales presentation or pitch that addresses the needs of the client.
10. Develop strategies with clients, customers, and consumers and others to grow and maintain relationships.
11. Develop learning and development strategies and plans to enhance professional growth in the field.
12. Apply entrepreneurial strategies to identify and respond to new career opportunities that might include contract employment, and self-employment initiatives.
13. Participate in and contribute to a framework of organizational policies and practices, when conducting business of the organization.
14. Apply the principles of business ethics and corporate social responsibility to business decisions.
15. Employ the management techniques of planning, organizing, directing, and controlling of marketing functions and activities in response to the business needs of the organization.
16. Use AI and automation tools to develop marketing strategies that enhance efficiency in digital environments.
17. Convey the benefits of leveraging AI and automation tools in marketing to a diverse audience.
18. Create and articulate digital brand identities to communicate a company's purpose.

## 2.4 Admission Requirements

Ontario College Diploma (OCD), Ontario College Advanced Diploma (OCAD), or Degree or equivalent.

OR

Applicants with relevant post-secondary and/or a minimum of three years related work experience may also be considered for admission.

- Proof of English language proficiency required.

## 2.5 Differentiation (Within DC)

The proposed MMAI OCGC will provide students with fundamental knowledge and skills that are critical for modern marketing professionals. Concentration is placed on foundational marketing principles, advanced digital marketing strategies, and consumer behaviour analytics enhanced by AI-driven automation tools, data management and ethics, and the integration of AI in strategic decision-making. Additionally, students will benefit from hands-on training with AI

software, real-world case studies, and collaborative projects that mimic modern industry challenges.

The following tables present the graduate count, employment rate and employment rate in a related field for high affinity programs currently offered at Durham College. These programs include Advertising – Digital Media Management, and Artificial Intelligence Analysis, Design and Implementation.

**Ministry Title:** Advertising – Media Management (MTCU 72104)

Related Programs at Durham – Advertising – Digital Media Management							
Program		Key Performance Indicator	Reporting Year				
Banner Code	MTCU Code		2018-19	2019-20	2020-21	2021-22	2022-23
ADMM	72104	Graduate Count	22	25	25	N/A	1
		Employment Rate	83.3%	100%	100%	N/A	
		Employment Rate (Number of Responses)	6	5	2		
		Employment Rate in a Related Field	66.7%	100%	50.0%	N/A	
		Related Employment Rate (Number of Responses)	6	5	2		

**Ministry Title:** Information Systems Business Analyst (MTCU 70502)

Related Programs at Durham – Artificial Intelligence Analysis, Design and Implementation							
Program		Key Performance Indicator	Reporting Year				
Banner Code	MTCU Code		2018-19	2019-20	2020-21	2021-22	2022-23
AIDI	70502	Graduate Count	N/A		68	62	110
		Employment Rate			51.7%	N/A	66.7%
		Employment Rate (Number of Responses)			7		3
		Employment Rate in a Related Field			0.0%	N/A	33.3%
		Related Employment Rate (Number of Responses)			7		3

The proposed program enhances existing academic offerings in both the Faculty of Business and Information Technology and the Faculty of Science and Engineering Technology. It builds upon existing programs, including the Marketing – Business OCD and the Business Administration OCAD in Marketing by introducing a specialized focus on AI and automation within marketing management, an area of significant and growing importance in the business sector. It generates the opportunity for a deep dive into technological innovations that are transforming marketing, preparing students for high-demand roles that require both marketing acumen and technical proficiency.




While the proposed MMAI OCGC is part of a cluster of business and technology programs, it differentiates itself by focusing exclusively on the integration of AI and automation in marketing. Content is more specialized as compared to broader business programs, with a unique emphasis on cutting-edge tools and strategies that are and will continue to reshape the marketing landscape. The program's depth in AI applications in marketing, combined with practical, hands-on learning experiences, sets it apart from more traditional offerings.

### 3. Program of Study

Year 1	
Semester 1	Semester 2
14 weeks	14 weeks
Marketing Fundamentals ■ 3 + 2 hrs/wk Classroom and online	AI in Marketing Strategy Management ♥ 3 hrs/wk Classroom
Introduction to AI in Marketing • 3 hrs/wk Classroom	AI for Marketing Innovation • 3 hrs/wk Classroom
Data Management for Marketers • 3 hrs/wk Classroom	Collaborative Strategies in Marketing ♪ 3 hrs/wk Classroom
Marketing Automation Tools • 4 hrs/wk Classroom	Marketing Analytics and ROI • 3 hrs/wk Classroom
Consumer Behaviour and Insights ♪ 3 hrs/wk Classroom	Digital Transformation and Innovation ♥ 3 hrs/wk Classroom
Creative Content and Brand Storytelling with Generative AI ♥ 3 + 1 hrs/wk Classroom and online	Marketing Management Capstone ♦ 3 + 3 hrs/wk Classroom and online
308 hours	294 hours

#### Themes:

Marketing and Strategy Fundamentals (■)

-  Human Engagement and Influence (♪)
-  AI and Automation (●)
-  Strategic Foresight (♥)
-  Experiential Learning (♦)

## Course Descriptions

### Semester 1

**Course Title:** Marketing Fundamentals

**Course description:** Embark on an exploration of the fundamental principles of marketing by focusing on the four Ps core to the sector: Product, Price, Place, and Promotion. Essential strategies for Segmentation, Targeting, and Positioning are investigated in alignment with digital marketing, Search Engine Optimization, content marketing, pay-per-click advertising, and social media strategies. This comprehensive approach creates a robust foundation of knowledge of both traditional and digital marketing, enabling effective planning and execution of marketing strategies.

**Instructional Setting:** Classroom 3 hrs/wk + 2 hrs/wk Online (asynchronous)

**Total Hours (Semester):** 70

**Course Title:** Introduction to AI in Marketing

**Course description:** Artificial Intelligence (AI) is reshaping marketing by enhancing customer engagement and optimizing campaigns. This introduction to the basics of AI and its applications in marketing, offers hands-on experience with AI tools. Identify how AI can be used to improve marketing strategies, with outcomes aimed at integrating AI tools into practical marketing scenarios confidently.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Data Management for Marketers

**Course description:** Effective data management is pivotal for successful digital marketing and AI applications. Ethical data acquisition, management strategies, and navigating the complexities of privacy laws will be analyzed through case studies and guest lectures. Be equipped with the skills needed to manage data ethically and efficiently, apply data insights to marketing decisions, and navigate privacy considerations with confidence.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Marketing Automation Tools

**Course description:** Automation tools in marketing significantly increase efficiency and personalization. Let's explore the use of automation in various marketing functions, including email marketing and Customer Relationship Management (CRM) systems, teaching students to set up and manage automation workflows. Enhance customer engagement and streamline marketing operations through practical automation skills.

**Instructional Setting:** Classroom 4 hrs/wk

**Total Hours (Semester):** 56

**Course Title:** Consumer Behaviour and Insights

**Course description:** Focus on ethnographic research, user-centered design, and design thinking to explore the depths of consumer behavior and how to apply these insights in marketing. Advanced techniques for gathering and analyzing consumer data will be covered, utilizing both traditional methods and innovative AI-driven tools. Develop skills in creating targeted marketing strategies that resonate with consumers by understanding their behaviors and preferences, thus enhancing the effectiveness of marketing initiatives.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Creative Content and Brand Storytelling with Generative AI

**Course description:** Creative content and compelling storytelling are vital for differentiating brands in the marketplace. Explore content creation fundamentals with a specific focus on using generative AI for innovative storytelling, as well as how to effectively utilize various platforms for content dissemination, such as websites, blogs, podcasts, and digital ads. Give examples to leverage AI in crafting brand narratives that resonate with audiences, positioning you to create content that stands out in a crowded digital landscape.

**Instructional Setting:** Classroom 3 hrs/wk, 1 hr/wk Online (asynchronous)

**Total Hours (Semester):** 56

## Semester 2

**Course Title:** AI in Marketing Strategy Management

**Course description:** As the digital landscape evolves, so too must marketing strategies. Build on your foundational knowledge and explore sophisticated digital marketing tactics, including advanced Search Engine Optimization (SEO), content strategy development, and campaign optimization. Discover to implement complex digital marketing strategies that enhance engagement and drive conversions.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** AI for Marketing Innovation

**Course description:** Advanced AI applications can revolutionize marketing practices by offering unprecedented personalization and efficiency. Explore predictive analytics, personalization engines, and the ethical use of AI in marketing, preparing students to harness advanced AI technologies through classroom projects and industry collaboration. Empower and lead in the creation and implementation of innovative AI-driven marketing solutions.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Collaborative Strategies in Marketing



**Course description:** Build on consumer behavior and insights to delve into the strategies behind effective collaboration. Explore various methodologies for fostering productive collaborative environments, including creating psychological safety, facilitating group collaborations, and designing collaborations to achieve specific outcomes. Master these collaborative techniques to lead marketing initiatives that require coordinated efforts across diverse teams, ensuring successful project execution and innovation.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Marketing Analytics and ROI

**Course description:** Analyze marketing effectiveness to optimize return on investment (ROI). Use analytics tools, calculate ROI, and apply predictive analytics to enable informed decision-making. Critically analyze marketing performance, optimizing campaigns for better ROI, and use data to confidently forecast marketing trends. Enhance your marketing strategies through case studies and analytical software.

**Instructional Setting:** Classroom 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Digital Transformation and Innovation

**Course description:** Embrace digital transformation and innovation to stay ahead in the marketing field. Examine the impact of digital technologies on marketing strategies and business models to lead digital transformation efforts. Equip yourself to foster innovation and adapt marketing strategies to keep pace with technological advancements.

**Instructional Setting:** Classroom Studio 3 hrs/wk

**Total Hours (Semester):** 42

**Course Title:** Marketing Management Capstone

**Course description:** An opportunity to apply cumulative knowledge with a practical digital marketing challenge. Use strategic planning, project management, and execution skills throughout development and the final presentation. Simulations of real-world marketing scenarios allow for the integration and application of learning from a marketing strategy lens.

**Instructional Setting:** Classroom 3 hrs/wk + 3 hrs/wk Online (asynchronous)

**Total Hours (Semester):** 84

## 3.1 Work Integrated and Experiential Learning

### Work Integrated Learning Opportunities

- ☐ Co-op (Mandatory)
- ☐ Co-op (Optional)
- ☐ Clinical placement
- ☐ Field/Work Placement
- ☒ Skills Lab that simulates workplace environment
- ☐ Degree work placement – Mandatory



## Experiential Learning Opportunities Aligned with SMA3 Definition

- ☒ Capstone (solving a real problem through applied research)
- ☐ Industry or Community Agency-Sponsored Research Project
- ☐ Service Learning (bridges community service and required for a course)
- ☐ Faculty-led Study Abroad

Students engage in an 84-hour capstone project in the second semester of the program. This sets the proposed program apart from the other Colleges of Applied Arts and Technology (CAATs) currently delivering this program which have a field placement or a co-op option as their WIL opportunity. Students apply their knowledge and skills to conduct an in-depth analysis of the marketing operations of a business and develop strategic recommendations that leverage AI and automation to address identified challenges and opportunities. This provides students with the opportunity to leverage critical and creative thinking to solve a distinct challenge, rather than simply engaging in day-to-day activities in the marketing department of a business.

## 4. Strategic Alignment

### 4.1 Strategic Fit

The proposed program aligns with the [Academic plan](#), and the “Our Students” pillar of the [Strategic](#) and [Business](#) plans.

The proposed MMAI OGCG was carefully designed to align with the strategic objectives outlined in the Academic, Strategic, and Business plans, ensuring it not only meets but advances the college's mission and goals.

### Academic Plan

#### Goal 1: Ensure Exceptional Quality in our Academic Programs

The proposed program integrates cutting-edge AI and digital marketing content, ensuring students receive high-quality, industry-relevant education. The curriculum has been developed in consultation with industry experts to maintain the highest standards and professional relevance.

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

Objective 1.2: We will maximize opportunities for students to build the durable skills they need to be successful in their careers and lives.

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

#### Goal 2: Enhance Exemplary Teaching and Learning Practices

By incorporating interactive learning experiences, real-world case studies, and advanced technological tools, the proposed program exemplifies innovative teaching practices, enhancing student engagement and learning outcomes.

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

Objective 2.4: We will enhance digital fluency and global competence in faculty members to support students in the ever-changing world of work.

## **Goal 4: Intensify and Strengthen the College's Applied Research Agenda**

With a focus on AI and automation, the proposed program encourages students to engage in applied research projects that contribute to advancing these fields, fostering a strong research culture related to emerging technologies in marketing.

Objective 4.2: We will increase research training opportunities for students to engage in applied research projects both within and outside curricula.

Objective 4.3: We will establish research collaborations with relevant external stakeholders.

## **Strategic and Business plans**

### **Pillar: Our Students**

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

The proposed OCGC is designed to equip students with advanced skills in AI and automation, competencies highly sought after in the marketing field, thus enhancing their career readiness. By developing proficiencies in these high-demand areas, the proposed program ensures that graduates are not only well-positioned to contribute to the workforce but also to lead marketing innovations in their communities. This directly supports the goal under the pillar 'Our Students,' focusing on educating and inspiring students to achieve success in their careers and communities.

The proposed Marketing Management - AI and Automation OCGC supports Durham College's strategic objectives and positions the institution as a leader in providing innovative, high-quality education that is responsive to the needs of both the local and global markets and future-proof graduates. This strategic congruence ensures that the program contributes significantly to the college's reputation, student success, and broader community impact.

## **4.2 Fit with Existing Ontario College Programs**

DC's proposed MMAI OCGC specifically addresses the rapid evolution of AI automation within the marketing sector. Currently 11 CAATs offer a Marketing Management graduate certificate program under the MTCU code 72900 with most structured around a broader focus on business or marketing. Two CAAT programs

focus on digital media; however, none of the programs specifically address the inclusion and evolution of AI automation within the marketing sector.

## 5. Labour Demand and Graduate Employment Possibilities

Based on the environmental scan, it is anticipated that the proposed MMAI OCGC will be a strong addition to DC's program offerings due to the:

- Growing integration of AI in marketing, which is creating demand for professionals who are specialized in AI technologies and automation.
- Projected increase in the number of related jobs within Durham Region to 2028 for all three related occupation categories.
- Absence of a Marketing Management OCGC focusing on AI and automation in the CAAT system.
- Strong student experiences, graduation rates, and graduate employment rates demonstrated in DC's existing Marketing Management programs.

### 5.1 Labour Market Analysis

Artificial Intelligence (AI) is advancing at an unprecedented rate, reshaping technology and redefining what machines are capable of in every corner of the world. Marketing is one of the areas of business operations where it is widely seen that AI is driving enormous changes. AI marketing is the process of using AI capabilities like data collection, data-driven analysis, natural language processing (NLP) and machine learning (ML) to deliver customer insights and automate critical marketing decisions, improving a company's marketing performance, efficiency, and cost savings<sup>1</sup>. Today, AI technologies are being used more widely than ever before in the marketing area to generate content, profile audience, improve customer experiences, and deliver meaningful insights to marketers.

An AI marketing professional leverages AI technologies to enhance and personalize the marketing efforts of a business. AI marketing professionals sit at the intersection of data science and marketing, requiring a blend of analytical skills and creative strategy. There are different types of AI marketing professionals, each specializing in different skills and areas of expertise. Data-driven marketing analysts specialize in analyzing large sets of customer and market data to inform marketing decisions and tactics. AI-enabled content creators utilize AI-powered tools to produce and automate the generation of personalized and relevant content at scale. Conversational marketing specialists design, implement, and refine AI-driven conversational tools to facilitate real-time interactions with customers to enhance the customer experience. AI AdTech specialists are experts in programmatic advertising who utilize AI to purchase and optimize digital ad space in real-time, ensuring that ads reach the right audience at the optimal time and place<sup>2</sup>. With the rapidly changing and evolving landscape of AI, the integration of AI in marketing has become essential,

<sup>1</sup> IBM, [AI in marketing: How to leverage this powerful new technology for your next campaign?](#), accessed Sept 2024.

<sup>2</sup> Teal, [What is a AI Marketing Specialist](#), accessed Sept 2024.

redefining how businesses innovate, personalize experiences, and drive growth on a global scale.

## Growing Integration of AI in Strategic Marketing

AI-driven marketing is reshaping marketing strategies and constantly driving business growth. A recent study by Price Waterhouse Cooper (PwC) estimates that by 2030, AI will drive 45% (15 trillion USD) of the total global economy and boost local economies in North America by as much as 14.5%<sup>3</sup>. Both the Canadian federal and Ontario provincial governments are committed to enhance the tech sector with a clear focus on AI and automation, aiming to position Canada and Ontario as a leader in technological innovation. In 2017, Canada established the Pan-Canadian Artificial Intelligence Strategy, a national AI initiative aimed at maintaining the country's position as a global leader in AI, enhancing business competitiveness, and enabling Canadians to benefit from growth in the digital economy. Phase 2 of the strategy was announced in 2022 with funding of more than \$443 million to be spent on AI strategy development<sup>4</sup>. The Ontario government also announced up to \$77 million in funding for 2023 to help Ontario companies adopt, develop and bring to market critical technologies with a clear focus on AI and automation.

Alongside with the governments' initiatives on supporting AI technology development and innovation, labour market and company research reports also suggested the rapid growth of AI integration in marketing. The 2024 McKinsey Global Survey on AI showed that the most reported uses of generative AI tools (34% of the respondents) are in marketing and sales. Over 80% of leading companies already employ AI and automation to enhance their marketing strategies, driving better customer engagement and operational efficiencies. 72% of the survey respondents reported that their organizations have adopted AI in their business operations, and 65% of the respondents indicated that generative AI is regularly used in their daily work, nearly double the percentage from the 2023 survey<sup>5</sup>. McKinsey's report on AI also emphasizes that companies deeply integrating AI are not only optimizing their processes but are also pioneering entirely new business models, thus demanding a new cadre of professionals well-versed in AI technologies<sup>6</sup>.

This surge of AI development and its incorporation into business operations is echoed in the 2024 HubSpot's AI trends for marketers' report. In a survey to more than 1,000 marketing professionals, 60% responded that they use AI tools in some form in their jobs, increased by 2.5 times since last year's survey<sup>6</sup>. The 2023 RAND Corporation's Artificial Intelligence and the Labour Force report also indicated that there is a substantial increase in workers' exposure to AI technologies and AI technology patent. By using NLP to analyze job task descriptions and US technology patents awarded between 1976 and 2020, the

<sup>3</sup> PwC, [PwC's Global Artificial Intelligence Study: Exploiting the AI Revolution](#), accessed Sept 2024.

<sup>4</sup> Government of Canada, [Securing Canada's AI advantage](#), accessed Sept 2024.

<sup>5</sup> McKinsey and Company, [The state of AI in early 2024: Gen AI adoption spikes and starts to generate value](#), accessed Sept 2024.

<sup>6</sup> HubSpot, [The HubSpot Blog's AI Trends for Marketers Report](#), accessed Sept 2024.

report found that by 2020, nearly all occupations had been exposed to technology patents involving AI, and the top one exposed occupation is marketing strategists<sup>7</sup>. In addition, the Organization for Economic Co-operation and Development (OECD) Employment Outlook 2023 anticipates significant labour market transformations due to AI technologies, suggesting a growing demand for professionals with new AI skills<sup>8</sup>.

## Benefits and Challenges of AI in Marketing

With the rapidly growing incorporation of AI in strategic marketing, businesses can make fast, smart decisions by analyzing customer data in near real-time and evaluate the impact of their marketing efforts and adjust their tactics accordingly. Large amounts of data can be quickly turned into insights about future customer behaviour, suggesting more personalized content, and spotting patterns in large data sets for marketers to act on. In addition, AI technologies help marketing teams improve their customer relationship management programs by automating routine tasks, such as the preparation of customer data for purposes such as enhancing personalization and optimizing customer engagement strategies. They can also reduce the likelihood of human error, deliver more personalized customer messages and identify at-risk customers. Modern AI marketing solutions help companies ensure that they are getting the most out of their investment.

However, like most of the other new technologies, there are also challenges using AI for marketing purposes. AI models require significant training to do a new task and AI solutions are only as strong as the quality of the data they are trained on. If the data is inaccurate and unrepresentative (e.g., existing bias in the data sets), the answer and suggestions AI generates will be low quality and ineffective. In HubSpot's 2024 survey, 47% of marketers said that generative AI has provided them with inaccurate information<sup>9</sup>. McKinsey's 2024 report on AI also pointed out that businesses are beginning to recognize the diverse risks associated with the AI technologies. Nearly one-quarter of survey respondents indicated that their organizations have experienced negative consequences from generative AI's inaccuracy, and organizations are actively working to mitigate the risks<sup>10</sup>. Without human interference and monitoring, AI can produce content with inaccuracies, bias, or ineffective suggestions. AI marketing professionals are in urgent demand to ensure the quality of data and provide human oversight to prevent mistakes happening. AI risk awareness and risk mitigation controls are becoming required skill sets for AI technical talent.

In addition, because most AI models for marketing purposes are trained on personal customer information, relevant privacy laws and regulations must be strictly followed, or companies risk incurring heavy fines and reputational

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<sup>7</sup> RAND Corporation, [Artificial Intelligence and the Labor Force – A Data-Driven Approach to Identifying Exposed Occupations](#), accessed Sept 2024.

<sup>8</sup> Organization for Economic Co-operation and Development (OECD), [OECD Employment Outlook 2023 – Artificial Intelligence and the Labour Market](#), accessed Sept 2024.

<sup>9</sup> HubSpot, [AI in Digital Marketing – The Complete Guide](#), accessed Sept 2024.

<sup>10</sup> McKinsey and Company, [The state of AI in early 2024: Gen AI adoption spikes and starts to generate value](#), accessed Sept 2024.

damage. According to HFS's 2022 research, reputational damage from errant AI deployments appearing in the media has increased the pressure in both Europe and North America for greater regulation<sup>11</sup>. There is a surge in the demand of trained AI marketing professionals who can navigate the ethical implications of using AI in marketing and to ensure compliance with relevant data privacy laws and regulations.

The proposed program will provide an opportunity for professionals in marketing management, such as marketing coordinators and product marketers to further enhance their knowledge in AI technologies for marketing purposes. Additionally, graduates of postsecondary programs related to business marketing, such as Marketing - Business and Business Administration in Marketing, may choose to pursue the proposed graduate certificate to acquire specialized knowledge of AI and automation within marketing management, thereby enhancing their access to the robust job market in this high-demand field.

### Associations and Affiliations

- Canadian Marketing Association (CMA)
- American Marketing Association (AMA)
- Digital Marketing Institute (DMI)
- Artificial Intelligence Board of America (ARTiBA)

### Certifications

- Digital Marketing Specialist (DMI)
- Digital Marketing Pro (AMA and DMI)
- Certified Artificial Intelligence Professional (ARTiBA)

### **Employment Projections**

The National Occupation Classification (NOC)<sup>12</sup> provides a standardized framework for organizing the labour force into a coherent system. Statistics Canada updated the NOC classifications in 2021 to provide an updated and more specific reflection of the labour market. The use of 5 digits instead of 4 digits for the NOC codes allows for more specificity in the jobs described under that category. However, several sources of labour market information have not yet transformed their database from the 2016 NOC structure to the 2021 NOC structure. Hence the following description identifies the relevant 2021 codes and their 2016 equivalencies below but the discussion in this section primarily relies upon the 2021 framework.

Job titles and descriptions relevant to Marketing Management - AI and Automation were collated from a variety of labour market reports. Based on the titles and descriptions, three key five-digit NOC codes were identified: 11202,

<sup>11</sup> HFS, [AI regulations represent a new "GDPR moment" for HR leaders](#), accessed Sept 2024.

<sup>12</sup> Government of Canada, [National Occupational Classification – NOC 2021 Version 1.0](#), accessed Sept 2024.



41402, and 10022 as relevant to the labour market pertaining to Marketing Management – AI and Automation.

These three codes are:

- 11202 (2021) – Professional occupations in advertising, marketing and public relations (e.g., digital marketing consultant, digital advertising specialist) is equivalent to 1123 (2016) – Professional occupations in advertising, marketing and public relations.
- 41402 (2021) – Business development officers and market researchers and analysts (e.g., marketing data analyst, marketing researcher) is equivalent to 4163 (2016) – Business development officers and marketing researchers and consultants.
- 10022 (2021) – Advertising, marketing and public relations managers (e.g., online marketing manager, web marketing manager, advertising manager) is equivalent to 0124 (2016) – Advertising, marketing and public relations managers.

The proposed Marketing Management - AI and Automation graduate certificate program will equip students with durable skills that align with demand from industry. The following table depicts a selection of the specialized skills culled from active job postings in occupations related to Marketing Management:

In Demand Skills		
NOC Code - Occupation	Specialized Skills	Skills for Success
11202 – Professional occupations in advertising, marketing and public relations	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Project Management</li> <li>• Social Media</li> <li>• Digital Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Detail Oriented</li> <li>• Sales</li> <li>• Research</li> </ul>
41402 – Business development officers and market researchers and analysts		
10022 – Advertising, marketing and public relations managers		

Source: Occupational Profiles, Lightcast Analyst 2024.1, accessed Sept 2024.

## Labour Market Outlook

### Occupational Classification: National

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

Wages, Occupational Statistics and Employment Outlook (National)					
NOC Code - Occupation	Median Wage	Employment in 2021	Median Age in 2021	Median Retirement Age in 2021	Outlook to 2031 <sup>13</sup>
11202 – Professional occupations in advertising, marketing and public relations	\$31.19	201,600	38	64	Balanced
41402 – Business development officers and market researchers and analysts	\$42.05	63,900	41	64	Balanced
10022 – Advertising, marketing and public relations managers	\$52.88	52,700	43	61	Balanced

Source: Employment and Social Development Canada <https://www.jobbank.gc.ca>; Canadian Occupational Projections System <https://occupations.esdc.gc.ca>, accessed Sept 2024.

## Provincial Outlook

### Occupational Classification: Provincial

The following table displays the provincial job prospects over the next 3 years for the relevant occupations, as well as median wage:

Wages, Occupational Statistics and Employment Outlook (Provincial)			
NOC Code - Occupation	Median Wage	Current Employment	Prospects over the next 3 years <sup>14</sup>
11202 – Professional occupations in advertising, marketing and public relations	\$32.69	86,300	Moderate
41402 – Business development officers and market researchers and analysts	\$42.48	14,150	Moderate

<sup>13</sup> Definitions correspond to national labour market data taken from the Department of Employment and Social Development Canada (ESDC) and are based on the Canadian Occupational Projections System (COPS).

**Balance** Labour demand and labour supply are expected to be broadly in line for this occupation group over the 2022-2031 period.

**Surplus** This occupational group is expected to face labour surplus conditions over the period of 2022-2031 period.

**Shortage** This occupational group is expected to face labour shortage conditions over the period of 2022-2031 period.

<sup>14</sup> Rankings are defined by the Department of Employment and Social Development Canada (ESDC):

**Very good:** the short- and medium-term potential for employment for this occupation group is significantly higher than the regional average, compared to other occupations.

**Good:** the short- and medium-term potential for employment for this occupation group is higher than the regional average, compared to other occupations.

**Moderate:** the short- and medium-term potential for employment for this occupation group is comparable to the regional average, compared to other occupations.

**Limited:** the short- and medium-term potential for employment for this occupation group is below the regional average, compared to other occupations.

**Very limited:** the short- and medium-term potential for employment for this occupation group is significantly lower than the regional average, compared to other occupations over the next 3 years.



Wages, Occupational Statistics and Employment Outlook (Provincial)			
NOC Code - Occupation	Median Wage	Current Employment	Prospects over the next 3 years <sup>14</sup>
10022 – Advertising, marketing and public relations managers	\$53.85	22,900	Moderate

Source: Employment and Social Development Canada <https://www.jobbank.gc.ca>, accessed Sept 2024.

The following figure displays the provincial job outlook rating (2023-2027)<sup>15</sup> for the relevant occupations, as well as annual median income.

11202 – Professional occupations in advertising, marketing and public relations



Job outlook  
**Good**



Median income  
**\$69,500**



Top location  
**Toronto (63%)**

41402 – Business development officers and market researchers and analysts



Job outlook  
**Moderate**



Median income  
**\$85,000**



Top location  
**Toronto (65%)**

10022 – Advertising, marketing and public relations managers



Job outlook  
**Good**



Median income  
**\$91,000**



Top location  
**Toronto (68%)**

Source: Ontario Job Profiles <https://www.services.labour.gov.on.ca/labourmarket>, accessed Sept 2024.

The median annual income for all three occupations is above the median annual income in Ontario (\$42,700)<sup>16</sup>.

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

<sup>15</sup> Outlook rankings are defined by the Ontario Ministry of Labour, Immigration, Training and Skills Development:

**Very good:** This situation is most favourable to job seekers since it indicates moderate recent and future employer demand for workers. Relative to other occupations, these occupations tended to have very high numbers of online job postings relative to the size of the occupation, very low unemployment rates in the recent past, very high projected employment growth rates and very high projected rates of attrition due to retirement.

**Good:** This situation is more favourable to job seekers since it indicated moderate recent and future employer demand for workers. Relative to other occupations, these occupations tended to have high numbers of online job postings relative to the size of the occupation, low unemployment rates in the recent past, high projected employment growth rates and high projected rates of attrition due to retirement.

**Moderate:** This situation is somewhat favorable to job seekers since it indicates moderate recent and future employer demand for workers. Relative to other occupations, these occupations tended to have moderate number of online job postings relative to the size of the occupation, moderate unemployment rates in the recent past, moderate projected employment growth rates and moderate projected rates of attrition due to retirement.

<sup>16</sup> Statistics Canada, [Income of individuals by age group, sex and income source, Canada, provinces and selected census metropolitan areas](#), accessed Sept 2024.

Provincial Summary Job Profile Statistics			
NOC Code - Occupation	Males	Females	Unemployment Rate
11202 – Professional occupations in advertising, marketing and public relations	35%	65%	7.5%
41402 – Business development officers and market researchers and analysts	54%	46%	6.2%
10022 – Advertising, marketing and public relations managers	40%	60%	5%

Source: Ontario Job Profiles <https://www.services.labour.gov.on.ca/labourmarket>, accessed Sept 2024.

Unemployment rates for *Professional occupations in adverting, marketing and public relations* and *Business development officers and market researchers and analysts* are higher than the 2023 average provincial unemployment rate (5.7 per cent)<sup>17</sup>.

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

Educational Attainment			
Education Level	11202 – Professional occupations in advertising, marketing and public relations	41402 – Business development officers and market researchers and analysts	10022 – Advertising, marketing and public relations managers
No certificate, diploma or degree:	1%	0%	0%
Secondary (high) school diploma or equivalency certificate	11%	11%	11%
Apprenticeship or trades certificate or diploma	1%	1%	1%
College, CEGEP or other non-university certificate or diploma	16%	14%	14%
Bachelor's degree	50%	44%	44%
Degree in medicine, dentistry, veterinary medicine or optometry	0%	0%	0%
Master's degree	15%	23%	23%
Earned doctorate	1%	2%	2%
Other	6%	5%	5%

<sup>17</sup> Statistics Canada, [Unemployment rate, participation rate and employment rate by sex, annual](#), accessed Sept 2024.

Source: Ontario Job Profiles <https://www.services.labour.gov.on.ca/labourmarket>, accessed Sept 2024.  
 Percentages may not sum to 100 due to rounding.

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

Employment Share by Census Division				
Census Division	All Occupations	11202 – Professional occupations in advertising, marketing and public relations	41402 – Business development officers and market researchers and analysts	10022 – Advertising, marketing and public relations managers
Durham	5%	4%	4%	5%
Toronto	21%	37%	34%	40%
Peel	10%	8%	11%	9%
York	9%	9%	11%	10%
Peterborough	1%	1%	1%	0%
Northumberland	1%	0%	0%	0%
Kawartha Lakes	1%	0%	0%	0%

Source: Ontario Job Profiles <https://www.services.labour.gov.on.ca/labourmarket>, accessed Sept 2024.

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

Occupation Summary (Ontario and Select Census Divisions) – 2023 and 2028					
Region	2023 Jobs	2028 Jobs	Change	% Change	Average Hourly Wages
<b>Ontario</b>	<b>122,125</b>	<b>135,813</b>	<b>13,688</b>	<b>14%</b>	<b>\$43.36</b>
Durham	5,894	7,033	1,139	19%	\$44.44
Toronto	41,853	46,378	4,525	11%	\$44.43
Peel	14,763	16,513	1,750	12%	\$45.00
York	12,726	14,664	1,938	15%	\$44.84
Peterborough	354	376	22	6%	\$38.31
Northumberland	141	150	9	6%	\$38.56
Kawartha Lakes	119	123	4	3%	\$38.25

Source: Labour Force Survey, Lightcast Analyst 2024.1, accessed Sept 2024.

## Local Outlook

Occupational Classifications: Region of Durham

The following table presents the number of jobs and hourly wages for all relevant occupations within the Durham census division. Job counts are presented for 2023, in addition to a projection of the number of jobs in 2028:

Durham Region Employment Outlook - 2023 and 2028					
NOC Code - Occupation	2023 Jobs	2028 Jobs	Change	% Change	Average Hourly Wages
11202 – Professional occupations in advertising, marketing and public relations	3,926	4,715	789	20%	\$38.79
41402 – Business development officers and market researchers and analysts	792	855	63	8%	\$50.04
10022 – Advertising, marketing and public relations managers	1,176	1,463	287	24%	\$59.52
<b>Total</b>	<b>5,894</b>	<b>7,033</b>	<b>1,139</b>	<b>19%</b>	<b>\$44.44</b>

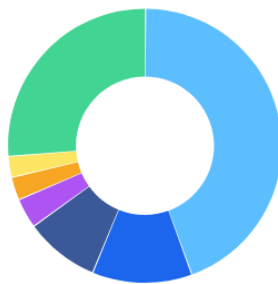
Source: Labour Force Survey, Lightcast Analyst 2024.1, accessed Sept 2024

The following table presents information for the self-employment in selected occupations within the Durham census division:

Durham Region Self-Employment Outlook - 2023 and 2028				
NOC Code - Occupation	2023 Jobs	2028 Jobs	Change	% Change
11202 – Professional occupations in advertising, marketing and public relations	500	515	15	3%
41402 – Business development officers and market researchers and analysts	113	93	-20	-18%
10022 – Advertising, marketing and public relations managers	59	45	-14	-24%
<b>Total</b>	<b>672</b>	<b>653</b>	<b>-19</b>	<b>-3%</b>

Source: Labour Force Survey, Lightcast Analyst 2024.1, accessed Sept 2024

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



Industry	% of Occupation in Industry (2023)
Advertising, public relations, and related services	44.4%
Management, scientific and technical consulting services	11.8%
Computer systems design and related services	8.8%
Independent artists, writers and performers	3.6%
Agents and managers for artists, athletes, entertainers and other public figures	2.7%
Specialized design services	2.5%
Other	26.3%

Source: Labour Force Survey, Lightcast Analyst 2024.1, accessed Sept 2024

The highest concentration of the occupations related to the proposed OCGC are in *Advertising, public relations, and related services*, as illustrated in the figure above; however, a large percentage of occupations (27 per cent) are in other industries.

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

11202 – Professional occupations in advertising, marketing and public relations	41402 – Business development officers and market researchers and analysts
<b>32%</b> Professional, scientific and technical services <b>9%</b> Public administration <b>7%</b> Educational services <b>7%</b> Other services (except public administration)	<b>32%</b> Professional, scientific and technical services <b>10%</b> Finance and insurance <b>10%</b> Public administration <b>8%</b> Wholesale trade
10022 – Advertising, marketing and public relations managers	
<b>35%</b> Professional, scientific and technical services <b>9%</b> Information and cultural industries <b>9%</b> Retail trade <b>7%</b> Wholesale trade	

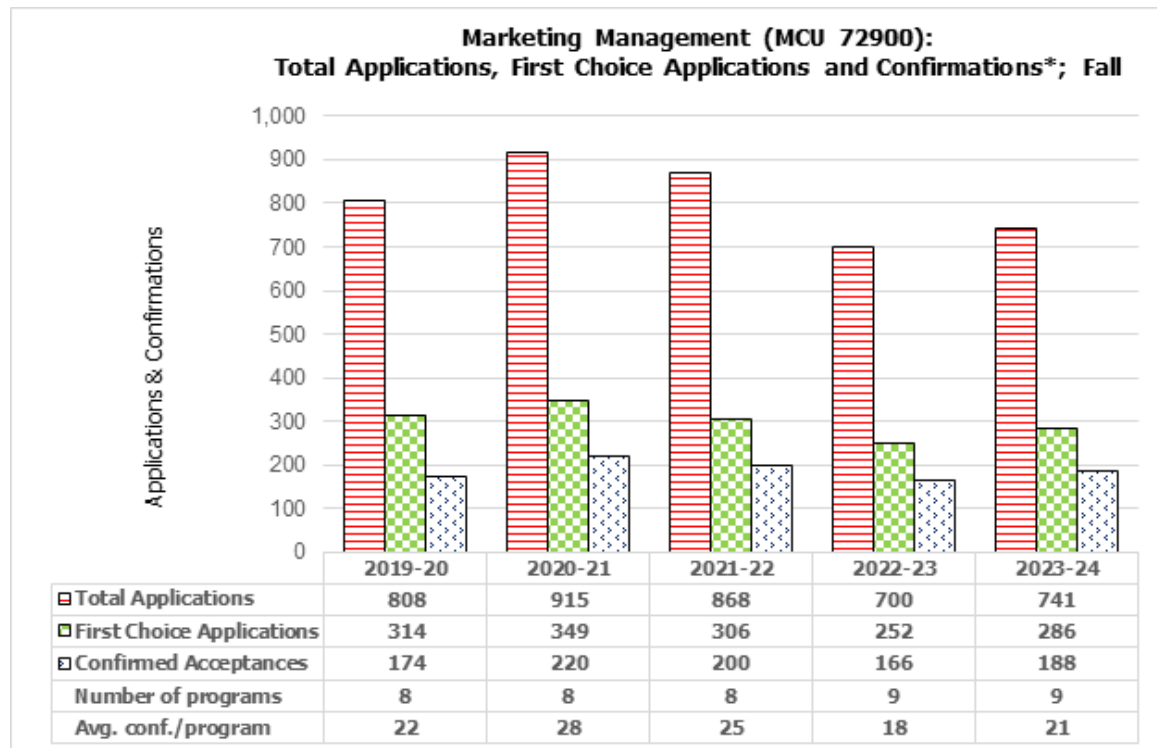
Source: Ontario Job Profiles <https://www.services.labour.gov.on.ca/labourmarket>, accessed Sept 2024.

Occupations relevant to the proposed MMAI OCGC are prevalent in a wide range of industries, including the *Professional, Scientific and Technical Services, Public Administration, Finance and Insurance, and Information and Cultural Industries*.

## 6. Student Interest

### Applications and Acceptances

The following figure displays system-wide domestic applications, first choice applications and confirmed acceptances for the Fall intake of Marketing Management programs in Ontario (MTCU 72900):



Source: OCAS Data Warehouse, accessed: Sept 2024

Average year-over-year growth is presented below:

- The average growth<sup>18</sup> between 2019 and 2023 for total applications was negative one point four per cent.
- The average growth between 2019 and 2023 for first choice applications was negative one point three per cent.
- The average growth between 2019 and 2023 for confirmed acceptances was three point four per cent.

There has been a relatively consistent level of domestic confirmed acceptances in fall intakes of Marketing Management programs at CAATs over the past five years.

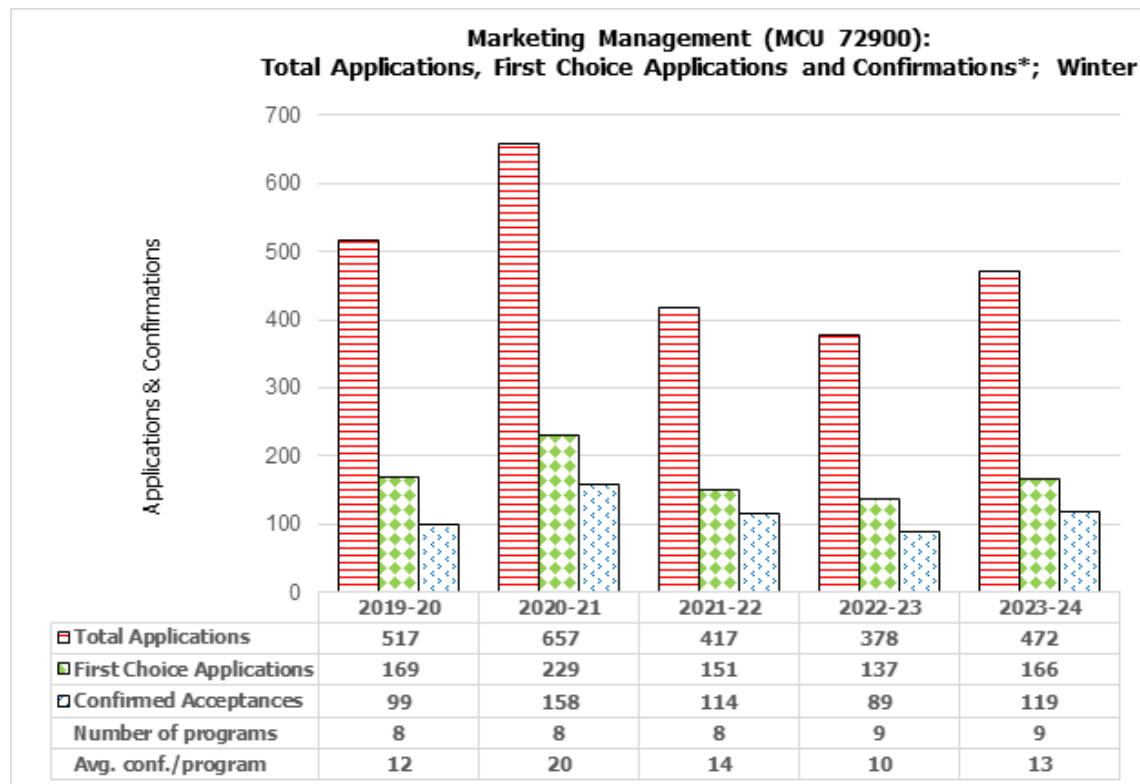
The following table presents the total applications, first choice applications, and confirmed acceptances to the Fall intake of Marketing Management programs (MTCU 72900) across the CAAT system:

<sup>18</sup> Average Growth refers to the average change each year.

Domestic Applicant Interest in Fall Marketing Management (MTCU 72900) Programs at Ontario CAATs							
College	Measure	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT (Fall)*	Total Applications	808	915	868	700	741	-1%
	First Choice Applications	314	349	306	252	286	-1%
	Confirmations	174	220	200	166	188	3%

Source: OCAS Data Warehouse, accessed: Sept 2024

The following figure displays system-wide domestic applications, first choice applications and confirmed acceptances to the Winter intake of the Marketing Management programs in Ontario (MTCU 72900):



Source: OCAS Data Warehouse, accessed: Sept 2024

Average year-over-year growth is presented below:

- The average growth<sup>19</sup> between 2019 and 2023 for total applications was one point five per cent.
- The average growth between 2019 and 2023 for first choice applications was three-point three per cent.
- The average growth between 2019 and 2023 for confirmed acceptances was ten-point nine per cent.

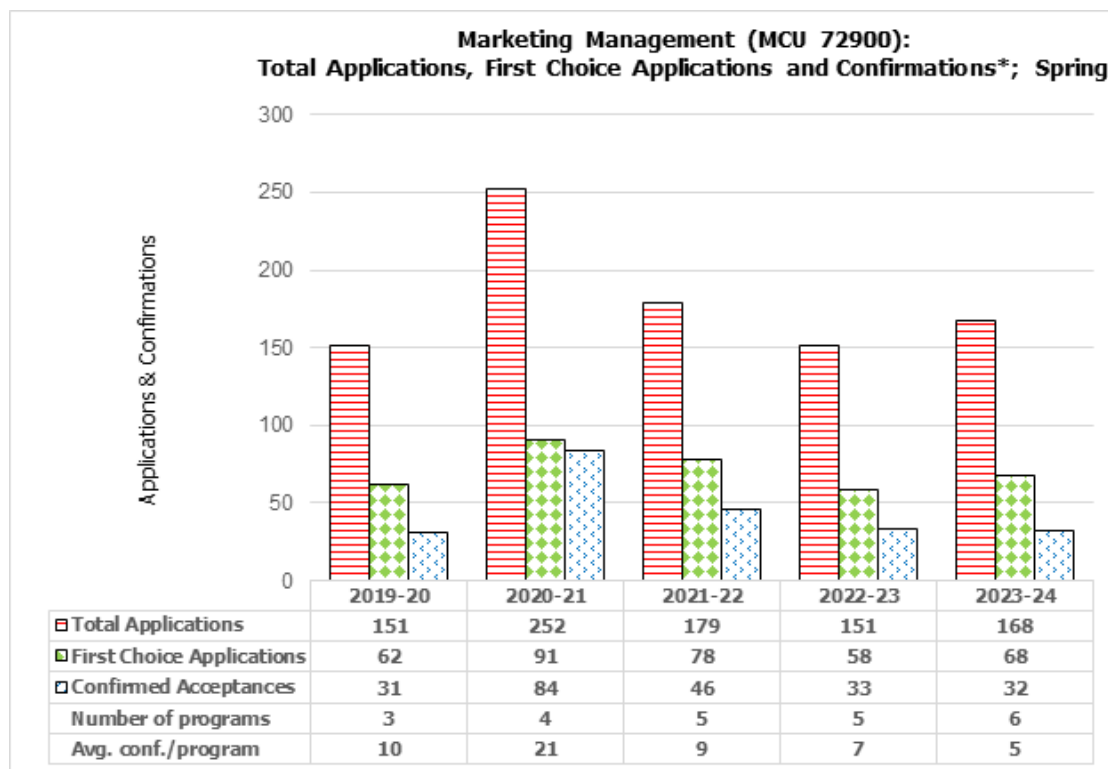
<sup>19</sup> Average Growth refers to the average change each year.

The following table presents the total applications, first choice applications, and confirmed acceptances to the Winter intake of the Marketing Management programs (MTCU 72900) across the CAAT system:

Domestic Applicant Interest in Winter Marketing Management (MTCU 72900) Programs at Ontario CAATs							
College	Measure	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT (Winter)*	Total Applications	517	657	417	378	472	2%
	First Choice Applications	169	229	151	137	166	3%
	Confirmations	99	158	114	89	119	11%

Source: OCAS Data Warehouse, accessed: Sept 2024

The following figure displays system-wide domestic applications, first choice applications and confirmed acceptances to the Spring intake of the Marketing Management programs in Ontario (MTCU 72900):



Source: OCAS Data Warehouse, accessed: Sept 2024

Average year-over-year growth is presented below:

- The average growth<sup>20</sup> between 2019 and 2023 for total applications was eight point four per cent.

<sup>20</sup> Average Growth refers to the average change each year.



- The average growth between 2019 and 2023 for first choice applications was six per cent.
- The average growth between 2019 and 2023 for confirmed acceptances was 23.6 per cent.

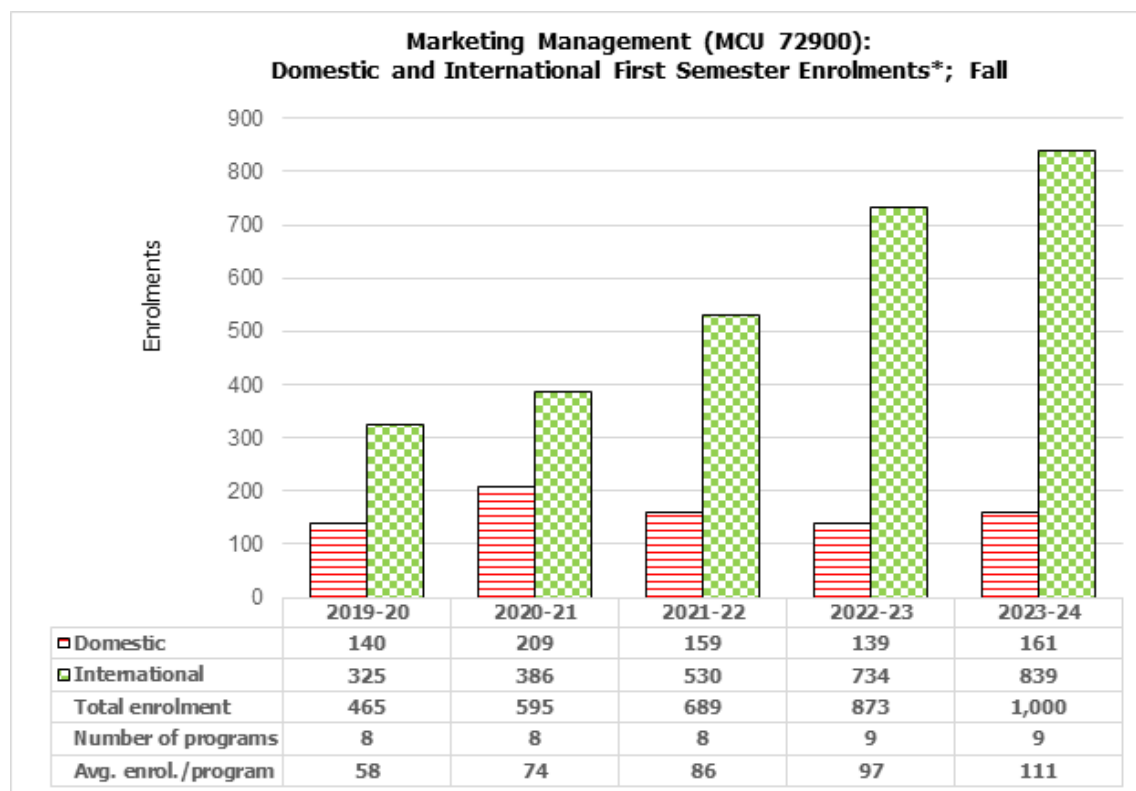
The following table presents the total applications, first choice applications, and confirmed acceptances to the Spring intake of the Marketing Management programs (MTCU 72900) across the CAAT sector:

Domestic Applicant Interest in Spring Marketing Management (MTCU 72900) Programs at Ontario CAATs							
College	Measure	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT (Spring)*	Total Applications	151	252	179	151	168	8%
	First Choice Applications	62	91	78	58	68	6%
	Confirmations	31	84	46	33	32	24%

Source: OCAS Data Warehouse, accessed: Sept 2024

## Enrolment

The following figure displays system-wide first semester enrolments, domestic and international for the Fall intake of for Marketing Management programs at Ontario CAATs (MTCU 72900):



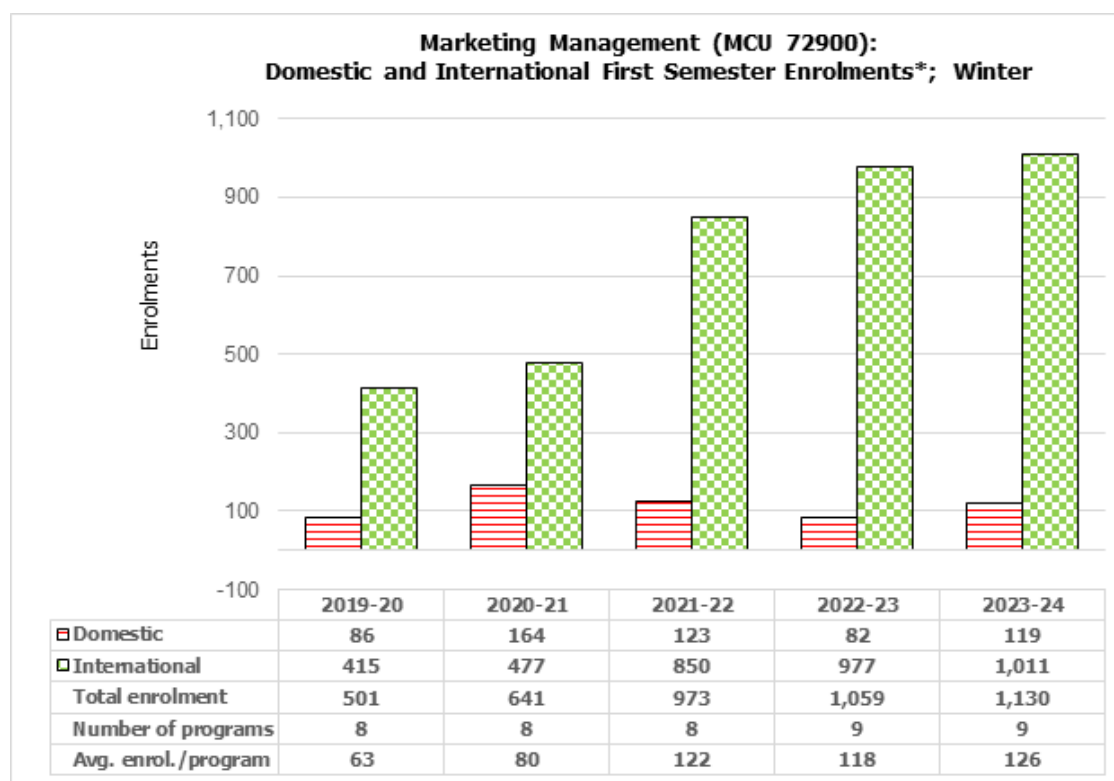
Source: OCAS Data Warehouse, accessed: Sept 2024

There have been relatively consistent levels of domestic enrolment for the fall intakes of Marketing Management programs at CAATs over the past five years. The international enrolment for fall intakes has seen an increase.

Average year-over-year growth is presented below:

- The average growth<sup>21</sup> between 2019 and 2023 for domestic enrolments was seven point two per cent.
- The average growth between 2019 and 2023 for international enrolments was 27.2 percent.
- The average growth between 2019 and 2023 for total enrolments was 21.3 per cent.

The following figure displays system-wide first year enrolments, domestic and international for the Winter intake of for Marketing Management programs at Ontario CAATs (MCU 72900):



Source: OCAS Data Warehouse, accessed: Sept 2024

Average year-over-year growth is presented below:

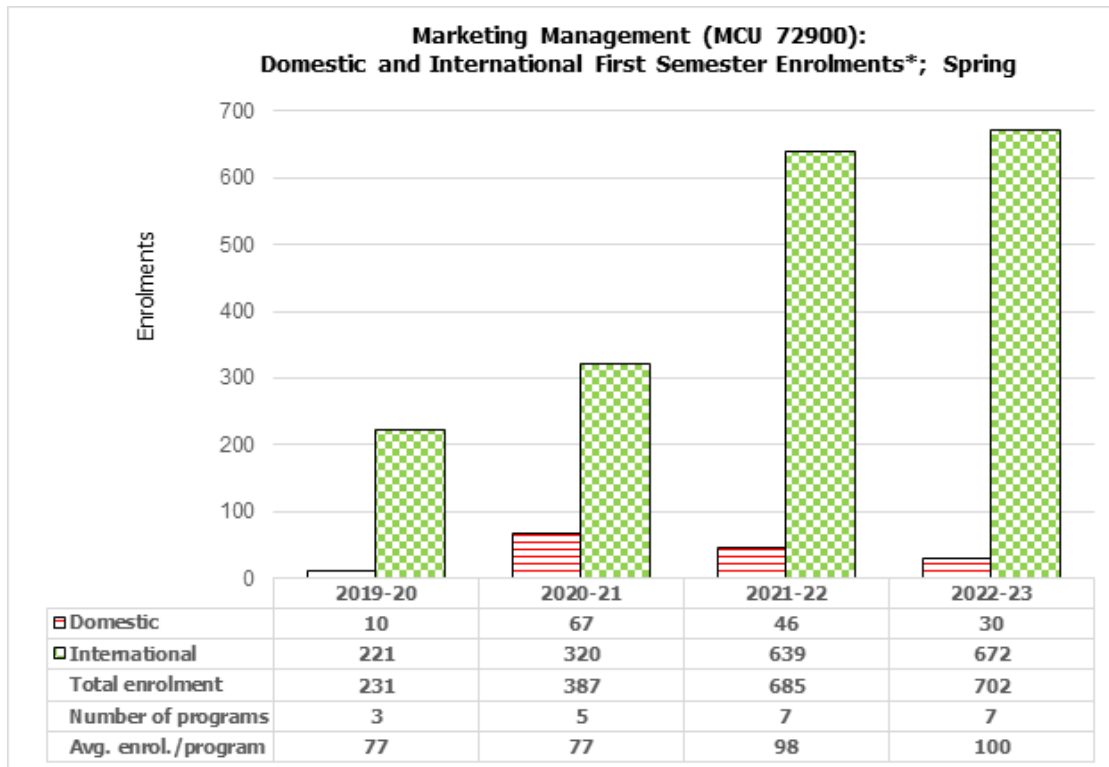
- The average growth<sup>22</sup> between 2019 and 2023 for domestic enrolments was 19.4 per cent.
- The average growth between 2019 and 2023 for international enrolments was 27.9 per cent.

<sup>21</sup> Average Growth refers to the average change each year.

<sup>22</sup> Average Growth refers to the average change each year.

- The average growth between 2019 and 2023 for total enrolments was 23.8 per cent.

The following figure displays system-wide first year enrolments, domestic and international for the Spring intake of Marketing Management programs at Ontario CAATs (MCU 72900):



Source: OCAS Data Warehouse, accessed: Sept 2024

Average year-over-year growth is presented below:

- The average growth<sup>23</sup> between 2019 and 2023 for domestic enrolments was 168 per cent.
- The average growth between 2019 and 2023 for international enrolments was 49.9 per cent.
- The average growth between 2019 and 2023 for total enrolments was 49 per cent.

System-level first semester fall enrolments in Marketing Management OCGCs (MTCU 72900) have been relatively stable across the past five years. System-level first semester winter and spring enrolments in Marketing Management graduate certificate programs have increased over the past five years.

The following tables presents five years of domestic and international Fall, Winter, and Spring enrolments for Marketing Management programs (MTCU 72900):

<sup>23</sup> Average Growth refers to the average change each year.

Marketing Management (MTCU 72900) First Semester Enrolment – Domestic							
College	Term	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT	Fall	140	209	159	139	161	7%
	Winter	86	164	123	82	119	19%
	Spring	10	67	46	30	N/A	168%

Source: OCAS Data Warehouse, accessed Sept 2024

Marketing Management (MCU 72900) First Semester Enrolment – International							
College	Term	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT	Fall	325	386	530	734	839	27%
	Winter	415	477	850	977	1011	28%
	Spring	221	320	639	672	N/A	50%

Source: OCAS Data Warehouse, accessed Sept 2024

There have been relatively consistent levels of domestic and international enrolment for all intakes of Marketing Management programs at Ontario colleges over the past five years. In addition, there is some catchment loss from Durham to Marketing Management – Digital Media programs offered at other CAATs:

Marketing Management (MCU 72900) First Semester Enrolment – Domestic Catchment Loss							
College	Term	2019-20	2020-21	2021-22	2022-23	2023-24	Rolling Avg. Change
CAAT	Fall	4	3	6	3	7	40%
	Winter	4	6	2	1	4	58%
	Spring	0	4	1	1	0	N/A

Source: OCAS Data Warehouse, accessed Sept 2024

## Program Performance

The following table presents aggregate results from the Graduate Outcomes and Employer Survey<sup>24</sup> (GOES) for Marketing Management programs. The Graduate Outcomes and Employer Survey measures the satisfaction of Ontario College graduates with their college education and employment outcomes following graduation. It assesses perceptions on how well the college experience has prepared them to meet their goals after graduation as well as the needs of their employers. These results will be further explored in the subsequent sections.

System Graduate and Employment GOES Results					
	2018-19	2019-20	2020-21	2021-22	2022-23
Graduate Satisfaction-Marketing Management (MTCU 72900)					

<sup>24</sup> The Graduate Outcome and Employer Satisfaction Survey replaced the prior KPI Graduate and Employer Survey. This survey is conducted by all CAAT colleges in order to measure 4 KPI's Graduate Employment Rate, Graduate Satisfaction Rate, Employer Satisfaction Rate, Graduation Rate.

System Graduate and Employment GOES Results					
	2018-19	2019-20	2020-21	2021-22	2022-23
CAAT	57.6%	62.3%	79.2%	69.0%	74.4%
GOES Graduation Rate (domestic)-Marketing Management (MTCU 72900)					
CAAT	81.3%	86.8%	79.9%	79.9%	80.6%
Graduate Employment Rate-Marketing Management (MTCU 72900)					
CAAT	86.4%	88.3%	66.7%	78.6%	86.5%
Graduate Related Employment Rate-Marketing Management (MTCU 72900)					
CAAT	74.9%	74.3%	70.8%	70.8%	78.9%

<https://www.ontario.ca/page/college-graduation-satisfaction-and-job-rates>

## Student Experience

In 2021-22 the Ontario Colleges Student Experience Survey was administered by the Ontario College Application Service (OCAS) to 22 CAATs<sup>25</sup>. The survey assesses the student experience according to three key capstone questions. These questions focus on the program specific content and skills, teaching and learning and work integrated learning.

Student Experience – Marketing Management (MTCU 72900)									
College	Knowledge + Skills			Teaching + Learning			Work Integrated Learning		
	2021-22	2022-23	2023-24	2021-22	2022-23	2023-24	2021-22	2022-23	2023-24
CAAT	85.6%	80.4%	86.0%	84.5%	75.0%	77.3%	86.8%	73.6%	74.2%

## 7. Analysis of Competition

Marketing Management graduate certificate programs are currently offered at 11 CAATs under the MTCU code 72900. The proposed program at DC is similar in developing business and marketing skills however, differentiates itself by:

- Addressing the rapid evolution of technology within the sector;
- Providing students with advanced knowledge and skills linked to emerging industry needs;
- Developing proficiency in using advanced AI technologies; and
- Creating the knowledge and skills required to critically evaluate and implement AI-driven solutions and automation strategies.

## 8. Target Market

The target market for this program is domestic students possessing a diploma, an advanced diploma or a degree in a related field.

<sup>25</sup> The Student Experience Survey is a voluntary and confidential survey of Full-Time DC Students administered by the Ontario College Application Service during the Winter semester. 22 of the publicly funded CAATs participate in the Student Experience Survey.

## 9. Operating Revenue and Expenses

The following tables summarize the net contribution for the proposed Marketing Management – AI and Automation, Ontario College Graduate Certificate program.

<b>Student Enrolment (YR 1)</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Projected enrolment (domestic)	20	25	30	35	40
Projected enrolment (international)	-	-	-	-	-
<b>Total</b>	<b>20</b>	<b>25</b>	<b>30</b>	<b>35</b>	<b>40</b>

<b>Net Contribution</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Total Direct Program Expenses	118,382	121,598	124,905	128,303	131,797
Total Revenue for Program	154,980	193,725	232,470	271,215	309,960
<b>Net Contribution \$</b>	<b>36,598</b>	<b>72,127</b>	<b>107,565</b>	<b>142,912</b>	<b>178,163</b>
Net Accumulated Contribution / (Deficit)	36,598	108,725	216,290	359,202	537,365
<b>Net Contribution - % of Gross Revenue</b>	23.6%	37.2%	46.3%	52.7%	57.5%
<b>Target Net Contribution</b>	<b>n/a</b>	<b>Breakeven</b>	<b>35.0%</b>	<b>35.0%</b>	<b>35.0%</b>
<b>Capital Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## New Program Summary

<b>Revenue</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Tuition Fees per <u>academic year</u> (domestic)	4,000	4,000	4,000	4,000	4,000
Set-Aside Fee Removed (domestic)	400	400	400	400	400
Tuition Fee realized by college (domestic)	3,600	3,600	3,600	3,600	3,600
Tuition Fees per <u>academic semester</u> (international)	-	-	-	-	-
Set-Aside Fee Removed (international)	-	-	-	-	-
International Student Recovery	-	-	-	-	-
International Commission Recruitment	-	-	-	-	-
Tuition Fee realized by college (international)	-	-	-	-	-
Total Tuition Fees (domestic)	72,000	90,000	108,000	126,000	144,000
Total Tuition Fees (international)	-	-	-	-	-
Other Revenue (Contract Training)	-	-	-	-	-

## New Program Summary

<b>Revenue</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Total Other Revenue	-	-	-	-	-
Program Wtd Funding Unit (domestic only)	1.00	1.00	1.00	1.00	1.00
Grant - MTCU Operating (Assume \$4149/wfu)	82,980	103,725	124,470	145,215	165,960
<b>Total Revenue (domestic)</b>	<b>154,980</b>	<b>193,725</b>	<b>232,470</b>	<b>271,215</b>	<b>309,960</b>
<b>Total Revenue (international)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Expenditures</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Salaries - Faculty (FT)	0	0	0	0	0
Salaries - Co-ordinator Allowance	0	0	0	0	0
Salaries - PT Teaching	72,240	74,407	76,639	78,939	81,307
Salaries - PL Teaching	0	0	0	0	0
Salaries - Sessional Teaching	0	0	0	0	0
Contract Teaching	0	0	0	0	0
<b>Total Teaching Salaries</b>	<b>72,240</b>	<b>74,407</b>	<b>76,639</b>	<b>78,939</b>	<b>81,307</b>
Support Staff	0	0	0	0	0



## New Program Summary

<b>Expenditures</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
<b>Total Academic Support Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Benefits - Faculty - FT 25.5%	0	0	0	0	0
Benefits - Faculty - PT 15.5%	12,642	13,021	13,412	13,814	14,229
Benefits - SS (FT) 30%	0	0	0	0	0
<b>Total Employee Benefits</b>	<b>12,642</b>	<b>13,021</b>	<b>13,412</b>	<b>13,814</b>	<b>14,229</b>
<b>Total Labour</b>	<b>84,882</b>	<b>87,428</b>	<b>90,051</b>	<b>92,753</b>	<b>95,535</b>
Instructional Supplies	0	0	0	0	0
Instructional Other Costs	0	0	0	0	0
Field Work	0	0	0	0	0
Membership and Dues	0	0	0	0	0
Professional Development	0	0	0	0	0
Travel/accommodation/meals	0	0	0	0	0
Promotion/Public relations	0	0	0	0	0
Maintenance-Equipment	0	0	0	0	0
Telecommunications	0	0	0	0	0

## New Program Summary

<b>Expenditures</b>	<b>2026-27 Projection</b>	<b>2027-28 Projection</b>	<b>2028-29 Projection</b>	<b>2029-30 Projection</b>	<b>2030-31 Projection</b>
Software Costs	28,500	29,070	29,651	30,244	30,849
Office supplies/Other Expenses	5,000	5,100	5,202	5,306	5,412
Rental	0	0	0	0	0
<b><i>Total Other Expenditure</i></b>	<b>33,500</b>	<b>34,170</b>	<b>34,853</b>	<b>35,550</b>	<b>36,261</b>

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**Report Number:** BOG-2025-24

**To:** Board of Governors

**From:** Dr. Jean Choi, Vice President, Academic and Students

**Date of Report:** March 27, 2025

**Date of Meeting:** April 9, 2025

**Subject:** Major Program Change – Data Analytics for Business Decision Making

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## 1. Purpose

To seek approval from the Board of Governors for the following major program change for September 2025 intake:

### **Applied Data Analytics**

- Credential: Ontario College Graduate Certificate (OCGC)
- Faculty: Business and Information Technology

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2025-24, the major program change for Data Analytics for Business Decision Making be approved.

## 3. Background

In response to the recent federal government review and realignment of Classification of Instruction Program (CIP) codes, the Data Analytics for Business Decision Making program, offered through the Faculty of Business and Information Technology, is seeking approval to update its title to Applied Data Analytics. This revision more accurately reflects the comprehensive scope of the program and aligns with current academic and industry standards. The existing title did not capture the true breadth of applicability of the program's content and outcomes for a variety of industry sectors.

This titling change is also reflected throughout the Program of Study (POS) changes:

- 
1. Business Data Analysis and Assessment I changed to Data Analysis and Assessment I
  2. Business Data Analysis and Assessment II changed to Data Analysis and Assessment II
  3. Statistical Predictive Modeling for Analytics I changed to Statistical and Predictive Modeling for Analytics I

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

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

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

## **4. Discussion/Options**

### **Reflecting Program Scope**

The original title suggests a narrow focus on business decision-making; however, the program's curriculum equips students with the skills to analyze, interpret, and leverage data across a variety of sectors (e.g., health, education, industrial production), transcending traditional business applications, and preparing students for diverse roles in data analytics.

### **Alignment with CIP Code Allocations**

The recent review of CIP code allocations highlighted inconsistencies across institutions. Existing programs at other Ontario colleges with nearly identical content, program learning outcomes (PLOs) and POS structure were assigned CIP codes that align more accurately with the interdisciplinary and applied nature of this program. This discrepancy underscored the need for a title revision that better represents the program's true focus and potential and supports provincial alignment.

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The revised CIP code has been validated and approved by the Ontario College Quality Assurance Service, Credential Validation Service.

## **Curriculum Enhancement**

Minor curriculum revisions in alignment with the program name change ensure that concepts and skills are applied more broadly across courses and woven throughout the POS. This includes embedding advanced analytical techniques and interdisciplinary applications to needs outside of exclusively business-focused contexts. Detailed curriculum mapping has been completed, confirming the updated PLOs and essential employability skills (EESs) are being met.

## **5. Financial/Human Resource Implications**

This change carries significant, but positive financial implications. The approved realignment of the CIP code for this program ensures that it remains marketable to the international student audience. Over the past five years, this program has achieved an average international enrolment rate of 86%. Maintaining this level of enrolment is critical for the program's financial sustainability and institutional viability. Furthermore, the costs associated with realizing these changes are negligible.

## **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**

### **8.1 Strategic Fit**

The proposed program aligns with the following objectives/goals of the [Academic](#), [Strategic](#), and [Business](#) plans.

#### **Academic Plan**

**Goal 1:** Ensure exceptional quality in our academic programs

**Goal 3:** Establish and augment internationalization and global engagement initiatives

**Goal 5:** Strategically manage enrolment

#### **Strategic Plan and Business Plan**

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**Pillar:** Our Work

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

**Pillar:** Our Community

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

# Major Program Change Summary

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## General Program Information

**Existing Program Title:** Data Analytics for Business Decision Making

**Updated Program Title:** Applied Data Analytics

**Credential:** Ontario College Graduate Certificate (OCGC)

**Academic Dean(s):** Cristina Italia, Executive Dean

**Faculty:** Business and IT

**Date of Review by PPRC:** February 12, 2025

**MTCU Code/APS Number:** 70717 / 1252

**OCAS Code(s):** DATA

**Existing Classification of Instructional Program (CIP) Code(s):** 47.0614

**Updated Classification of Instruction Program (CIP) Code(s):** 30.7101

**Program Standard or Description:** Description

**Proposed Implementation:** Fall 2025

**New or Renovated Space Requirements:** No

**Total Capital Costs:** n/a

## 1. Approval Stages

The following approval stages have been assessed for this program:

- ☒ Validated by Ontario College Quality Assurance Service (February 6, 2025)
- ☒ Major Program Change Summary document reviewed by the Manager, Academic Quality Assurance
- ☒ Presented to the Program Proposal Review Committee (February 12, 2025)
- ☒ Reviewed by the Director, Academic Quality (March 17, 2025)
- ☒ Reviewed by the Dean, Teaching, Learning & Academic Quality (March 12, 2025)
- ☒ Approved by Vice President, Academic and Students (March 17, 2025)
- ☒ Reviewed and approved by President (March 19, 2025)

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## 2. Major Program Change Overview

### 2.1 Program Title

In response to the recent federal government review and realignment of Classification of Instruction Program (CIP) codes, the Data Analytics for Business Decision Making program, offered through the Faculty of Business and Information Technology, is seeking approval to update its title to Applied Data Analytics. This revision more accurately reflects the comprehensive scope of the program and aligns with current academic and industry standards. The existing title did not capture the true breadth of applicability of the program's content and outcomes for a variety of industry sectors.

This titling change is also reflected throughout the Program of Study (POS) changes:

1. Business Data Analysis and Assessment I changed to Data Analysis and Assessment I
2. Business Data Analysis and Assessment II changed to Data Analysis and Assessment II
3. Statistical Predictive Modeling for Analytics I changed to Statistical and Predictive Modeling for Analytics I

#### 2.1.1 Rationale

##### Reflecting Program Scope

The original title suggests a narrow focus on business decision-making; however, the program's curriculum equips students with the skills to analyze, interpret, and leverage data across a variety of sectors (e.g., health, education, industrial production), transcending traditional business applications, and preparing students for diverse roles in data analytics.

##### Alignment with CIP Code Allocations

The recent review of CIP code allocations highlighted inconsistencies across institutions. Existing programs at other Ontario colleges with nearly identical content, program learning outcomes (PLOs) and POS structure were assigned CIP codes that align more accurately with the interdisciplinary and applied nature of this program. This discrepancy underscored the need for a title revision that better represents the program's true focus and potential and supports provincial alignment.

The revised CIP code has been validated and approved by the Ontario College Quality Assurance Service, Credential Validation Service.

##### Curriculum Enhancement

Minor curriculum revisions in alignment with the program name change ensure that concepts and skills are applied more broadly across courses and woven throughout the POS. This includes embedding advanced analytical techniques and interdisciplinary



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applications to needs outside of exclusively business-focused contexts. Detailed curriculum mapping has been completed, confirming the updated PLOs and essential employability skills (EESs) are being met.

## **2.1.2 Benefits**

### **Benefits of the Program Title Change**

1. **Enhanced Marketability:** A more inclusive title will attract a broader range of prospective students interested in data analytics applications across multiple sectors.
2. **Industry Alignment:** Reflecting current industry trends and understanding, the nomenclature changes better positions graduates for a variety of roles in the growing field of data analytics.
3. **Improved Academic Consistency:** The updated title aligns with comparable programs and ensures consistency in CIP code allocation across institutions.

### **Benefits of Course Title Changes**

1. The revision of course titles ensures accurate reflection of the content covered throughout the POS.
2. The revised course titles align with the new program title, resulting in discernable and understandable connection between the program and courses.

## **2.2 Program Description**

The Program Description has been updated to reflect the broad scope of the program.

The one-year Ontario College Graduate Certificate in Data Analytics prepares students to interpret trends by linking and presenting data in meaningful ways to clients. As organizations increasingly rely on data for planning and decision-making, sophisticated data tools are used to handle extensive data collection and analysis. This program provides deeper insights into data sets, revealing the story behind the information, and equips graduates with the skills needed to support real-world decision-making through data insights, management, and science. By mastering these techniques, graduates will be prepared to predict trends, understand customer needs, and make informed decisions in a high-demand field.

## **2.3 Program Learning Outcomes (PLOs)**

PLOs have been updated to reflect the breadth of knowledge, skill and sector application that students will graduate with.

The graduate has reliably demonstrated the ability to:

1. Analyze, organize, and manipulate data to support problem-solving, decision making and opportunity identification.

2. Develop statistical and predictive models that use organizational data to identify patterns and provide insights to invested parties.
3. Assess and apply Big Data tools to support decision making, data movement, and system workloads.
4. Prepare and communicate complex materials verbally, in writing, and digitally for a variety of audiences, purposes, and levels of detail.
5. Analyze organizational data to support strategic decision-making and enhance readiness for change initiatives.
6. Conduct data analysis and research respectfully and ethically to protect privacy and maintain dignity to all involved.
7. Manage client requirements and budgets to execute data science projects within scope, timelines, and according to industry standards.

## 2.4 Admission Requirements

Admission requirements were updated to reflect the current DC standard:

- Ontario College Diploma, Ontario College Advanced Diploma or Degree

**OR**

- A minimum of three years of related industry experience detailed in a professional resumé with a letter of intent may be considered
- Proof of English language proficiency required

Applicants who are internationally educated in a non-English speaking country must meet Durham College's [English Language Proficiency Policy](#).

*Note: A comfort in mathematics, statistics, computer software, computer programming, and enterprise systems is recommended.*

## 3. Program of Study (POS)

The POS has been updated to reflect the program title revision. Revisions to course titles are italicized below:

Year 1	
Semester 1	Semester 2
DATA 1102 Careers and Digital Portfolio	DATA 2202 Data Ethics and Responsible Decision Making
DATA 1200 Introduction to Data Analysis	DATA 2203 <i>Data Analysis and Assessment II</i>

## Major Program Change Summary

DATA 1201 Data Collection and Data Management	DATA 2204 Statistical and Predictive Modelling for Analytics II
DATA 1202 Advanced Data Analysis Tools and Techniques	DATA 2205 Visualization and Communication for Data Analytics II
DATA 1203 <i>Data Analysis and Assessment I</i>	DATA 2206 Capstone
DATA 1204 <i>Statistical and Predictive Modelling for Analytics I</i>	DATA 2207 Project Management for Analytics
DATA 1205 Visualization and Communication for Data Analytics I	

Additionally, Project Management for Analytics (DATA 2207, semester 2) was revised from a 42-hour course to a 56-hour course to allow for the embedding of advanced analytical techniques and interdisciplinary applications.

# Major Program Change Summary

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## 4. Strategic Alignment

### 4.1 Strategic Fit

The proposed program aligns with the following goals of the [Academic](#), [Strategic](#), and [Business](#) plans.

#### Academic Plan

**Goal 1:** Ensure exceptional quality in our academic programs

**Goal 3:** Establish and augment internationalization and global engagement initiatives

**Goal 5:** Strategically manage enrolment

#### Strategic Plan and Business Plan

**Pillar:** Our Work

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

**Pillar:** Our Community

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

## 5. Analysis of Competition

The updated title aligns with comparable programs and ensures consistency in CIP code allocation across institutions. The changes will not impact transferability within DC or transferability to other colleges. The changes will also not affect current articulation agreements, pathway options, or external partnerships.

## 6. Student Impact

In-flight students will not be impacted by this change. Changes will be communicated via approved intuitional processes, internal memos, and pan-institutional collaboration.

## 7. Operating Revenue and Expenses

This change carries significant, but positive financial implications. The approved realignment of the CIP code for this program ensures that it remains marketable to the international student audience. Over the past five years, this program has achieved an average international enrolment rate of 86%. Maintaining this level of enrolment is critical for the program's financial sustainability and institutional viability. Furthermore, the costs associated with realizing these changes are negligible.

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**Report Number: BOG-2025-31**

**To: Board of Governors**

**From: Melissa Pringle, Manager, Board Governance and Privacy**

**Date of Report: March 28, 2025**

**Date of Meeting: April 9, 2025**

**Subject: Post-Election Report- Student Governor and Support Staff Governor Elections**

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## 1. Purpose

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

## 2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2025-31:

1. That the Board of Governors ratify the results of the student governor election, and **Megan Bent** be confirmed as the Student Governor for a one-year term effective September 1, 2025; and,
2. That the Board of Governors ratify the results of the support staff governor election, and **Melissa Bosomworth** be confirmed as the Support Staff Governor for a three-year term effective September 1, 2025.

## 3. Background

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

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## 4. Discussion/Options

### 4.1 Election Timeline

The election timeline was as follows:

- Friday, February 14, 2025 – Notice of Election was Issued and Nominations Opened
- Thursday, March 6 at 1:00 p.m. – Nominations Closed
- Wednesday, March 12 to Wednesday, March 26 – Campaign Period
- Monday, March 24 to Wednesday, March 26 – Voting Period

### 4.2 Confirmed Candidates

#### Student Governor Election

In total, 17 Nomination Forms were submitted for the Student Governor election; however, 11 students failed to complete the nomination process which was communicated in all of our election materials and 2 students did not meet the criteria to become a candidate. Beyond submitting the Nomination Form, potential candidates were asked to schedule a brief meeting with the Chief Returning Officer to show photo identification and to discuss the role.

The following candidates were confirmed:

1. Megan Bent
2. Tahseen Huda
3. Muhammad Moazzam Khan
4. Ava Prince

#### Support Staff Governor Election

In total, 1 Nomination Form was submitted for the support staff election.

The following candidate was confirmed:

1. Melissa Bosomworth

## 4.3 Total Votes Received

### Student Governor Election

A total of 162 ballots were cast, with the breakdown as follows:

Election Results			
Durham College Board of Governors, Student Governor Election			
Position: Student Governor, Durham College Board of Governors			
Total Votes: 162			
Name	Votes	%	Total Votes
Megan Bent	112	69.136	162
Tahseen Huda	19	11.728	162
Muhammad Moazzam Khan	17	10.494	162
Ava Prince	14	8.642	162
abstain / did not mark ballot	0	0	162

Total Ballots: 162

To encourage voter turnout, we made numerous efforts to reach out to students through email, social media, and the College's digital screens, and while turnout was lower than expected, it's not inconsistent with what we've seen in the past.

## Support Staff Governor Election

As only one Nomination Form was received, the candidate was acclaimed and won the election uncontested.

### **4.4 Election Results**

#### Student Governor Election

The Chief Returning Officer notified:

- The Nominating Committee of the election results on March 27, 2025
- The candidates of the election results on March 27, 2025
- The student consistency of the election results on March 28, 2025

#### Support Staff Governor Election

The Chief Returning Officer notified:

- The Nominating Committee of the election results on March 6, 2025
- The candidate of the election results on March 6, 2025
- The support staff constituency of the election results on March 12, 2025

There are no issues to report related to either election.

### **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.



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## 8. Relationship to the Strategic Plan/Business Plan

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

# Discussion Items

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The following items do not require a decision from the Board and are presented for interest and to keep the Board informed about key issues.

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**Report Number: BOG-2025-39**

**To: Board of Governors**

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

**Date of Report: March 31, 2025**

**Date of Meeting: April 9, 2025**

**Subject: Final Update on the 2024-2025 Business Plan**

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## **1. Purpose**

The purpose of this report is to provide the last 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, Universities, Research Excellence and Security 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 reports the final results of 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 undertook to help achieve these goals. See Table 1 and Graph 1 for the number of actions by pillar.

**Table 1 and Graph 1**

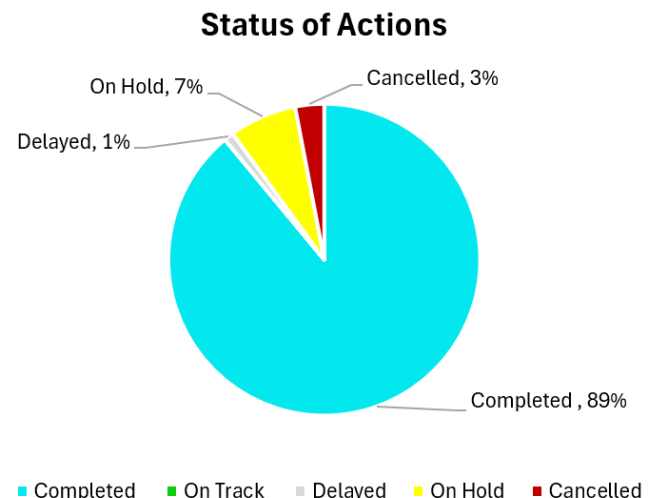
Pillar	Number of actions
Our Students	31
Our People	18
Our Work	38
Our Community	13
<b>Total</b>	<b>100</b>



Each action on the scorecard has an indicated status. Table 2 and Graph 2 provide a summary of the status of the college's 100 planned actions. Eighty-nine (89) actions are completed, seven (7) actions are on hold, three (3) are cancelled, and one (1) is delayed.

**Table 2 and Graph 2**

Status	Action Items	%
Completed	89	89%
On Track	0	0%
Delayed	1	1%
On Hold	7	7%
Cancelled	3	3%
<b>Total</b>	<b>100</b>	<b>100%</b>



Refer to Table 3 for detailed updates on actions that are on hold, delayed or cancelled. This information is also included in the 2024-2025 Business Plan Scorecard found in the agenda package.

**Table 3**

<p><b>Action:</b> 1.1 - 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.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>• Welcome 50 attendees to each Faculty VIP event and 150 to our mature student event. Track the total number of attendees to use 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.</li> </ul>	<p><b>Current Status:</b> Cancelled <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• Hosted two Mature Student events in December 2024, one at each campus. <ul style="list-style-type: none"> <li>○ Total attendance at both events was 114 (a snowstorm impacted attendance on the second evening).</li> <li>○ 36 applications total were processed in the Apply Now room.</li> </ul> </li> <li>• The two VIP events that were planned for March 2025 were cancelled due to the Faculty reorganization.</li> </ul>
<p><b>Action:</b> 1.6 - i. Identify and launch the development of Academic Upgrading degree preparation curriculum and ensure that courses align with DC's degree programs.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> On Hold</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• The Registrar's Office is in the process of pursuing mature student status for degree applicants. This change is likely to decrease demand for degree preparation courses. To ensure alignment, this initiative will be put on hold for this fiscal. School-College-Work Initiative and Academic Upgrading will monitor the implementation of this admissions change and can reignite this initiative should there be demand.</li> </ul>

<p><b>Action:</b> 2.1 - iii. Implement enhanced communications for new hires.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>Form a working group for input on communications; develop separate communications for contract and full-time hires; collect feedback from new hires and managers on the effectiveness of the materials.</li> <li>Implement a process for promoting information with job offers and to new employees.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>Fall 2024 focused on working with Communications and Marketing (C+M) on an electronic brochure for new hires, one for full-time and one for contract/part-time hires, including benefits (full-time), pension and the DC community, including a “snapshot” of employee life at the college.</li> <li>This activity is paused as resources are not currently available to complete this work.</li> </ul>
<p><b>Action:</b> 2.2 - iii. Conduct employee engagement survey and respond to results.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>Conduct employee engagement survey in Fall 2024 and Winter 2025.</li> <li>Communicate results on ICE with a comparison to previous survey results.</li> <li>Recommend action steps to address results.</li> </ul>	<p><b>Current Status:</b> Cancelled <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>Strategic Planning survey, town halls, visioning sessions and Financial Update Town Halls were offered to all employees in fall 2024 and the beginning of winter 2025.</li> <li>Initial quotes were received for external Employee Engagement survey tools and programs, but this has been deferred due to budgetary restraints and competing priorities.</li> </ul>
<p><b>Action:</b> 2.2 - iv. Perform a thorough assessment of the varsity brand.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>Track inventory of branded assets – December 2024.</li> <li>Survey key stakeholders including students, staff and alumni – February 2025.</li> <li>Develop recommendations - March 2025.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>Inventory/assets completed for the Campus Recreation and Wellness Centre, currently being assessed for other campus facilities and broader community. Project is on hold due to financial constraints.</li> </ul>

<p><b>Action:</b> 2.3 - i. Build and enhance intercultural competency within DC.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>Current Status:</b> Delayed <b>Status from Update 2:</b> Delayed</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>Modules 4 and 5 are under re-development, based on previous participant feedback, and will be available for online delivery in April 2024, with an in-person session scheduled to run in May.</li> <li>A second iteration of Module 3 was successfully delivered in February.</li> <li>A second iteration of Module 2 was completed during the fall semester with 26 participants. Participant feedback regarded the session as very effective.</li> <li>A dedicated delivery of Module 2 is being planned for both the ORSIE and Faculty of Media, Art &amp; Design teams.</li> <li>Module 2 and Module 3 were offered in June with over 20 participants each.</li> </ul>
<p><b>Action:</b> 3.2 - 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.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>Develop a plan with our vendor to have all services implemented by the end of March 2025.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>The TouchNet Mobile ID agreement has been executed; however, due to some technical difficulties and resource constraints, this project is on hold.</li> </ul>

<p><b>Action:</b> 3.3 - 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.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>• At least five research and development projects initiated.</li> <li>• Three FFS projects completed.</li> <li>• Host four training sessions for employees of external organizations.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> On Track</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• The Centre for Cybersecurity Innovation (CCI) has initiated six research and development projects.</li> <li>• Additionally, it successfully delivered one FFS project, providing a customized cybersecurity solution. FFS projects are delayed until the Natural Sciences and Engineering Research Council of Canada grant goals are met.</li> <li>• CCI has offered six training sessions to date.</li> </ul>
<p><b>Action:</b> 3.5 - ii. Implement AI-powered robotic food service delivery technology to drive student accessibility and convenience to additional food options on campus.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>• Increased transaction count with an overall increase in college food service commission revenues versus previous year.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 2:</b> Delayed</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• We are currently exploring other robot vendors as the initial company was not compatible with our elevators.</li> </ul>
<p><b>Action:</b> 3.5 - 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.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>• The BESS system is expected to be commissioned by summer 2025, with a goal of reducing/eliminating of energy surcharges beginning in summer 2026.</li> </ul>	<p><b>Current Status:</b> Cancelled <b>Status from Update 2:</b> Cancelled</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>• This program did not prove financially viable and our partnership with Peak Power has been dissolved.</li> </ul>



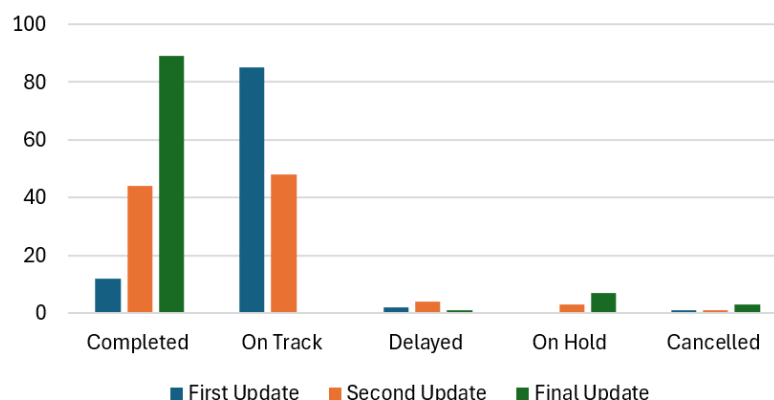
<p><b>Action:</b> 3.5 - vi. Implement enhanced financial reporting for budget holders.</p> <p><b>Measurement/Milestone:</b></p> <ul style="list-style-type: none"> <li>Develop effective reports that promote more accountability from budget holders.</li> </ul>	<p><b>Current Status:</b> On Hold <b>Status from Update 1:</b> On Hold</p> <p><b>Update:</b></p> <ul style="list-style-type: none"> <li>Initial investigation to determine the requirements for the enhanced reports and system capability has occurred.</li> <li>The project is on hold pending additional resources to implement the changes.</li> </ul>
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This final update to the 2024-2025 Business Plan highlights that significant progress was made on actions across the college with 89 per cent of actions completed. Table 4 and Graph 3 provide a status comparison between all updates.

**Table 4 and Graph 3**

Status	First Update	Second Update	Final Update
Completed	12	44	89
On Track	85	48	0
Delayed	2	4	1
On Hold	0	3	7
Cancelled	1	1	3
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Status Comparison Between Updates



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

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"><li>○ Clinical Bioinformatics (One-year Ontario College Graduate Certificate)</li><li>○ Professional Selling and New Business Development (One-year Ontario College Graduate Certificate)</li><li>○ Public Relations (One-year Ontario College Graduate Certificate)</li></ul>			
	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"><li>● Conduct a needs analysis to identify strengths and opportunities.</li><li>● Revise process and implement for spring 2025 launch of CPR and APR cycles.</li></ul>	<ul style="list-style-type: none"><li>● Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>● Needs analysis completed.</li><li>● Revised CPR and APR will launch in spring 2025.</li></ul>	Completed
	iii. Complete a successful College Quality Assurance Audit Process (CQAAP).	<ul style="list-style-type: none"><li>● Submit an 18-month report back to Ontario College Quality Assurance Services by January 2025.</li></ul>	<ul style="list-style-type: none"><li>● Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>● Report submitted to Ontario College Quality Assurance Service on January 10, 2025.</li></ul>	Completed
	iv. Enhance Durham College’s (DC) reputation as a leading organization in the elevating devices training industry.	<ul style="list-style-type: none"><li>● Support partners as they launch a training program for industry fundamentals.</li><li>● Work with key partners in other provinces, both regulatory and employers, to advocate for national training standards and opportunities.</li><li>● Identify potential funding sources for curriculum development.</li><li>● Support the program team and liaise with relevant DC</li></ul>	<ul style="list-style-type: none"><li>● Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>● First and second levels of the elevating devices apprenticeship curriculum for the Nova Scotia Apprenticeship Agency are being delivered.</li><li>● By developing and delivering Nova Scotia’s Elevating Device Mechanic training, DC is advocating for our curriculum to be adopted as the national training standard. Next steps include extending training to the Eastern provinces and supporting various companies and provinces to</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>departments and an external company to offer Elevating Device Mechanic (license T) renewal courses online.</p> <ul style="list-style-type: none"><li>Support program team in developing capital plans to renew the shop elevators (complete the Apprenticeship Capital Grant - Call for Proposals submission).</li></ul>		<p>begin the process of Red Seal adoption.</p> <ul style="list-style-type: none"><li>Continue to rent out the elevating training space to industry partners to drive revenue.</li><li>The curriculum has been developed for the Elevating Device Mechanic (license T) renewal and has been approved by the Technical Standards and Safety Authority. The Faculty of Skills Training and Apprenticeship (STA) is working with internal stakeholders to determine the most appropriate training method.</li><li>Apprenticeship Completion Grant for 2025-26 has been submitted and will include the modernization work required for the second elevator.</li><li>Elevating space will be leveraged to support Corporate Training Services in training for the Whitby Fire Services.</li></ul>	
	v. Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space.	<ul style="list-style-type: none"><li>Invest in capital EV automotive equipment through grants/donations, hire an EV faculty member, and seek approval for a credential in the field.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Program approved by Ministry approved title: Electric Drive Vehicle Technician.</li><li>Capital investments – new EV car and hoist.</li><li>Curriculum development complete.</li><li>Faculty recruitment will begin in spring 2025.</li><li>Program is open for Fall 2025 launch.</li><li>Secured ESDC grant: Evolve Skills: Empowering Tomorrow’s Automotive Workforce Today - focusing on re-skilling the automotive industry to work in the EV sector (funding: \$820,000).</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	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"><li>• 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.</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Office of the President</li><li>• Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>• Implemented an updated Non-direct Domestic Recruitment Strategy to increase applications for the January, May, and September 2025 intakes.</li><li>• 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.</li><li>• As of March 13, 2025, non-direct applications for the May 2025 intake have increased by 9 per cent and .6 per cent for the September 2025 intake Final goal reporting will be available after the fall 2025 intake.</li><li>• From September 2024 to March 2025, increased year over year, non-direct events by 13 per cent and non-direct one-on-one appointments by 19 per cent.</li><li>• The January 2025 intake of non-direct applications increased 8.5 per cent.</li><li>• Implemented Domestic Recruitment Strategies to generate quality leads and increase applications for the May and September 2024 and January 2025 intakes.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"><li>Conducted 369 off-campus activities from September to March 2025; on track to meet or exceed last year’s total of 483 for this recruitment cycle.</li><li>Conducted 113 on-campus activities from September to March 2025; on track to exceed last year’s total of 147 for this recruitment cycle.</li><li>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.</li><li>September 2024 intake: Exceeded total application goal by 13.5 per cent and exceeded first-choice application goal by 17.4 per cent. Goals were 18,387 and 6,486; applications were 20,869 and 7,616 respectively (as of September 4, 2024).</li><li>January 2025 intake: Exceeded total application goal by 14.3 per cent and exceeded first-choice application goal by 27.1 per cent. Goals were 4,816 and 1,653; applications were 5,503 and 2,101 respectively.</li></ul>	
	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.	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>The new DC mobile app was launched on June 25, 2024. Since launch, it has been downloaded 15,772 times (combined downloads from Apple &amp; Google Play stores) – a 372 per cent increase compared to 2023. Our target</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"><li>• Increase direct web traffic from DC homepage to recruitment and admissions landing pages by 950 visits, 10 per cent annually.</li><li>• Launch DCs new interactive map by June 2024 and increase the number of annual pageviews by 113,400, 5 per cent.</li></ul>		<p>was to generate 15,570 app downloads, and that goal was surpassed. The current Apple store rating is 2.9/5, and 3.85/5 in Google Play – these ratings will be monitored moving forward and will take time to increase as we improve the DC app.</p> <ul style="list-style-type: none"><li>• Refreshed the Recruitment webpage, Admissions homepage and relaunched the Future Students page with a broader focus to connect with all prospective students. Added direct links to the Recruitment and Future Students pages to the homepage to increase profile and traffic. As a result, traffic from the homepage has increased to these pages by 12,179 visits, or 338 per cent.</li><li>• The new interactive map was publicly launched on July 24, 2024. From July 24, 2024, to March 5, 2026, 29,300+ new users accessed the map, which has also welcomed 369,900+ views in the same timeframe—an increase of 242 per cent, surpassing our 5 per cent target.</li></ul>	



# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	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"><li>Surpass the overall industry average social media engagement rate of 1.4 per cent by .2 per cent.</li><li>Increase total audience growth on Facebook, X (formerly Twitter), Instagram, LinkedIn and TikTok by 2 per cent each quarter.</li><li>Collaborate with the recruitment team to host 12 Ask Me Anything (AMA) sessions with 20 questions each on Reddit in an effort to increase positive sentiment on that platform.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>From September 1, 2024, to March 5, 2025: Overall engagement rate for all platforms is currently 3.7 per cent for all content published related to program marketing, conversion and recruitment.<ul style="list-style-type: none"><li>10.3 per cent increase in LinkedIn audience</li><li>3.4 per cent increase in Facebook audience</li><li>12.6 per cent increase in Instagram audience</li><li>31.6 per cent increase in TikTok audience</li><li>August Ask Me Anything (AMA): 4 questions</li></ul></li><li>As a result of the low engagement on Reddit, the strategy transitioned to host two annual AMAs that will take place after Open House events. Planning for the April AMA is currently underway.</li></ul>	Completed
	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"><li>Welcome 50 attendees to each Faculty VIP event and 150 to our mature student event. Track the total number of attendees to use 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.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>Hosted two Mature Student events in December 2024, one at each campus.<ul style="list-style-type: none"><li>Total attendance at both events was 114 (a snowstorm impacted attendance on the second evening).</li><li>36 applications total were processed in the Apply Now room.</li></ul></li><li>The two VIP events that were planned for March 2025 were cancelled due to the Faculty reorganization.</li></ul>	Cancelled

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
	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.	<ul style="list-style-type: none"><li>Adult/mature Learner event promotion: Generate 20,000 unique visits to the event landing page and 10,000 engagements.</li><li>City of Toronto campaign: Generate 20,000 unique visits to web page(s) and 12,000 engagements.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>Mature Learner Event and campaign were complete, resulting in a total of 10,600 web visits and 3,536 engagements; the goals were not met as the registrations filled before the campaign expired.</li><li>An advertising strategy is currently in-market to increase market share and generate traffic to DC web pages from this demographic. As of March 2025, the campaign has generated 38,000 unique landing page visits and 48,000 engagements.</li><li>A marketing plan has been developed to increase market share and generate traffic to DC web pages from the Toronto market.</li><li>The campaign is in-market, running from October 2024 through to March 2025.</li></ul>	Completed
	xi. Implement a search engine optimization campaign to increase search traffic to specified program pages to help achieve enrolment goals.	<ul style="list-style-type: none"><li>Measure and track organic search engine traffic generated to 60 identified program pages with a goal to increase overall traffic by 5 per cent.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>Consultations with project team members and external vendor are completed.</li><li>60 programs were selected based on our Signature and Priority Program list, which is determined in consultation with the Vice President, Academic, Director, Admission Services, Director, Marketing and Student Recruitment and Director, Institutional Research and Planning.</li><li>All 60 program pages have been for Search Engine Optimization.</li><li>A report from March 6, 2025 indicates</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				that traffic to web pages since launching with the improvements has increased by 41 per cent.	
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"><li>• 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.</li><li>• Establish follow-up mechanisms to assess the effectiveness of the workshop in developing the durable skills of newcomers looking for employment.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Developed and delivered two workshops in Ajax and Oshawa.</li><li>• 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.</li><li>• Next steps: increase outreach and marketing to raise awareness among community agencies regarding this new offering.</li></ul>	Completed
	ii. Launch eight new work-integrated learning (WIL) options.	<ul style="list-style-type: none"><li>• Four new WIL options launched by May 2024.</li><li>• Four new WIL options launched by Fall 2024.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• 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).</li><li>• Four new WIL options successfully launched in fall 2024 (Human Resources Management, Law Clerk, Public Relations, Professional Selling – Co-op).</li></ul>	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"><li>Conference planned and executed by May 2024, with a registration target of 200.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Advancing Learning Conference hosted successfully May 1-2, 2024.</li><li>517 faculty and staff registered from across the province.</li><li>Satisfaction rate of 4.55/5.</li></ul>	Completed
	iv. Expand fall 2024 Orientation programming to build stronger student connections with individual Faculties.	<ul style="list-style-type: none"><li>Launch Academic Welcome Week prior to the start of the semester with dedicated Faculty events.</li><li>Offer an in-person Start Strong session in August.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Collaborated with campus partners to plan and launch the new Academic Welcome Week before the official start of the fall semester.</li><li>Event information posted to social media, through postcard campus and on orientation microsite.</li><li>Information about Academic Welcome Week communicated to the campus through emails, ICE announcements and Faculty meetings.</li><li>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.</li><li>Academic Welcome Week featured nine half-day Faculty specific welcomes hosted over four days. Six in Oshawa and three in Whitby.</li></ul>	Completed
	v. Review and enhance the Institute of Student Leadership (ISL) program.	<ul style="list-style-type: none"><li>By September 2024<ul style="list-style-type: none"><li>Review and update DC Connect ISL Welcome module.</li><li>Develop and launch a catalogue of workshop offerings.</li></ul></li><li>By March 31, 2025<ul style="list-style-type: none"><li>Develop two new workshops</li></ul></li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Reviews and updates to the ISL DC Connect modules performed in summer 2024 and winter 2025.</li><li>During fall 2024, 14 sessions were offered by Student and Career Development in all five pillars of the ISL program. 75 students attended.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<p>for three of the five pillars (Career, Personal and Leadership Development).</p> <ul style="list-style-type: none"><li>• Develop framework for student-driven experiential learning opportunities.</li><li>• Incorporate two additional opportunities for social connection throughout the year.</li></ul>		<ul style="list-style-type: none"><li>• A catalogue of ISL workshop offerings has been created and is available to students in the DC connect module.</li><li>• New workshops were developed including:<ul style="list-style-type: none"><li>○ Career Pillar - Design Your Career, Mastering Your Elevator Pitch in Real-Time, From Classroom to Career: Navigating the Essential Employability Skills Needed in Today’s Workplace, Boost Your Job Search with The AI Advantage</li><li>○ Personal and Leadership Development Pillar - Learning Your Leadership Style, Be Well to Lead Well, Leading the way through Empathy and Vulnerability, Beyond Your Comfort Zone, Exploring Different Ways to Rest and Reset to Avoid Burnout</li><li>○ Eight additional sessions were offered in January and February and 77 students attended</li></ul></li><li>• Development of a framework for student-driven experiential learning is on hold as the program is restructured for fall 2025</li><li>• ISL students were offered the following opportunities for social connection:<ul style="list-style-type: none"><li>○ Two ‘Tea with Tyler’ socials were hosted over the fall semester, and 15 students attended.</li><li>○ 38 students attended the Taylor Swift-inspired Friendship Bracelet</li></ul></li></ul>	

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				Making.	
	vi. Expansion of Athletics and Recreation programming.	<ul style="list-style-type: none"><li>• Successfully launch new programs.<ul style="list-style-type: none"><li>○ Varsity Curling</li><li>○ Women in Sport Rec Series</li><li>○ Grow participation in club sports and introduce new ones (i.e., cross country running)</li><li>○ Add esports into intramural programming</li></ul></li><li>• Track engagement for athletic and recreation activities.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Varsity Curling is now participating in Ontario Colleges Athletic Association competition.</li><li>• New club sports introduced this year include cross country running and sitting volleyball.</li><li>• Student-athletes took part in the Volleyball Canada Beach National Championship.</li><li>• Pickleball is now offered as an intramural sport.</li><li>• Expanded open gym and FLEX hours on Sundays at the Campus Recreation and Wellness Centre (CRWC).</li><li>• Women’s Ringette extramural team introduced in Fall 2024.</li><li>• Esports to launch bi-weekly tournament series in winter 2025 semester.</li><li>• Preparing to pilot female only workout times in the satellite studios during the winter semester.</li><li>• Planning a college/university sitting volleyball tournament in conjunction with the Canadian Collegiate Athletic Association national championship in March 2025.</li><li>• Student-athletes took part in the Volleyball Canada Beach National Championship.</li><li>• Pickleball offered as an intramural sport.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"><li>Expanded hours on Sundays at the CRWC.</li><li>2,434 participants took part in 20 group fitness classes in fall 2024 semester.</li></ul>	
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"><li>Work with the Office of Advancement and Alumni Relations to transfer knowledge and promote events to students.</li><li>Work with Chambers/Boards to publicize success stories resulting from the partnership.</li><li>Plan for at least six events on- or off-campus that bring together students and the business community.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>A DC Connect page has been established, and communication with students and faculty to raise awareness of the program and its activities is underway.</li><li>A promotional video of the program was created and shared with Invest Durham at an international conference for the Intelligent Communities Forum. Public promotion continues to build awareness.</li><li>Four events took place on campus between the fall and winter, including keynote speakers on resilience and critical thinking, a coffee connect and a LinkedIn workshop for students.</li><li>The partnership going toward DC events including the IT Expo, Business Conference, the IT Hackathon and Entrepalooza.</li><li>Students are attending off-campus events, including Entrepreneurship Panels, OPG Vendor Fairs, Business Award ceremonies and more.</li><li>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</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				membership.	
	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"><li>• Complete report back from the first year of partnership, including specific measurements on bursaries, marketing, new equipment procurement, and formal mentoring.</li><li>• Work with Johnson Controls Inc. to further highlight the partnership.</li><li>• Earn approval for year two of the partnership and funding.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Report submitted in June 2024.</li><li>• Planned lunch and learns and mentorship kick-off; developed promotional material to highlight partnership; ran social media campaigns; planned site visit for faculty.</li><li>• Have received full funding for the 2024 – 2025 academic year.</li></ul>	Completed
	iii. Increase student experiential opportunities in applied research projects.	<ul style="list-style-type: none"><li>• Provide opportunities to a minimum of 20 students in industry-led applied research projects and at least six students in social innovation projects.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Target has been exceeded: Created 201 experiential opportunities in applied research projects and hired 87 unique students.<ul style="list-style-type: none"><li>○ CCBI created 8 student experiential learning opportunities (students employed on projects).</li><li>○ AI Hub created 89 student experiential learning opportunities (students employed on projects) and employed 15 unique students.</li><li>○ The Centre for Cybersecurity Innovation created 35 student experiential learning opportunities (students employed on projects) and employed 17 unique students.</li><li>○ MRC Studio has created 43 student experiential learning opportunities (students employed on projects) and employed 21 unique students.</li><li>○ Social Impact Hub onboarded 20</li></ul></li></ul>	Completed



# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				unique students in various projects since spring 2024	
	iv. Offer opportunities to students to enhance transferable skills that complement their technical skills learned in the classroom.	<ul style="list-style-type: none"><li>• By Fall 2024<ul style="list-style-type: none"><li>○ Develop essential transferable skills workshop.</li><li>○ Host a Lunch &amp; Learn Session for summer employment students working on campus on transferable skills.</li><li>○ Develop resources on the use of AI in job searching.</li><li>○ Connect with COOP 1000 faculty on the timing of personal pitch curriculum.</li></ul></li><li>• By March 31, 2025.<ul style="list-style-type: none"><li>○ Host opportunities for students to practice their personal pitches while also developing their networking and communication skills.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Offered three new career workshops during the fall semester in addition to in-class seminars: 'From Classroom to Career: Navigating the Essential Employability Skills Needed in Today's Workplace', 'Boost Your Job Search with the AI Advantage' and 'Mastering Your Elevator Pitch in Real-Time', 36 students attended.</li><li>• 32 on-campus summer employment students attended a Lunch and Learn Session on transferable skills in May 2024.</li><li>• 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.</li><li>• A review of course outlines including COOP 1000 was conducted to determine the optimal timing to coordinate the personal pitch curriculum.</li><li>• During January and February, 67 students attended Career Development workshops outside of the classroom.</li></ul>	Completed
1.4 Champion experiential learning, global engagement and	i. Implement new objectives related to the Diane Blake Student Success Initiative.	<ul style="list-style-type: none"><li>• Roll out of the Big Interview Artificial Intelligence tool.</li><li>• Develop and execute processes to support engagement in work-</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Big Interview presentation completed in spring 2024 to the Academic Leadership Team as part of the roll-out, followed by faculty sessions to answer</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
applied research opportunities.		<div>integrated learning opportunities.</div> <ul style="list-style-type: none"><li>Promote financial support and allocate funding for students studying in spring/summer 2024, fall 2024 and winter 2025.</li></ul>		<div>questions about the platform. To date, more than 1500 students have used Big Interview. Feedback from both students and faculty has been very positive.</div> <div><ul style="list-style-type: none"><li>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.</li><li>Sixty-one applications for financial support were processed for summer 2024. Student outreach strategy was enhanced by involving co-op coordinators. Thirty-one written testimonials from summer 2024 funding recipients have been collected. For fall 2024, 38 applications were received with 30 students being deemed eligible and therefore receiving funding. Twenty-one applications for financial support were processed for winter 2025, with the expectation for this number to increase before April 2025. We are currently filming our student testimonial video for this cohort of</li></ul></div>	

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				students to share with Diane Blake and her team as we have done successfully previously.	
	ii. Establish the Barrett Centre for Urban Agriculture as a key local resource for food literacy and sustainability.	<ul style="list-style-type: none"><li>• Host or participate in six tours/conferences.</li><li>• Support research in one project.</li><li>• Six panel invitations or speaking engagements.</li><li>• Community Partnership Engagement: Support 15 community partners in 2024-2025.</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• The Barrett Centre team have participated in more than six tours/conferences since May.</li><li>• Pomato (tomato-potato hybrid plant) research has been conducted and is being consolidated into a cohesive report.</li><li>• The team has participated in nine panels or speaking engagements between May – September 2024.</li><li>• More than 15 community partners have been engaged and supported through the Barrett Centre and Ajax Urban Farm.</li><li>• Community engagement has been ongoing and effective:<ul style="list-style-type: none"><li>○ Barrett Community Portal metrics have increased from 554 unique visitors per month, to 1424 unique visitors per month.</li><li>○ 1,378 lbs of food donated through Second Harvest</li><li>○ 362 lbs of food donated through the Urban Growers program.</li><li>○ Farm outreach initiatives, not including weekly farmers market events with Community Care Durham have impacted over 1200 people.</li></ul></li></ul>	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"> <li>Implement three Global Skills Opportunity funded Faculty Led Classroom Abroad (FLCA) opportunities and up to four DC-funded FLCAs by March 31, 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Office of the President</li> <li>Associate Vice President, Enrolment and International Education</li> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>Three Global Skills Opportunity-funded FLCAs and four DC-funded FLCAs were delivered in 2024-2025. 75 students participated in these FLCAs.</li> </ul>	Completed
	iv. Continue to diversify the international student population of DC.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Office of the President</li> <li>Associate Vice President, Enrolment and International Education</li> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>Despite ongoing challenges stemming from frequent and abrupt changes to the International Student Program brought forth by Immigration, Refugees and Citizenship Canada, DC has continued to make strides in diversifying our international student population:                             <ul style="list-style-type: none"> <li>Existing markets (25 or more students)                                     <ul style="list-style-type: none"> <li>Philippines - 45</li> <li>Ghana - 39</li> <li>Jamaica - 39</li> <li>Kenya – 37</li> </ul> </li> <li>Other markets (15 or more students)                                     <ul style="list-style-type: none"> <li>China - 25</li> <li>Vietnam - 18</li> <li>Uganda - 18</li> <li>Colombia - 18</li> </ul> </li> </ul> </li> </ul>	Completed
<b>1.5 Cultivate relationships with students that extend beyond graduation.</b>	i. Enhance opportunities for current students to learn from alumni.	<ul style="list-style-type: none"> <li>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.</li> <li>Invite Durham College Alumni Association representative to</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> <li>Vice President, People, Equity and External Relations</li> </ul>	<ul style="list-style-type: none"> <li>The Office of Advancement and Alumni Relations is working with Career and Student Development to host a panel. The panel discussion occurred on March 22, 2025, where a DC Alumni spoke.</li> </ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		• speak at the ISL Summit.			
	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.	• Host a fall networking event in the FPIC.	• Vice President, Academic and Students • Vice President, People, Equity and External Relations	• Reawakening Event took place in the First Peoples Indigenous Centre. • Fall Feast took place on November 26, 2024, with approximately 30 people in attendance.	Completed
	iii. Improve and increase alumni and student engagement activities.	• 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.	• Vice President, People, Equity and External Relations	• The Office of Advancement and Alumni Relations hosted the DC Talks Alumni Series: Zig Zag Career Path in partnership with Career Development on March 19, 2025. • A DC Alumni spoke at ISL Summit on March 22, 2025 • Reawakening event took place in the FPIC, and Fall Feast took place in November with approximately 30 people in attendance. • Alumni App membership has been increased by 29%, total number of 10,540 users. • Revitalized the Alumni at Work program, hosting three internal networking opportunities with Chemical Engineering, Media, Art, and Design, and Computer Programming and participating in three external events: Surviving Addiction, Oshawa Music Week and coffee connect with Safran Systems.	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
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"><li>Prepare for fall 2025 launch of a minimum of two-degree preparation courses (Communications and Calculus and Vectors or Advanced Functions).</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>The Registrar’s Office is in the process of pursuing mature student status for degree applicants. This change is likely to decrease demand for degree preparation courses. To ensure alignment, this initiative will be put on hold for this fiscal. School-College-Work Initiative and Academic Upgrading will monitor the implementation of this admissions change and can reignite this initiative should there be demand.</li></ul>	On Hold
	ii. Launch Early Childhood Educator micro-credential series, in partnership with the Region of Durham.	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Micro-credential series has successfully launched. The first course in the series ran in spring 2024 and the second course ran in fall 2024. The third course launched in winter 2025. The fourth and final course is currently being developed, and it is on track for planned delivery in spring 2025.</li></ul>	Completed
	iii. Develop additional part-time college credentials for working professionals.	<ul style="list-style-type: none"><li>Develop and launch two credentials by March 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Professional and Part-time Learning (PPL) has launched a computer programming micro-credential series in the winter of 2025.</li><li>In February the Board of Governors approved the Business Analyst local certificate which is now open for registration.</li></ul>	Completed

# 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"><li>• Apply to the 2025 Canada’s Top 100 Employers annual awards competition.</li><li>• 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.</li><li>• 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).</li></ul>	<ul style="list-style-type: none"><li>• Office of the President</li><li>• Associate Vice President, Communications and Marketing</li><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Submitted the 2025 Canada's Top 100 Employer application in May 2024.</li><li>• Announced DC’s receipt 2025 Greater Toronto Top Employers in December 2024.</li><li>• Planning activities for the 2026 Canada's Top Employers were halted when ELT made the decision not to submit an application this year due to cost-saving measures and reprioritizing of work.</li><li>• Canada's Greenest Employer award announcement package is complete and will be released in April 2025.</li></ul>	Completed
	ii. Implement a job seeker Application Tracking System.	<ul style="list-style-type: none"><li>• Determine implementation team and project schedule.</li><li>• Implement and configure the new system in a user-friendly format, using feedback from the onboarding review project to enhance system functionality.</li><li>• Providing training and resources to managers on how to use the new system.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• The Application Tracking System successfully went live on October 1, 2024 and two training sessions took place to support managers as well a managers process and use document for Cornerstone.</li></ul>	Completed
	iii. Implement enhanced communications for new hires.	<ul style="list-style-type: none"><li>• Form a working group for input on communications; develop separate communications for contract and full-time hires;</li></ul>	<ul style="list-style-type: none"><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Fall 2024 focused on working with Communications and Marketing (C+M) on an electronic brochure for new hires, one for full-time and one for</li></ul>	On Hold

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<div>collect feedback from new hires and managers on the effectiveness of the materials.</div> <ul style="list-style-type: none"><li>Implement a process for promoting information with job offers and to new employees.</li></ul>		<div>contract/part-time hires, including benefits (full-time), pension and the DC community, including a “snapshot” of employee life at the college.</div> <ul style="list-style-type: none"><li>This activity is paused as resources are not currently available to complete this work.</li></ul>	
2.2 Foster a culture where all employees are inspired to exemplify our mission, vision and values.	i. Launch Faculty-specific employee awards in various Faculties to show appreciation for our people.	<ul style="list-style-type: none"><li>Launch awards for all employee groups in the Faculties of Business and SEIT.</li><li>Celebrate nominees and award winners at faculty-wide meetings or events.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>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.</li></ul>	Completed
	ii. Support and host college-wide employee recognition and engagement events.	<ul style="list-style-type: none"><li>Celebrate Employee Service Awards and host employee BBQ May 2024 at DC Town Hall.</li><li>Employee and Team Awards of Excellence and BBQ in Fall 2024.</li><li>National Employee Appreciation Day in March 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>126 full-time employees received a Service Milestone award issued during the Employee Town Hall.</li><li>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.</li><li>Employee Awards of Excellence</li></ul>	Completed



# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<p>received 25 nominations.</p> <ul style="list-style-type: none"><li>• 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.</li><li>• Hosted an Employee Appreciation Day event on March 7, 2025, on the topic of navigating change, with nearly 400 attendees in-person and online.</li><li>• The Durham College Student Association generously sponsored the event's catering.</li></ul>	
	iii. Conduct employee engagement survey and respond to results.	<ul style="list-style-type: none"><li>• Conduct employee engagement survey in Fall 2024 and Winter 2025.</li><li>• Communicate results on ICE with a comparison to previous survey results.</li><li>• Recommend action steps to address results.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Strategic Planning survey, town halls, visioning sessions and Financial Update Town Halls were offered to all employees in fall 2024 and the beginning of winter 2025.</li><li>• Initial quotes were received for external Employee Engagement survey tools and programs, but this has been deferred due to budgetary restraints and competing priorities.</li></ul>	Cancelled
	iv. Perform a thorough assessment of the varsity brand.	<ul style="list-style-type: none"><li>• Track inventory of branded assets – December 2024.</li><li>• Survey key stakeholders including students, staff and alumni – February 2025.</li><li>• Develop recommendations - March 2025</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Inventory/assets completed for the Campus Recreation and Wellness Centre, currently being assessed for other campus facilities and broader community. Project is on hold due to financial constraints.</li></ul>	On Hold

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
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"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Enrolment and International Education</li></ul>	<ul style="list-style-type: none"><li>Modules 4 and 5 are under re-development, based on previous participant feedback, and will be available for online delivery in April 2025, with an in-person session scheduled to run in May.</li><li>A second iteration of Module 3 was successfully delivered in February.</li><li>A second iteration of Module 2 was completed during the fall semester with 26 participants. Participant feedback regarded the session as very effective</li><li>A dedicated delivery of Module 2 is being planned for both the ORSIE and Faculty of Media, Art &amp; Design teams.</li><li>Module 2 and Module 3 were completed in June with over 20 participants each.</li></ul>	Delayed
	ii. Enhance accessibility in the classrooms by installing 20 Accessibility for Ontarians with Disabilities (AODA)-compliant podia.	<ul style="list-style-type: none"><li>Identify classrooms that would get new podia.</li><li>Purchase podia.</li><li>Install podia before March 31, 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Strategic Infrastructure and Campus Safety</li></ul>	<ul style="list-style-type: none"><li>The classrooms were identified, and the podia were purchased.</li><li>The twenty podia were installed by the end of August 2024.</li></ul>	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"><li>Annual EDIB work plan created, including a calendar of events launched.</li><li>Enhance strategies used to raise awareness of supports offered.</li><li>Provide and track employee and student access to EDIB knowledge using a variety of strategies. Benchmark usage data.</li><li>Enhance case management</li></ul>	<ul style="list-style-type: none"><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>Workplan and calendar of events created.</li><li>Enhanced strategies used to raise awareness of supports offered by the office thus far including revised department’s microsite to include pages on Human Rights, Community Resources and Days of Awareness, Calendar of Events and Sexual Violence.</li></ul>	Completed

2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		process for Human Rights Concerns & Sexual Violence Disclosures piloted.		<ul style="list-style-type: none"><li>• Workshops delivered to 148 employees and 17 students on the Harassment, Workplace Sexual Harassment &amp; Misconduct &amp; Discrimination policy.</li><li>• Information about off-campus identity-based supports and initiatives disseminated to students via Salesforce platform.</li><li>• Consent Awareness Week events delivered at both campuses.</li><li>• International Human Rights Day celebrated at DC for the first time via workshop to 21 employees and students.</li><li>• Memorial held at both campuses to commemorate National Day of Remembrance and Action on Violence Against Women.</li><li>• International Holocaust Day memorial and National Day of Remembrance for the Quebec City Mosque Attack memorial held at Oshawa campus in collaboration with community partners and student club.</li><li>• Formal case management process for Human Rights Concerns and Sexual Violence Disclosures piloted and using a MS Forms solution, pending IT resources to develop a database.</li></ul>	
	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.	<ul style="list-style-type: none"><li>• Enhance Institutional EDIB Committee capacity.</li><li>• Conduct consultations with members of the Black and 2SLGBTQQIA+ communities on</li></ul>	<ul style="list-style-type: none"><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Committee terms of reference approved, and first meeting held with EDIB Steering Committee to discuss EDI Scan; scope of work for EDI Scan approved and activity under way.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
		<div>programming needs.</div> <ul style="list-style-type: none"><li>Communicate census data to employees.</li><li>Formal system for obtaining and acting according to EDIB data-driven insights piloted.</li></ul>		<ul style="list-style-type: none"><li>Used COGNOS to identify students to connect to about RISE programming as well as determine new community connections to nurture needs assessments for Durham’s Black and 2SLGTBQIA+ community members.</li><li>Summary report of DC Census 2022-23 results communicated; responded to requests from two departments for access to this data in support of funding proposals</li><li>Began consultations with DC's United Black Student Alliance, and several community-based organizations about opportunities to partner on programming.</li><li>Communication and engagement with Black DC students/employees continued. Consultation with 2SLGBTQQIA+ DC community members will continue in spring 2025 when resources are available.</li></ul>	
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"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>PD offerings on Leadership Practices That Enable Psychological Safety and Belonging were delivered to managers in November.</li><li>Working group was formed in January 2025 which includes members of the College Wellness Committee.</li><li>Canadian Standards Association Psychological Health and Safety in the Workplace Standards audit tool applied to conduct a review of current policies, programs and services available to</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				support employee health, safety and wellness. <ul style="list-style-type: none"><li>Identifying the recommendations to present to the College Wellness Committee in fall 2025.</li></ul>	
	ii. Implement programming that encourages active living and well-being.	<ul style="list-style-type: none"><li>Offer more than 40 group fitness opportunities.</li><li>Expand number of staff activity days to eight and introduce staff wellness activities.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Fall fitness class schedule completed with 2,434 participants in 20 types of fitness classes. Monthly staff pickleball sessions took place in the fall, scheduled for winter.</li><li>Opening gyms 1/2 for open gym time on weekends.</li><li>New fitness services launched, including nutrition consultations, body composition, fitness appraisals, and functional movement screens.</li><li>Whitby campus introducing fitness services.</li><li>Active Living Challenge to take place in January/February at both campuses.</li><li>Thirty-minute consultations to be introduced in the winter semester to give students/staff a full tour of the CRWC facility and a thorough informational session of the FLEX, including fitness classes and how to use the equipment.</li><li>New accessibility equipment was acquired during the fitness centre renovation.</li></ul>	Completed
2.5 Leverage the expertise of our employees to	i. Deliver workshop series to share information about applied research at DC.	<ul style="list-style-type: none"><li>Deliver the seven-part workshop series entitled Fundamentals of Applied Research to more than 15</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Workshop series was successfully delivered to 16 participants in spring 2024. Sessions were designed and</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
make meaningful contributions to student learning and the community.		<p>employees, providing an overview of the entire research process, policies, and Office of Research Services, Innovation and Entrepreneurship (ORSIE) supports. The series will be delivered in May/June 2024.</p> <ul style="list-style-type: none"><li>Participant feedback, along with research coordinators’ feedback, will be reviewed to determine future plans.</li></ul>		<p>delivered by Research Coordinators and ORSIE staff as face-to-face, bi-weekly workshops that took place in the Centre for Innovation and Research.</p> <ul style="list-style-type: none"><li>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.</li></ul>	
	ii. Plan a research showcase aimed at faculty and external partners.	<ul style="list-style-type: none"><li>Plan and execute ORSIE Expo in fall 2024.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>ORSIE Impact Expo, organized on October 25, 2024, was a great success with approx. 150 attendees. Hamza Khan (author and public speaker) provided an engaging keynote on the “Future of Work,” which was followed by open house style presentations and demonstrations.</li></ul>	Completed
	iii. Launch introduction to applied research modules targeting students.	<ul style="list-style-type: none"><li>Self-directed modules launched and available for faculty to embed in courses.</li><li>Course design shared with Research Assistant students and fellow Research Coordinators for review in Spring 2024</li><li>Course feedback reviewed and course refinement completed May – June 2024.</li><li>At least 100 students enrolled in the course; feedback collected; feedback survey data collected and reviewed.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>Module is now built into Research Assistant training plan.</li><li>Feedback was collected in spring, provided to Research Coordinators, and used to improve the Module.</li><li>As of March 5, 2025, 276 users are enrolled in the course (121 completion certificates issued). Feedback continues to be collected and reviewed.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
2.6 Provide professional development and global outreach opportunities that enhance the skills and knowledge of our employees.	i. Increase staff and faculty global mobility.	<ul style="list-style-type: none"><li>Implement a resource library to support faculty and staff mobility (e.g. participating in development projects, FLCA, international WIL, etc.) by March 31, 2025.</li><li>Gather feedback to inform next steps.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Enrolment and International Education</li><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>A Microsoft Teams library to support faculty and staff mobility has been established with multiple training materials on Collaborative Online International Learning and FLCA. Training materials were reviewed by faculty and staff with experience to gather their feedback.</li></ul>	Completed
	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"><li>Review and update the application process for external leadership development programs.</li><li>Survey senior management on desired Professional Development (PD) and wellness offerings provided by HR; survey to be completed by June 2024.</li><li>Offer an annual calendar of PD opportunities for all employee groups focused on EDIB, wellness, general PD, Management/Leadership training.</li><li>Host the Chair Foundation Academy in October 2024 (Part 1) and October 2025 (Part 2).</li></ul>	<ul style="list-style-type: none"><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>PD opportunities continue to be offered to all employees.</li><li>The Talent Development Advisor had 1:1 meetings with each member of ELT, a sampling of new managers and members of ALT. These conversations provided guidance on the gaps and opportunities for program planning.</li><li>Offered an annual calendar of PD opportunities for all employee groups focused on EDIB, Wellness, General PD and Management/Leadership training</li><li>Ontario Human Rights Code and Ontario Health and Safety Act Training session for managers was offered in February 2025 with 74 managers registered.</li><li>New Management Development Program will be launched early spring 2025.</li><li>HR consulted with Ontario colleges on their application and approval process for external leadership programs.</li><li>Updated Administrative Staff Performance Appraisal form for 2025-</li></ul>	Completed

# 2024-2025 Business Plan Scorecard



We will	Action	Measurement/Milestone	Lead	Update on Actions	Status
				<div>26 includes a PD section where managers can identify external and internal development programs for consideration.</div> <ul style="list-style-type: none"><li>• Hosted Chair Foundation Academy the week of October 21, 2024, for Part 1.</li></ul>	



# 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"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Enrolment and International Education</li><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>A workshop titled “Internationalizing Your Curriculum” was held on November 21, 2024, in a hybrid format with 22 participants.</li></ul>	Completed
	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"><li>Assemble a task force comprising representation from all Academic Faculties. Approve revised SFQ by March 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Revised SFQ issued November 11, 2024.</li><li>Revised reports issued January 10, 2025</li><li>Student response rate increased from 35.2 per cent in fall 2023 to 38.3 per cent in fall 2024</li><li>SFQ taskforce to meet during February and April 2025, to review and reflect on revisions, performance of the SFQ, and feedback provided in SFQ report.</li></ul>	Completed
	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"><li>Develop and communicate the strategy college-wide by December 2024.</li><li>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.</li><li>Track the number of events submitted through the process, to</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Communications and Marketing</li></ul>	<ul style="list-style-type: none"><li>Completed research on event calendars at other Ontario post-secondary educational institutions.</li><li>A strategy and process document has been completed based on the assumption we would purchase an external web-based calendar solution. Following that, a decision was made to forego that expense based on current financial situation.</li><li>A solution that uses our current infrastructure is being finalized with</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		develop a baseline informing enhanced communication.		<p>key stakeholders. Once that is confirmed, the strategy and process document will be updated and communicated.</p> <ul style="list-style-type: none"><li>• A manual process was implemented in February 2025 that uses infrastructure already in place.</li><li>• It ensures events are being tracked and communicated via the ICE and website calendars as applicable.</li><li>• Due to the process being manual and executed within the C+M team, user feedback is not being collected at this time.</li><li>• The feedback phase will be implemented in the future if an external web-based calendar solution is pursued.</li></ul>	
	iv. Collaboratively develop the college’s next strategic plan.	<ul style="list-style-type: none"><li>• Present development framework to the Board of Governors – June 2024</li><li>• Engage with stakeholders and gather feedback (internal/external) – fall 2024</li><li>• Draft plan and present to Board – winter 2025</li><li>• Present a new strategic plan at an all-employee meeting in spring 2025 and communicate the plan broadly.</li></ul>	<ul style="list-style-type: none"><li>• Office of the President</li><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Development framework was presented to the Board of Governors in June 2024.</li><li>• Engagement town halls were held for students and all employee groups. Pop-ups ran September 23 to October 4, 2024. The Board of Governors engaged with their networks and shared insights during a Strategic Plan session on October 17, 2024. The Working Group engaged with their networks and shared their insights on November 18, 2024. The President held two Community Consultation sessions on November 14 and 21, 2024. The survey was launched and communicated</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>broadly, closing on November 15, 2024.</p> <ul style="list-style-type: none"><li>• In January 2025, launched Phase 3 with six Visioning Sessions held for students, employees, alumni and community members to dive deeper into emerging themes.</li><li>• Feedback and insights captured, and goals and objectives drafted.</li><li>• The Strategic Plan was presented to the Board of Governors and feedback was provided during the February retreat. It was then presented to the Strategic Plan Steering Committee on March 20 and the Strategic Plan Working Group on March 27.</li><li>• The plan will be presented for Board approval in April and launched to the campus community in May.</li></ul>	
<b>3.2 Lead the development of transformational programs, services and systems that enhance the student experience.</b>	i. Develop assessment and evaluation policy in alignment with CQAAP requirements.	<ul style="list-style-type: none"><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• Policy reviewed and approved at the November 6, 2024, DCLT meeting. Policy published on DC website.</li><li>• Faculty orientation to new policy conducted during January 2-3, 2025, Faculty meetings.</li></ul>	<b>Completed</b>
	ii. Refresh student orientation resources to ensure alignment with digital delivery modes.	<ul style="list-style-type: none"><li>• Assess orientation program as part of the Digital Learning Strategy work plan.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• The Student Development and Support working group continues to support revisions within DC Connect to foster online student success and work to align and refresh orientation materials for students in digital delivery modes.</li><li>• Assessment of orientation program completed and handbook template established.</li></ul>	<b>Completed</b>

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"><li>Strategies for remote delivery of Academic Welcome Day and Program Orientation are being explored to ensure equitable opportunity for the development of a sense of community and DC pride for new students who are engaged in online program.</li></ul>	
	iii. Identify additional courses to align part-time learning demand with full-time learning outcomes.	<ul style="list-style-type: none"><li>Launch a minimum of three new courses in Professional and Part-time Learning.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>PPL launched several new courses aligned to full-time learning in the Supply Chain and Operations diploma as well as the Social Service Worker diploma.</li><li>Courses include: Career Development for Supply Chain Management (SCM) Professionals, Integrated Supply Chain Management, SCM Planning and Scheduling, SCM Execution &amp; Control.</li><li>In response to Generative AI, PPL adapted the assessments in several accounting courses to ensure academic integrity and full-time program alignment.</li></ul>	Completed
	iv. Implement a system that equips Banner with an extensible architecture for easier integration with other applications.	<ul style="list-style-type: none"><li>Contract the vendor to assist with the implementation.</li><li>Work with the vendor to define the scope and do the implementation.</li><li>Go live with the new system before March 31, 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Strategic Infrastructure and Campus Safety</li></ul>	<ul style="list-style-type: none"><li>Worked with the vendor to define the scope and implement the system.</li><li>Went live with the new system in June 2024.</li></ul>	Completed
	v. Engage Tim Horton’s to review and redesign our existing full-service location at our Oshawa campus for	<ul style="list-style-type: none"><li>A comprehensive review of the existing space with recommendations on a redesign to be completed by March 31,</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li><li>Vice President, Strategic</li></ul>	<ul style="list-style-type: none"><li>Tim Horton’s and the Compass Group design team have submitted a preliminary design and construction proposal for an updated pick-up area.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	increased service times and a better customer and student experience.	2025, with construction scheduled for summer 2025.	Infrastructure and Campus Safety	The cost estimate for construction exceeds our current budget, so planned activity for the next fiscal will be delayed.	
	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"> <li>Develop a plan with our vendor to have all services implemented by the end of March 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Corporate Services and Chief Financial Officer</li> </ul>	<ul style="list-style-type: none"> <li>The TouchNet Mobile ID agreement has been executed; however, due to some technical difficulties and resource constraints, this is on hold.</li> </ul>	On Hold
	vii. Develop new ways to assist students in gaining interviewing skills for today's job market.	<ul style="list-style-type: none"> <li>Incorporate an online interview training system into the Hired portal and services offered through the Career Development office.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>Big Interview usage has grown significantly, increasing from 525 in the last report to 1,587. Additionally, 63 staff members have also been utilizing the platform.</li> <li>Plans are in place to promote Big Interview through digital signage and social media throughout the semester.</li> </ul>	Completed
	viii. College Wellness Committee to conduct a comprehensive student mental health gap analysis to identify deficiencies in services.	<ul style="list-style-type: none"> <li>Complete the mental health gap analysis and identify actionable items to address gaps by summer 2024.</li> <li>Create a plan to bridge any gaps in programming and services to students supporting their mental health and well-being.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan presented to co-sponsors in August 2024 included the following: <ul style="list-style-type: none"> <li>Expand College Wellness Committee (CWC) membership – new faculty member added.</li> <li>Review Mental Health Framework on a biannual basis – initiated.</li> </ul> </li> <li>Enhance programming and service collaborations among departments.</li> <li>Introduce measures to improve student mental health referral processes – pilot use of common consent and referral forms.</li> <li>Explore mental health community partnerships to bring more supports to</li> </ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				campus.	
	ix. Improve the International Student Persistence Framework (ISPF) to enhance the international student experience.	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Enrolment and International Education</li></ul>	<ul style="list-style-type: none"><li>The work of reviewing the ISPF to be compliant with Standards 3, 4 and 5 is complete. The updated ISPF will be utilized to support the college's retention framework by the DC-wide retention working group.</li></ul>	Completed
3.3 Be at the forefront of the evolving practices of teaching, learning and applied research.	i. Expand extended reality, including augmented reality (AR) and virtual reality (VR), into curriculum.	<ul style="list-style-type: none"><li>Pilot one new AR/VR application; gather student and faculty feedback; based on the feedback, expand the pilot.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Pilot completed; new strategy for MRC curricular use to be completed by June 2025.</li></ul>	Completed
	ii. Create new faculty professional development programs for digital development and delivery of academic programs.	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>The Faculty Development and Support Working Group, which is part of the Digital Learning Steering Committee, has developed and approved the learning outcomes and weekly topics of our new “Digital@DC” training program. The three-module training program has been developed in DC Connect and is prepared for launch in September 2025. The delay in the launch date is due to the implementation of a new curriculum management system.</li></ul>	Completed
	iii. Utilize the elevating devices shops for cross-collaborative training opportunities.	<ul style="list-style-type: none"><li>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.</li><li>Determine if other programs could benefit from utilizing this space.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Outreach has been initiated, and the Faculty of Skilled Trades and Apprenticeship will take action if there is any interest.</li><li>Elevating space will be leveraged to support Corporate Training Services in training for the Whitby Fire Services.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	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"> <li>A minimum of five projects in virtual production and training simulation, two projects and at least two revenue-generating streams identified.</li> <li>At least five projects in Virtual Production and Training &amp; Simulation.</li> <li>Two Fee for Service (FFS) projects</li> <li>Identify at least two revenue-generating streams.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>Six projects (three in virtual production and three in training simulation) are in progress. An application has been submitted to Canada Foundation for Innovation for capital related to virtual production.</li> <li>Two FFS projects with OPG have been completed.</li> <li>Two revenue generation streams were developed: <ul style="list-style-type: none"> <li>Developed relationships with several OPG departments for FFS revenue.</li> <li>Developed a software/hardware solution for closed network large language models.</li> </ul> </li> </ul>	Completed
	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"> <li>At least five research and development projects initiated.</li> <li>Three FFS projects completed.</li> <li>Host four training sessions for employees of external organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>The Centre for Cybersecurity Innovation (CCI) has initiated six research and development projects.</li> <li>Additionally, it successfully delivered one FFS project, providing a customized cybersecurity solution. FFS projects are delayed until the Natural Sciences and Engineering Research Council of Canada grant goals are met.</li> <li>CCI has offered six training sessions to date.</li> </ul>	On Hold
	vi. Develop a knowledge mobilization plan to transfer information and collect research documentation about applied research projects.	<ul style="list-style-type: none"> <li>Develop internal knowledge base and promotional materials. Two case studies per centre developed.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Academic and Students</li> </ul>	<ul style="list-style-type: none"> <li>AI Hub has developed four case studies, which are published on the external website.</li> <li>Centre for Cybersecurity Innovation has developed three project case studies that detail the security challenges,</li> </ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>solutions, and outcomes for clients. Additionally, Centre for Cybersecurity Innovation has created 4 new brochures to promote its individual services, which include vulnerability assessments, a starter pack, a standard reporting template, and a comprehensive cyber strategy document to guide organizations in their compliance journey.</p> <ul style="list-style-type: none"><li>• MRC Studio has developed two case studies and is using an online knowledge base to manage both applied research projects and internal knowledge transfer.</li><li>• Social Impact Hub continues to keep web content up to date on current and previous projects; events; multimedia and share these via monthly Speaker Series, social media, DC channels and ORSIE Insider e-newsletter. Plan to create one-pager and success stories to further highlight project activities and outcomes.</li></ul>	
	vii. Implement a Course Content Repository (CCR) that facilitates access and consistency in curriculum.	<ul style="list-style-type: none"><li>• Develop and implement a CCR as per the Digital Learning Strategy work plan.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• A pilot CCR process has been developed and launched in March, focusing on courses that have been developed by the CTL as part of the online conversion project. Following the completion of IT Service’s Intelligent Learning Platform (ILP) project, the CCR project will be expanded as planned to all Faculties.</li></ul>	Completed



# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
<b>3.4 Reimagine and grow our facilities to be more flexible, accessible and progressive.</b>	i. Provide students with easier and faster access to commonly required documents from the Office of the Registrar.	<ul style="list-style-type: none"> <li>Implement the following documents on MyCreds by December 31, 2024: Verification of Graduation, Apprenticeship transcripts and credentials, and Verification Requests.</li> </ul>	<ul style="list-style-type: none"> <li>Office of the President</li> <li>Associate Vice President, Enrolment and International Education</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>The transfer of apprenticeship transcripts to MyCreds will be in place for May start students to reduce student impact and allow time for fee table changes.</li> </ul>	<b>Completed</b>
	ii. Review all campus spaces to ensure AODA 2025 compliance is achieved by January 1, 2025.	<ul style="list-style-type: none"> <li>Complete a comprehensive review of all building components with accessibility elements against current AODA requirements.</li> <li>Update several washrooms and stairwells as part of this initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Strategic Infrastructure and Campus Safety</li> </ul>	<ul style="list-style-type: none"> <li>An assessment has been completed and compliance with AODA 2025 requirements has been achieved.</li> <li>Washrooms in H-wing, Centre for Innovation and Research have been updated to AODA standards. Washrooms in Justice Wing and the CRWC were completed in the fall.</li> </ul>	<b>Completed</b>
	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"> <li>Complete the multi-faith prayer space by end of summer 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, People, Equity and External Relations</li> <li>Vice President, Strategic Infrastructure and Campus Safety</li> </ul>	<ul style="list-style-type: none"> <li>A 6-week delay in acquiring the building permit delayed this project. In addition, unforeseen mechanical issues have also added a few weeks to the project timeline.</li> <li>This project was completed in the fall.</li> </ul>	<b>Completed</b>
	iv. Develop a college-wide space planning report to inform future space requirements.	<ul style="list-style-type: none"> <li>Conduct a space allocation analysis to compare existing space allocations to recognized standards and benchmarks seen at peer campuses.</li> <li>Develop long-range space</li> </ul>	<ul style="list-style-type: none"> <li>Vice President, Strategic Infrastructure and Campus Safety</li> </ul>	<ul style="list-style-type: none"> <li>ECS Consulting has been commissioned to conduct a study on space usage at DC.</li> <li>Each functional team across the college is meeting with the consultant so they can better understand their current</li> </ul>	<b>Completed</b>

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		<p>planning scenarios for campus improvement and development that will guide and help to prioritize space planning and capital investment from a campus-wide lens.</p> <ul style="list-style-type: none"><li>Identify space management principles, processes and tools.</li><li>Conduct instructional space utilization space analysis.</li><li>Report to be completed December 2024.</li></ul>		<p>and future space needs.</p> <ul style="list-style-type: none"><li>Due to forecasted enrolment changes, the scope of the ECS was changed in January and project duration extended.</li><li>Enrolment data sent January 24, 2025. Overall project will extend into March.</li><li>Final report now complete with Board presentation scheduled for end of March.</li></ul>	
	v. Increase part-time enrolments through the Ontario College Application Service (OCAS).	<ul style="list-style-type: none"><li>Post all part-time post-secondary diploma programs on OCAS.</li><li>Admit 50 new part-time students into post-secondary diploma programs by March 31, 2025.</li></ul>	<ul style="list-style-type: none"><li>Office of the President</li><li>Associate Vice President, Enrolment and International Education</li><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>The pilot program launched on October 1 with three PPL post-secondary programs for the winter 2025 intake. 89 students have enrolled in these three programs.</li><li>All part-time post-secondary programs diploma programs are projected to be posted on OCAS no later than mid-April 2025.</li></ul>	Completed
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"><li>Increased labour efficiencies and higher scores on cleaning audits versus previous years as benchmarked against Association of Physical Plant Administrators cleaning standards.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Strategic Infrastructure and Campus Safety</li></ul>	<ul style="list-style-type: none"><li>The AI-powered robot was commissioned in June and is now fully operational.</li></ul>	Completed
	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"><li>Increased transaction count with an overall increase in college food service commission revenues versus previous year.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li></ul>	<ul style="list-style-type: none"><li>We are currently exploring other robot vendors as the initial company was not compatible with our elevators.</li></ul>	On Hold
	iii. Implement a Battery Energy Storage System (BESS) to offset the	<ul style="list-style-type: none"><li>The BESS system is expected to be commissioned by summer 2025,</li></ul>	<ul style="list-style-type: none"><li>Vice President, Strategic Infrastructure and Campus</li></ul>	<ul style="list-style-type: none"><li>This program did not prove financially viable and our partnership with Peak</li></ul>	Cancelled

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	cost of energy during peak times and reduce the college’s exposure to Ontario’s Global Adjustment program.	with a goal of reducing/eliminating of energy surcharges beginning in summer 2026.	Safety	Power has been dissolved.	
	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"><li>A new intake process is currently being developed and expected to be implemented this fall ahead of the 2025-2026 capital request period.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Strategic Infrastructure and Campus Safety</li></ul>	<ul style="list-style-type: none"><li>A draft document for the new capital intake process was developed and a beta process was implemented for the fall 2024 annual capital intake.</li><li>The new process includes a verification step to ensure all capital projects have been vetted by Facilities Management before moving on to the finance committee for consideration.</li><li>This will ensure all requested capital project and equipment requests are properly scoped and costed prior to receiving budgetary approval</li><li>Process has now been fully documented and implemented.</li></ul>	Completed
	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"><li>Monitor revenues and expenses to achieve a surplus for March 31, 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li></ul>	<ul style="list-style-type: none"><li>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.</li></ul>	Completed
	vi. Implement enhanced financial reporting for budget holders.	<ul style="list-style-type: none"><li>Develop effective reports that promote more accountability from budget holders.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li></ul>	<ul style="list-style-type: none"><li>Initial investigation to determine the requirements for the enhanced reports and system capability has occurred.</li><li>The project is on hold pending additional resources to implement the changes.</li></ul>	On Hold
	vii. Review and complete the necessary reporting for compliance against Bill S-211 legislation, effective	<ul style="list-style-type: none"><li>Submit report by May 31, 2024.</li><li>Add respective language to policies and tender documents.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li></ul>	<ul style="list-style-type: none"><li>Initial report submitted by deadline.</li><li>Policies and tender documents have been updated.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	January 1, 2024.	<ul style="list-style-type: none"><li>Continue to assess supply chain activities for risks.</li></ul>		<ul style="list-style-type: none"><li>Procurement is continuing to review supply chain activities and revise documents as necessary to be compliant with legislation.</li></ul>	
	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"><li>ASC and CHWC will review current practices to align services.</li><li>Establish a clear roadmap of mental health services available.<ul style="list-style-type: none"><li>Provide in-service training and information sessions with campus departments, Faculties and other campus partners on the new processes.</li></ul></li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>ASC staff trained by CHWC and in the process of updating their online content.</li><li>A user-focused roadmap for accessing mental health services developed.</li><li>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.</li><li>CHWC is hosting group sessions for case management debriefing and resource sharing at the Oshawa and Whitby campuses.</li><li>CHWC provides presentations to employees on various mental health concerns and the resources available.</li><li>CHWC significantly updated its website, including the addition of a comprehensive Mental Health Services page that outlines available services and access procedures.</li><li>CHWC refreshed the “Are You Okay” webpage with a new flowsheet and updated resources for accessing</li></ul>	Completed

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				mental health services.	
	ix. The Financial Aid and Awards (FAA) office will enhance the on-campus summer employment program to 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.	<ul style="list-style-type: none"><li>• Create systems to enhance approval processes to post job opportunities seven weeks before the start of the employment program. Improved timeline from current timeline of five weeks.</li><li>• 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.</li><li>• Students will receive conditional approvals within five business days from the date of their submitted application.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• An employer training video launched in December 2024.</li><li>• Change management plan developed and to be implemented end of January 2025.</li><li>• The early release and closure of applications in the BSA system, along with the early distribution of department requests through Microsoft Forms, combined with manager training, are anticipated to streamline the hiring processes. The training will provide detailed information about each step, including timelines and employer expectations, ensuring a more efficient and transparent workflow. and procedures.</li><li>• Timelines for student applications were shortened:<ul style="list-style-type: none"><li>○ Students will receive conditional offers for summer employment programs to ensure offers are sent in a timely manner</li><li>○ Summer employment position approvals will be completed in March due to funding constraints</li></ul></li></ul>	Completed
	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	<ul style="list-style-type: none"><li>• Host presentations and workshops – November, March and July. Assess impact by tracking the number of attendees and collecting survey feedback after each session.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• In-person repayment workshops delivered November 2024 and more scheduled for March and July.</li><li>• DC website updated with repayment information and video.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	rehabilitation programs to help reduce the likelihood of students defaulting on their loans.	<ul style="list-style-type: none"><li>Initiate a coordinated Communications Plan<ul style="list-style-type: none"><li>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.</li><li>Email Campaign – Initiate an email campaign to students in their final semester of study (November and March)</li></ul></li></ul>		<ul style="list-style-type: none"><li>Social media posts started November 2024 to align with workshops and email messages.</li><li>Weekly emails using year to date files will begin in January 2025 to provide information about OSAP repayment information for students who have withdrawn, dropped to part-time status or completed their studies.</li></ul>	
	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"><li>Expedite adjudication and funding using the automatic adjudication process the adjudication period will be decreased to five business days from 15 business days.</li><li>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.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>BSA Application design completed in fall 2024.</li><li>Financial need formula and calculations complete.</li><li>Report generation and automatic award process developed with Information Technology Services.</li><li>Successful testing and launch November 2024.</li><li>Processed 1,022 applications within five business days compared to November/December 2023 with 1,213 applications processed in 15 business days.</li></ul>	Completed
	xii. Develop direct response campaigns – find new opportunities and create a pipeline for monthly donors and Alumni Leaders.	<ul style="list-style-type: none"><li>Develop a pool of 25 to 50 new alumni prospects (less than \$500).</li><li>Develop process to identify prospective alumni who can</li></ul>	<ul style="list-style-type: none"><li>Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>A new pool of 40 alumni prospects (\$500 and under) was developed based on the results of our last appeal. We will do a targeted, personal solicitation</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		<p>participate in the Alumni Leader program (\$500 plus).</p> <ul style="list-style-type: none"><li>• Create annual giving plan that focuses on increasing monthly donors by five to 10 new donors.</li></ul>		<p>for each of these prospects.</p> <ul style="list-style-type: none"><li>• A process to identify prospective alumni leaders has been developed, which includes analyzing campaign data such as gift amount, gift frequency, etc. to be used as indicators of capacity to become alumni leaders.</li><li>• An annual giving plan has been developed. Based on information gained from data analytics, the plan includes a more targeted and personalized approach. The spring campaign focuses on retention of and increasing donation amounts from our previous donors, while the fall campaign will focus on converting existing donors into monthly donors and acquiring new monthly donors.</li></ul>	
	<p>xiii. Complete wind down of DC Foundation.</p>	<ul style="list-style-type: none"><li>• Resolutions by both DC Foundation Board of Directors and DC Board of Governors.</li><li>• Ensure Ontario Not-for-Profit Corporations Act compliance and all closing agenda steps are followed.</li><li>• Communication with all donors about the decision.</li><li>• Transfer endowment funds from Foundation to College.</li></ul>	<ul style="list-style-type: none"><li>• Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>• Activities are on track to wind down the DC Foundation by March 31, 2025.</li><li>• The Office of Advancement and Alumni Relations is working in collaboration with BLG to ensure compliance and all closing steps are completed.</li><li>• DC Foundation Board has appointed an investment committee to review investments prior to transferring to DC, to ensure efficiency.</li><li>• Transition of DC Foundation to DC will be communicated in early March.</li><li>• The DC Foundation had their last meeting on March 25, 2025. All foundation activities are complete and have been transferred over to DC for</li></ul>	<b>Completed</b>

# 2024-2025 Business Plan Scorecard



We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<div>management.</div> <ul style="list-style-type: none"><li>• Communication of the foundation wind down was sent to donors on March 25.</li></ul>	



# 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"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Attended the Durham District School Board and Durham Catholic District School Board (DCDSB) Indigenous Education Circle meetings.</li><li>Participating on the DCDSB Indigenous Framework Committee.</li><li>Attended the Indigenous youth skilled trades fair at Curve Lake First Nation Community Centre.</li><li>The FPIC successfully hosted the Durham District School Board (DDSB) Indigenous Education Presentation and Tour, providing an overview of DC programs and services, introducing DDSB staff and students to the Indigenous Hub and FPIC staff, and leading a guided campus tour.</li></ul>	Completed
	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"><li>Maximize employment-related financial supports for job seekers and employers by spending 100 per cent of Flow Through Funds.</li><li>Meet Key Performance Indicators with the new Service System Manager (SSM).</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Currently 52 per cent spent in flow through funds in Employment Services and 86 percent in Canada-Ontario Job Grant across all sites.</li><li>Key Performance Indicators:<ul style="list-style-type: none"><li>Oshawa – 81 per cent of client volume relative to target and meeting 6/7 in client demographics. Staying consistent and ahead of average in the Region.</li><li>Bowmanville – 76 per cent of client volume relative to target and</li></ul></li></ul>	Completed

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>meeting 7/7 in client demographics.</p> <ul style="list-style-type: none"><li>○ Uxbridge – 68 per cent of client volume relative to target and meeting 4/7 in client demographics. Due to being in a rural north part of Durham Region, some demographic targets will be unrealistic to meet.</li><li>● The percentage of flow-through funds spent is on par with other service providers in the region. This is the first year the region has operated under the new SSM. It is expected that funding allocations will be adjusted in the future.</li></ul>	
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"><li>● Create and distribute a survey to employees to collect information about their current volunteer activities.</li><li>● Utilize the collected data to guide future volunteer initiatives and highlight inspiring stories of how DC connects with the community.</li></ul>	<ul style="list-style-type: none"><li>● Vice President, People, Equity and External Relations</li></ul>	<ul style="list-style-type: none"><li>● A survey was shared with staff in November 2024, receiving 385 responses. Results are being analyzed with the intent to update community outreach and sponsorship efforts going forward.</li></ul>	Completed
	ii. Engage in partnerships with the minor sports community through our varsity programs and facilities.	<ul style="list-style-type: none"><li>● Invite minor sports teams to attend varsity home games and major events (volleyball nationals and softball provincials).</li><li>● Offer team training sessions run by student-athletes/coaches with minor sport organizations</li><li>● Ensure strategic bookings with athletic facilities to support minor sports community.</li></ul>	<ul style="list-style-type: none"><li>● Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>● Partnered with Baseball Oshawa for Eastern Ontario Baseball Association and Ontario Baseball Association Championships.</li><li>● Hosting minor sports nights at varsity games.</li><li>● Working with Sport Tourism on multiple bids/events run out of the CRWC (Canadian Wheelchair Basketball Championship, World Wheelchair</li></ul>	Completed

2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		<ul style="list-style-type: none"><li>Host high school tournaments.</li></ul>		<p>Rugby Championship).</p> <ul style="list-style-type: none"><li>Working with Parasport Ontario on hosting a college/university sitting volleyball tournament as well as weekly training sessions.</li><li>Elementary schools attending home games as well as the CCAA national championship.</li><li>Working on partnership with Ontario Basketball to host the 2025 Canada Basketball National Championship.</li><li>Working with Ontario Soccer on hosting officials’ clinics.</li><li>Hosting several community sport competitions.</li></ul>	
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"><li>Engage with the campus FPIC and run one or two workshops serving campus stakeholders and/or community partners.</li><li>Engage Indigenous alumni in industry to support a workshop or create a workshop supporting an Indigenous community partner.</li><li>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.</li><li>Meet community engagement metrics- 15 community partners</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Successfully offered Healing through Food moderated panel event on September 24 in collaboration with FPIC and Durham College Alumni Association.</li><li>Outreach targets have been exceeded; however engagement initiatives continue including:<ul style="list-style-type: none"><li>Partnering with the Town of Stouffville to replicate the urban farm model which incorporates the Growcer Hydroponic System (with DC branding).</li><li>Redeveloping community workshops for onsite and offsite delivery.</li><li>Hosted the second annual “Unconference” on February 26 and 27, 2025.</li></ul></li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
		supported and over 1,000 community members and students engaged.		<ul style="list-style-type: none"><li>○ 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).</li><li>○ Overall metrics for Barrett Centre, the Community Portal and CiCan Living Lab Project- 11,222 community members, students, staff, and faculty participated in our initiatives through outreach that includes workshops, tours, programming, the community portal, academics, sharing resources, etc.</li><li>○ 111 NEW Community partnerships, including recent partners- Camp Samac, Grandview Kids, Ontario Shores, Toronto Symphony Orchestra, etc.</li></ul>	
	ii. Develop a train-the-trainer program for CiCan Skills to Access a Greener Economy (SAGE) international project to enhance global competency in online learning	<ul style="list-style-type: none"><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Office of the President</li><li>• Associate Vice President, Enrolment and International Education</li><li>• Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>• The Online Course Development &amp; 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.</li><li>• The training program was developed</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<p>by the college’s CTL in collaboration with Vancouver Island University and delivered by DC to 18 participants from the six Caribbean countries.</p> <ul style="list-style-type: none"><li>A CIGan representative participated in the training and, as a result of the successful training, initiated and coordinated a CIGan funded training/workshop. Two DC reps travelled to Grenada January 26, 2025 to participate in and deliver portions of the workshop which brings together participants from the 6 SAGE countries plus 9 representatives from the Caribbean Association of National Training Agencies (CANTA).</li></ul>	
	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.	<ul style="list-style-type: none"><li>A minimum of 31 per cent of client volume target in Oshawa will be focused on delivering services for racialized people.</li><li>Connect, consult and collaborate with local community agencies to on services, outreach and employment supports.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Oshawa CES office is currently supporting clients, of whom 53 per cent identify as racialized individuals.</li><li>Oshawa expression of interest to the SSM was approved to provide Specialized Services for racialized individuals.</li><li>CES is facilitating a variety of group and one-on-one employment skills workshops to racialized individuals to assist with attaining employment.</li></ul>	Completed
	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.	<ul style="list-style-type: none"><li>Serve a minimum of 30 per cent of our client volume target on referrals from Durham Region social assistance.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>As of winter 2025, over 35 per cent of CES clients are referrals from Social Assistance across all sites.</li><li>CES continues to accept referrals from the program.</li></ul>	Completed

# 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"><li>Increased engagement through a minimum of three campus events and initiatives.</li><li>Benchmark oversight of current sustainability practices across all college departments.</li><li>Re-establish the Green Impact Team with a minimum of six employee participants.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li></ul>	<ul style="list-style-type: none"><li>Green Impact Team has a total of 15 members and continues to grow. Initial planning for community events has taken place and we are focused on improving communication of our sustainable efforts through ICE and our website to improve overall engagement and participation from the community.</li><li>Review of current sustainability practices across all college departments and identifying opportunities for growth and improvement is ongoing.</li><li>Engagement has taken place with our campus community through a glove recycling program.</li><li>Hosted four events:<ul style="list-style-type: none"><li>Earth Day – April 22, 2024</li><li>Bike to Work Day – May 17, 2024</li><li>World Environment Month – June 2024</li><li>International Zero Waste Day – March 30, 2025</li></ul></li><li>Benchmarking current sustainability practices is complete.</li></ul>	Completed
	ii. Reduce single-use plastics on campus while improving our waste diversion and overall impact on landfills.	<ul style="list-style-type: none"><li>Complete an inventory of all single-use plastics on campus and explore alternatives and implement, where feasible by March 2025.</li><li>Complete an inventory of the usage of disposable gloves across campus and implement a recycling program by March 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Corporate Services and Chief Financial Officer</li><li>Vice President, Strategic Infrastructure and Campus Safety</li></ul>	<ul style="list-style-type: none"><li>Launched Friendlier – a reusable container program as an effort to divert packaging from landfill in the Oshawa IMarketplace and Whitby Cafe.</li><li>Have introduced Flow Water as an alternative to bottled water on campus to reduce the amount of plastic water bottles on campus.</li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
				<ul style="list-style-type: none"><li>Compass Group has committed to eliminating all plastic utensils on campus once existing products have depleted.</li><li>Have initiated a glove recycling program on campus for certain areas and will continue to expand its development working with the Enactus students.</li></ul>	
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"><li>Develop the virtual simulation for the NPTI by March 2025.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Two NTPI simulations (leadership and delegation and Care of Indigenous Peoples) were developed and now available for use across all Ontario colleges</li></ul>	Completed
	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"><li>Hire an Indigenous Learning Specialist by December 2024.</li><li>Develop and implement resources to support faculty in decolonization and Indigenization initiatives.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Teaching &amp; Learning Consultant: Indigenous Pedagogies was onboarded October 15, 2024.</li><li>Resources that have been developed and implemented include two workshops (online and person) for Faculty:<ul style="list-style-type: none"><li>Indigenous Perspectives: Authentic Experiences from Learning to Assessment</li><li>Roots of Recognition: Understanding Land Acknowledgements</li></ul></li></ul>	Completed

# 2024-2025 Business Plan Scorecard

We will	Actions	Measurement/Milestone	Lead	Update on Actions	Status
	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"><li>A minimum of 4.1 per cent of client volume target in Uxbridge will be focused on delivering services for Indigenous Peoples.</li><li>Connect, consult and collaborate with local Indigenous communities on services, outreach and employment supports.</li></ul>	<ul style="list-style-type: none"><li>Vice President, Academic and Students</li></ul>	<ul style="list-style-type: none"><li>Uxbridge Community Employment Services office is currently supporting clients, 4.3 per cent of whom identify as Indigenous.</li><li>Uxbridge expression of interest to the SSM was approved to provide Specialized Services for Indigenous Peoples in collaboration with The Mississaugas of Scugog Island First Nation (MSIFN).</li></ul>	Completed

## Status Column Legend

- On Track for Completion (75 to 99 percent chance of completion)
- On Hold 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



# Information Items

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The following items are presented for information only with no intent to discuss unless there are questions.



## **Board of Governors Report | April 2025**

Prepared by Ariel Sully, Associate Vice President, Advancement and Alumni Relations & Drew Samuels, President, DCAA Board of Directors

## Introduction

Thank you for the opportunity to report on Durham College Alumni Association (DCAA) activities during the 2024-2025 fiscal year. Please note the fiscal year end for the DCAA is August 31, however the accomplishments listed in this report are as of March 31, 2025.

The DCAA and the Office of Advancement and Alumni Relations (AAR) collaborate to deliver services and provide unique opportunities for alumni and students in support of Durham College (DC). The DCAA is comprised of more than 116,000 alumni who automatically become members when they graduate. It is led by a volunteer advisory Board of Directors comprised of twelve diverse alumni from across all Faculties. The Board has a strategic plan that complements the college's strategic plan and annually develop work plans in conjunction with AAR.

Every day around the globe, alumni take action to support and strengthen their alma mater. Their loyalty and commitment, volunteer service and financial support help shape student, staff and community experiences – and ultimately advance the mission of their institution. We often say alumni are our best ambassadors.

AAR is led by Associate Vice President, Ariel Sully, and a team of six people, of which two positions are dedicated to alumni relations. AAR supports the DCAA by coordinating events and programs, fostering affinity program relationships, maintaining alumni records and serving as the link between the college and the DCAA.

We are pleased to report that the Board of Directors recently approved a contract to hire Kleurvision Inc. to enhance alumni engagement and branding for the DCAA. This project is covered by the DCAA budget.

A three-phase project will take place this year as follows:

**Phase One:** research, define and provide recommendations to enhance the DC Alumni brand

**Phase Two:** develop a multichannel communication strategy

**Phase Three:** design and launch an Alumni Engagement Campaign

“We are thrilled to be beginning Phase One of the Enhancing Alumni Engagement and Branding project. With input from our stakeholders, we will be well-positioned to execute a fresh brand that resonates with alumni and brings the DCAA to the next level.” – Drew Samuels, President, DCAA Board of Directors

## DCAA Strategic Plan (2021-2024)

The DCAA mission is *Bringing the Durham College Community Together* and its strategic plan focuses on four pillars, which we will use to organize our accomplishments in this report:

**Social Inclusion:** To adhere to a culture of open discussion, decision-making and advice based on accountability, trust, and transparency.

**Alumni Membership:** To focus on increasing the diversity and reach of the Durham College Alumni Association.

**Engagement and Support:** To foster a culture of reciprocation, mutual support, and value.

**Community Development:** To establish and/or strengthen meaningful partnerships between the college, industry, government, communities, and alumni.

The DCAA vision is to be *a diverse global network of DC alumni that supports and encourages its members to stay connected by inspiring collaboration, engagement, giving and a commitment to success for future generations.*

The Board and AAR team are currently going through the process of updating the DCAA Strategic Plan which will complement and support the college's new strategic plan. Two working sessions have been held with the DCAA strategic plan team and a short survey is currently in development to be sent to the alumni membership in April. Two focus group sessions (one online and one in-person) will be held in May. A final draft for approval by the Board will be delivered in June. The new five-year plan will be presented to the alumni membership at the 2025 DCAA Annual General Meeting in September.

## 2024-2025 Accomplishments

### Social Inclusion

- The Board established a strategic plan team that is working with AAR employees to update its plan. The process includes surveying alumni membership and conducting focus sessions with alumni and key stakeholders.
- In 2024, four teams were established composed of DCAA Board Directors, DC employees and alumni to find new ways to support alumni and students in specific areas: Indigenous Alumni; International Alumni; Business; and Special Projects.
- The Board's skills matrix was reviewed and updated to ensure the Board composition reflects the alumni community and all Faculties are represented. Specific gaps were identified and filled including international and business community representation.

### Membership

An Alumni Engagement (AE) Project Guide was created to serve as a framework for defining, measuring and enhancing AE and to support the college's business plan goal of identifying new alumni leaders and alumni donors. The guide provides structured guidelines for assessing alumni attitudes, engagement trends, and strategic initiatives to strengthen alumni engagement. In addition, a data collection process was established to capture engagement scores across three key areas – gifts, events and programs – enabling a



comprehensive assessment of overall alumni engagement. Utilizing this data will help identify individuals with capacity to give.

## Engagement and Support

### Awards

Each year the DCAA recognizes outstanding graduates with the Alumni of Distinction Award. In 2024, Shelby Nelson and Adam Ruppel received this award, presented at Spring Convocation.

Five alumni were nominated for the prestigious Premier's Awards, which are administered annually by Colleges Ontario and honour the important social and economic contribution that graduates make to Ontario and throughout the world:

- Chris Cull, nominated in the Health Sciences category
- Jeremy Burns and Aaron Dale, nominated in the Community Services category
- Shelby Nelson, nominated in the Business category
- Paula Sojo, nominated in the Recent Graduate category

In addition, the DCAA recognizes graduating students through two leadership awards, which were presented at the 2024 DCAA Annual General Meeting:

- 25 recipients were selected for the DCAA Leaders of the Future Award
- Two recipients were selected for the DCAA CICE Outstanding Graduate Award



Members of the DCAA Board of Directors gather with 2024 DCAA Leaders of the Future Award and DCAA CICE Outstanding Graduate Award recipients at 2024 Annual General Meeting.

## Events

AAR executed a wide range of DCAA events, bringing unique experiences to alumni and students while strengthening partnerships across our campuses and communities.

<b>DCAA Annual General Meeting</b> Attendance: 69	Welcomed DCAA membership to PROTO at the Whitby campus to receive reports from the DCAA Board of Directors. The formal meeting was followed by a networking reception.
<b>DC Alumni Hockey Night</b> Attendance: 169	DC alumni and employees attended this annual event at the Tribute Communities Centre in January to reconnect and cheer on the Oshawa Generals.
<b>Apprenticeship Ceremonies</b> Attendance: 252 students (11 ceremonies)	Celebrations throughout the year for apprenticeship graduates.
<b>Countdown to Grad</b> Attendance: 270	A one-stop-shop event to prepare students for graduation.
<b>Financial Literacy Workshop</b> Attendance: 17	A part of the Career Launch program, this event brought Affinity Partner TD Insurance to the Oshawa campus provide students the opportunity to learn and ask questions.
<b>Etiquette Dinner</b> Attendance: 61	Etiquette consultant Susy Fossati shared dining tips for business etiquette with students and alumni – all while enjoying a three-course meal at Bistro '67.
<b>DC Talks: Alumni Series</b> Attendance: 67 (fall) and 45 (winter)	Held twice a year in the Rotary Global Classroom, this event features a panel of alumni speakers both in person and online. This year's topics were "The Importance of Giving Back" (fall) and "The Zigzag Career Path" (winter).
<b>Finals Fuel Fest</b> Approx. 1,500 students	Partnership with Durham College Student Association to provide donuts and beverages to students at both the Whitby and Oshawa campuses in preparation for finals.



A selection of DCAA events from the 2024-2025 year (left to right) **1.** Students ask questions at most recent DC Talks: Alumni Series event. **2.** DCAA President Drew Samuels drops the puck at DC Alumni Hockey Night joined by Bonnie St. George and Max Stiles from DCAA Affinity Partner, TD Insurance. **3.** AAR team and members of the DCSA pose together at Finals Fuel Fest at the Oshawa campus.

## Programs and Services

Beyond events, AAR manages a number of programs and services, providing additional value to members of the DCAA.

<b>Career Launch</b>	A series highlighting events and services designed to help graduating students transition to the workforce. Hosted in collaboration with Career Development, Student Development, and International Education.
<b>Alumni Guest Speaker Program</b>	Recognized through this program, 114 alumni returned to classrooms, shops, labs and studios to share their expertise and advice with current students. This is a 23% increase in requests from faculty from the previous year.
<b>Alumni Mentoring Program</b>	<p>Connects students and recent graduates with established alumni career professionals. Currently six programs, 49 mentors and 76 mentees are involved in the program. This is a 105% increase in the number of mentees participating in the program compared to the previous year.</p> <p><i>“The value provided by the Alumni Mentorship Program cannot be overstated. Students engaging with thoughtful and supportive industry mentors are receiving insights into their career path that help to synthesize the years of lessons they have engaged with in their proceeding years. While it’s one thing to hear important information from a faculty during a lesson, it lands different when corroborated by an individual with no ties to the classroom who is actively working in industry. This program shifts forward the maturing of student participants’ careers, and gives them an edge in marketing themselves to potential employers over those without mentorship. The Computer Programming and</i></p>

	<p><i>Analysis program is grateful and indebted to these efforts of the DCAA and looks forward to continuing and improving on this experience together for years to come.”</i></p> <p><b>- Faculty Testimonial, Steven Forbes</b></p> <p><i>“I have been a mentor now through the Durham College Chemical Engineering Technologist mentor program for six years. I enjoy participating in the program as it is incredibly rewarding to help students navigate through the thoughts and ideas they have for a future career. I see myself years back in their position and take pride in helping students feel that there is a light at the end of the education tunnel. I also use the mentor program to help stay in touch with the education system and learn from others throughout the process. The sense of community that is built through the mentorship programs have built connections that I have carried on through the years and still reach out to fellow colleagues now and mentees.”</i></p> <p><b>- Mentor Testimonial, Cole French, Chemical Engineering</b></p>
<b>DC Connect App</b>	<p>Gives alumni access discounts on attractions, restaurants, services and shopping with more than 120 alumni perks. Also features regular updates on news, events and alumni-exclusive contests.</p> <p>In the past year we have seen a 29% increase in app users with a total of 10,546 users. Alumni Development Officer Mary Weller was invited to speak about our success with the app at the 2024 Higher Education Summit Advancement Roundtable.</p>
<b>Marketplace</b>	<p>A part of the DC Alumni Connect app, Marketplace currently promotes 62 alumni-owned businesses. This is a 23% increase in participating businesses in 2024/2025.</p> <p><i>“Adding my business to the DC Alumni Marketplace was an easy decision for me. I remain involved with the Athletics Department and follow college news. I know this is a great school with a great history and many alumni who are just as proud of being a part of this community as I am”</i></p> <p><b>- Leslie Seeley, Owner of Pure + Simple Oshawa</b></p>
<b>Digital Alumni Newsletter</b>	<p>In February 2024 we relaunched the digital Alumni Newsletter. Sent to more than 50,000 alumni each month, the newsletter has an average open rate of 44.25% (as of as of December 2024, the average open rate in the education industry is 39.97%). Content</p>



	includes: event information, alumni stories, college news and featured alumni perks. It also supports recruitment efforts with regular advertisements about opportunities that may appeal to alumni including graduate certificates, pathways, Professional and Part-time Learning, and information for mature students.
<b>Alumni website</b>	A refresh of the alumni pages on the college's website is underway. The objective of this project is to improve user experience, making it easier for our alumni to find the information they need. This includes simplifying page organization and bringing information about the DCAA, alumni benefits, awards, and stories to the forefront.

## Community Development

- Sponsored 15 events across campuses involving students and alumni, often inviting alumni to participate as speakers. Examples include:
  - The first **Healing Through Food** event at the Whitby campus, hosted in recognition of National Day of Truth and Reconciliation.
  - **Surviving Addiction**, organized by DC's Social Impact Hub, featuring alumnus Chris Cull as a member of the panel followed by a screening of his docuseries.
  - The annual **Justice Games** where students and alumni compete to represent their programs and practice their skills as first responders outside of the classroom.
- Talks are underway to establish two new programs for graduates with:
  - DC faculty and the Whitby Rotary Club: a mentorship program to help international graduates build connections in the community
  - Employees in the Rotary Global Classroom: to engage our graduates who live and work around the world in a new DC program, COIL (Collaborative Online International Learning)
- The Indigenous Alumni Team is partnering with the Barrett Centre of Innovation in Sustainable Urban Agriculture to explore the possibility of building an Indigenous Garden space at the Ajax Urban Farm and possibly the Whitby campus.
- Initial discussion has begun between DC employees and Ontario Tech University employees to discuss the possibility of collaborating on an event that involves both our students given the shared campus and pathway programs.



Members of the DCAA Board of Directors and AAR team members test out new alumni-branded bucket hats at the DCAA Board of Directors Hail & Farewell Dinner in September 2024, hosted at Bistro '67.

## Conclusion

During the past year, the DCAA has seen a number of successes and has laid the groundwork for major projects to further develop alumni engagement. We are grateful for this opportunity to share the work being done by the DCAA Board of Directors and AAR team to ensure alumni stay connected with Durham College throughout their careers and lives.

# PRESIDENT'S UPDATE



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## PRESIDENT'S OVERVIEW

Our recent accomplishments reflect a blend of challenges and successes, which have created opportunities to showcase the dedication and creativity of our students and employees from across the college. Employee Appreciation Day brought our community together to celebrate our employees in a session focused on emphasizing leadership and the ability to adapt in times of change. During this celebration, we also recognized employees who were approved for our Voluntary Retirement and Exit Incentive programs. The Durham College Student Association also showed their appreciation for Durham College (DC) employees by generously sponsoring breakfast for the event.

Turning to our students, highlights from the past weeks include a remarkable achievement by our Supply Chain Management – Global team, which participated in the Global Manufacturing Sustainability SAP ERPsim Challenge and secured sixth place out of 22 international teams. Meanwhile, the DC Engineering Club hosted the DC Innovation Showcase, where students demonstrated their skills and knowledge as they presented groundbreaking projects addressing climate change while competing for honours in the individual and group categories. Our annual DC Marketing Sales Competitions drew over 100 DC students, along with 10 students from five partner colleges, who demonstrated their growing marketing and sales expertise through case competitions, enabling them to gain real-world experiences, as they networked and engaged with industry professionals.

Our athletic teams excelled, with the women's volleyball team delivering an outstanding performance as we hosted the 2025 Canadian Collegiate Athletic Association (CCAA) Women's Volleyball National Championship. The men's basketball team added to the accolades by winning the Ontario Colleges Athletic Association championship for the first time since 1997. They followed up that win by securing a silver in the CCAA silver competition in Montreal.

While we have had achievements to celebrate, we also continued to respond to the financial challenges we are facing due to the changes to the International Student Program by the federal government, as well as years of chronic provincial underfunding. Our focus has remained on financial sustainability and identifying and adopting the cost-saving and revenue-generation measures required to ensure a balanced budget for 2025-2026. Recently, the Executive Leadership Team (ELT) implemented a college-wide organizational restructuring. The team made several difficult decisions in consultation with their respective departments, resulting in the elimination of 35 full-time support staff and administrative positions. In addition to the workforce reductions from the restructuring, 30 employees have been approved for the Voluntary Retirement and Exit Incentive programs, and 49 vacancies will remain unfilled. These actions have been particularly challenging for many of our employees, and it will take time to heal as we continue to move forward.



*Top left: Supply Chain Management students. Top right: Women's volleyball team.  
Bottom left: Students at the Innovation Showcase. Bottom right: Men's basketball team.*

Other efforts focused on maximizing resource and space allocation. ELT, working collaboratively with teams across campus, has reviewed final reports from the space utilization, efficiency and accountability reviews. These reports have culminated in the final Efficiency and Accountability Fund documentation, which was submitted to the Ministry of Colleges, Universities, Research Excellence and Security following review by the Board of Governors on March 25.

We continue to prioritize our recruitment efforts, as we look to attain our spring enrolment targets. New domestic student payments continue to exceed our 2024 projections, and we anticipate surpassing our target for current year. While new international student payments are currently lower compared to last year, we remain focused on recruitment and conversion activities to drive towards our target enrolment. Overall, returning domestic and international payments remain on track with our budget expectations.

Looking to the future, I am proud to share that we are in the final stages of developing our new Strategic Plan. As we approach the end of phase three, we have presented a draft plan to the Board of Governors at their retreat in February. It was shared with the Strategic Plan Steering Committee on March 20 and the Strategic Plan Working Group on March 28. The final plan will be presented for approval at the Board of Governors' meeting on April 9. Following that, it will be shared campus-wide at the spring all-employee meeting. The new plan will serve as a meaningful roadmap with realistic goals and objectives that will guide decision-making and resource allocation. With our north star set, we will be well prepared for whatever opportunities and challenges the future holds, taking us to greater heights.



*A DC student studies at the Oshawa campus.*

## PROVINCIAL ELECTION ACTIVITIES

During the writ period, Durham College (DC):

- » Collaborated with Ontario Tech University and Elections Ontario to offer an Advance Poll at the Campus Ice Centre;
- » Coordinated provision of Elections Ontario materials to the Durham College Student Association;
- » Invited all major party candidates running in Durham, Oshawa, Whitby, Ajax and Pickering-Uxbridge electoral districts to the college to be briefed on post-secondary issues;
- » Provided information to all major party candidates about requirements for access to campus and students; and
- » Liaised with Colleges Ontario regarding leader presence in Durham Region and emerging local issues.

On February 28, sent letters to congratulate winning candidates in Durham Region as well as Ministers Quinn and Piccini. A message was also sent to outgoing MPP Barnes.

## COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATES

### **MEETING WITH MAYOR FOSTER, BOWMANVILLE ZOO LANDS PROJECT FEBRUARY 4**

Welcomed Mayor Foster and community leaders from Clarington to the Oshawa campus to discuss the potential involvement of DC in the redevelopment of the former Bowmanville Zoo lands.

### **REGIONAL CHAIR LUNCHEON FEBRUARY 13**

Attended and delivered remarks highlighting the important role DC plays in Durham Region, and how the college is integral in helping to drive economic prosperity in sectors such as early childhood education, culinary, hospitality, healthcare, social services, biotechnology and trades. Commended the Regional Chair on the recently launched Strategic Direction, and spoke to the parallel process at DC, as we prepare to launch a new Strategic Plan in the spring.

### **AJAX COUNCIL MOTION FEBRUARY 18**

The Town of Ajax passed a motion in support of DC entitled "Impacts of the International Student Program Changes to Local Post Secondary Programs," which was put forward by Mayor Collier and seconded by Councillor Crawford. The motion was shared with Minister Miller, the Ministry of Colleges and Universities and other local government offices.

### **MAYOR CARTER AND CITY OF OSHAWA MEETING FEBRUARY 21**

Met with Mayor Carter, Councillor Marimpietri, and the City of Oshawa team to discuss opportunities regarding Corporate Training Services and campus infrastructure.

### **MEETING WITH DURHAM MP JAMIL JIVANI FEBRUARY 25**

Met with MP Jivani at the Oshawa campus to discuss the changes to the International Student Program and to advocate for more autonomy in determining which DC programs are Post-Graduation Work Permit-eligible.



## **2025 OSHAWA MAYOR'S LUNCHEON MARCH 6**

Attended the luncheon organized by the Greater Oshawa Chamber of Commerce, taking the opportunity to network with local professionals. During his fireside chat, Mayor Carter spoke about the strengths of Oshawa's economy and the power of community collaboration in shaping the future.

## **DURHAM ECONOMIC FORUM MARCH 10**

Bonnie St. George, Vice President, People, Equity and External Relations participated in MP Jamil Jivani's Durham Economic Forum, engaging in round table discussions with other local industry leaders about important issues like interprovincial trade, the evolving landscape of energy and infrastructure and the importance of high-quality job creation.

## **COMMITTEE OF PRESIDENTS (COP) MARCH 17 TO 18**

Attended COP with the presidents of other public colleges. Agenda highlights included updates on financial sustainability, Provincial Attestation Letters, and post-election impacts, as well as policy advocacy with the Association of Municipalities of Ontario and the Ontario Chamber of Commerce.

## **WHITBY MAYOR FIRESIDE CHAT MARCH 18**

Members of the Board of Governors were joined by Executive Leadership Team members Barb MacCheyne, Vice President, Corporate Services and Chief Financial Officer and Bonnie St. George, Vice President, People, Equity and External Relations, along with other DC representatives, to network and hear from Mayor Roy about the future of Whitby. Andrew Scuse from Corporate Training Services facilitated a fireside chat with Mayor Roy. DC was one of the sponsors of this event, which was hosted by the Whitby Chamber of Commerce.

## **FINANCIAL AND OPERATIONAL UPDATE CORRESPONDENCE**

### **MARCH 19**

Corresponded with all local MPs, MPPs, Mayors and Regional Chair, as well as Colleges Ontario, the College Employer Council and Ontario Tech University providing an update on the recent college-wide organizational restructuring that DC has recently undertaken to achieve a balanced budget in 2025-2026.

## **MINISTER NOLAN QUINN REAPPOINTED MARCH 20**

Minister Nolan Quinn was reappointed, under a new ministry name, Ministry of Colleges, Universities, Research Excellence and Security.

## **PHONE CALL WITH MINISTER NOLAN QUINN MARCH 21**

Dialogued with Minister Quinn about upcoming provincial funding announcements for colleges and universities and DC's current and projected financial position. Continued to advocate for sustainable long-term sector funding. Also requested consultation around the proposed process to redistribute Provincial Attestation Letters based on utilization rates, and whether there will be funding to implement recommendations from the efficiency and accountability audit.



*Making connections at Job Fair.*



## IN THE COMMUNITY

### CAMPUS JOB FAIR FEBRUARY 6 AND 13

Helped welcome employers to the Job Fair that was collaboratively hosted with Ontario Tech University at the Oshawa campus on February 6. The fair continued at the Whitby campus on February 13. This event connects our skilled students and graduates with employers and industry leaders.

### DC SPONSORED OSHAWA GENERALS GAME FEBRUARY 7

Dropped the puck with Lord Durham at the DC-sponsored Oshawa Generals hockey game that was held at the Tribute Communities Centre.

### COLLEGE ADVISORY COUNCIL MEETING FEBRUARY 25

Delivered remarks, sharing information from across the college, including a financial update, details regarding the status of our efficiency and accountability review, the traffic study and the space review, as well as our winter enrolment numbers and an overview of the Strategic Plan development process.

### DC MARKETING COMPETITION AND SALES COMPETITION FEBRUARY 26

Spoke to the group during the lunch portion of the event, to spark excitement and encourage student participants while welcoming industry representatives to the Oshawa campus, expressing our appreciation for their support.

### UNCONFERENCE 2: MULTIFUNCTIONAL SPACES FOR WHOLE COMMUNITIES FEBRUARY 26 AND 27

Delivered remarks to kick off the conference and welcome attendees to the evening reception. Elected officials, including Durham Regional Chair Henry, Town of Ajax Mayor Collier, and Oshawa City Councillor Marimpietri, were present, along with several community leaders. Attended the lunch and sessions on the second day.

### ONTARIO COLLEGE QUALITY ASSURANCE SERVICE (OCQAS) VISIT MARCH 3

Met with the Chair of the OCQAS management board and the Executive Director Board to review the audit process and provide updates on DC's quality assurance practices and program development work. Attended a lunch meeting with OCQAS representatives and members of the Centre for Teaching and Learning team.



*Thousands of students attended Job Fair to connect with potential employers.*

## **DC INNOVATION COMPETITION AWARDS CEREMONY MARCH 4**

Delivered remarks that recognized the collective efforts of the student participants, expressed gratitude to our generous sponsors, and thanked the organizers, including the Durham College Engineering Club, Durham College Student Association, and various departments across campus.

## **CANADIAN COLLEGIATE ATHLETIC ASSOCIATION'S (CCAA) WOMEN'S VOLLEYBALL NATIONAL CHAMPIONSHIP BANQUET MARCH 4**

Brought greetings from DC and delivered remarks honoring CCAA's 50th anniversary. Commended the hard work and dedication displayed by all the student-athletes competing at the national level. Attended games on March 5 and March 7 to help cheer on DC.

## **EMPLOYEE APPRECIATION DAY MARCH 7**

Mixed and mingled with employees at the beginning of the event. Provided remarks, recognizing the talents and expertise of our employees and thanking them for their work and the difference they make every day. Acknowledged those approved to participate in our voluntary retirement and exit incentive programs. Introduced our keynote speaker who spoke about leadership and navigating change.

## **FIRST ROBOTICS COMPETITION MARCH 15 AND 16**

Took part in the opening ceremony and delivered remarks welcoming participants and their families to the Oshawa campus, while highlighting the range of programs offered by DC. After the event kicked off, I had a lunch meeting with Dave Ellis, President, FIRST Robotics. On March 16, Bonnie St. George, Vice President, People, Equity and External Relations, delivered the opening remarks.

## **DC TALKS ALUMNI SERIES "THE ZIGZAG LINE OF A CAREER PATH" MARCH 19**

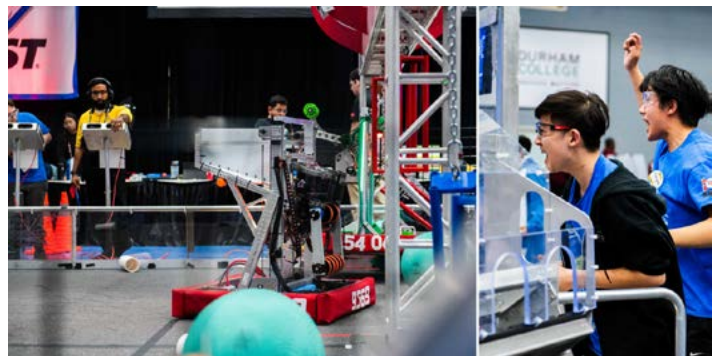
After offering the Land Acknowledgment, welcomed event attendees and panellists Karey Anne Large, 1997 Legal Admin graduate, CEO of the Whitby Chamber of Commerce; Adam Hare, 2006 Multimedia Design graduate, currently President of Petley-Hare Insurance Brokers, Co-founder of Bread & Butter Creative Agency and Vice President of Insurance Jack; Kirsten Walker, 2010 Human Resources Management graduate, Business Manager for Newton Europe in London, England; and Leslie Seeley, 1986 Sports Administration graduate, previously with General Motors for 31 years, currently business owner Pure & Simple and a part-time faculty member with DC.

## **PRACTICE WHAT YOU TEACH – ART EXHIBITION MARCH 22**

Attended the opening of an exhibition showcasing pieces created by faculty members who teach in DC's Fine Arts program. Event was hosted at the Second Wedge Brewing Company in Uxbridge. The exhibition closes May 3.

## **DC ATHLETIC BANQUET MARCH 27**

Delivered remarks extending heartfelt congratulations to all DC's student athletes and coaches, while bringing greetings on behalf of the college.



*DC sponsored and hosted the FIRST Robotics Competition.*

## COLLEGE HIGHLIGHTS

Durham College (DC) was one of a number of local organizations representing the Durham Region at one of the world's most important tradeshows, **HANNOVER MESSE**, from March 31 to April 4 in Hanover, Germany. DC showcased its research and development capabilities and pitched cutting-edge technology services including Artificial Intelligence Training and Advisory Services, 3D Product Video Production, Virtual Reality Training Development, Customized Corporate Training, and Cybersecurity Training and Services. The goal was to create enhanced partnerships with the local business community while building awareness of the college on the international stage.

DC and RPA Canada have signed a **new pathway agreement**, offering Business - Accounting graduates an additional route to earning a professional accounting designation. Under this new agreement, graduates choosing the Registered Professional Accountant (RPA) designation will meet the RPA prerequisites and be eligible to write the RPA Mandatory Professional Exam. By securing an RPA designation, graduates will be equipped with the skills needed to excel in serving small and medium-sized enterprises, non-profit organizations, and entrepreneurial ventures.

DC recognized the **National Day of Work-Integrated Learning** by hosting a breakfast for employers and community partners who create important opportunities for DC students. At the breakfast, we shared that Ritika, a student in the Developmental Services Worker program, was recognized with an Honourable Mention by the Co-operative Education and Work-Integrated Learning (CEWIL) Canada and Emery-Dufault Student of the Year Awards for 2024.

DC continued its partnership with **TeachingCity**, recently showcasing its work at the TeachingCity Open House. One featured project was an initiative by DC's research team in collaboration with the Mixed Reality Capture Studio. The team developed a Mixed Reality prototype designed to enhance firefighter training and testing in collapsed and enclosed spaces. This innovation is helping Oshawa Fire Services train staff more conveniently during regular shifts with minimal disruption while also enabling safe simulations of challenging emergency scenarios.



*At the TeachingCity Open House, people had an opportunity to try out DC's mixed reality prototype.*



**Silent Voices**, a powerful new documentary co-produced by Dr. Crystal Garvey, a Faculty Member in the Nursing – Collaborative Bachelor of Science (BScN) program, debuted at DC. The documentary sheds light on the critical issue of mental health in Black communities by telling the stories of six individuals from different age groups and walks of life. The project dovetailed with Garvey's role as lead researcher of a project at the CIR's Social Impact Hub; 'Bridging the gap: Developing Culturally Responsive Mental Health Care with and for Black Communities,' which received a federal grant last year.

Nearly 2,700 students and alumni from DC and Ontario Tech University, connected with 85 employers at the annual on-campus **Job Fair** in February, exploring full-time, part-time and seasonal opportunities. The fair featured positions spanning a broad range of industries and included representatives from Ontario Power Generation, General Motors, the Toronto Blue Jays and Ontario Parks.

DC partnered with ParaSport Ontario to host the **inaugural college/university sitting volleyball tournament**, held during the 2025 Canadian Collegiate Athletic Association Women's Volleyball National Championship. Five teams competed, including DC and Ontario Tech University. At the end of a fun day of competition, the Lords topped their campus rivals to finish third.

The official numbers were shared that over the holiday season, \$165,700 was distributed through DC's **Food Access Bursary**, supporting nearly 1,000 students in need. Thanks to the collaborative support of the DC community – including employees, alumni, volunteers, students, donors, and DC's Financial Aid and Awards office – the Food Access Bursary can serve as a relief, supplementing grocery costs for students experiencing food insecurity.



*A panel of speakers was featured at the debut screening of Silent Voices at the Centre for Innovation and Research.*



*Attila Kovacs (second from left) and his children, who are all DC students.*

## STUDENT SPOTLIGHT

### DURHAM COLLEGE DAD ALUM SHARES HIS LOVE OF LEARNING WITH HIS THREE KIDS WHO ARE ALL DC STUDENTS

For Attila Kovacs, lifelong learning isn't just a philosophy – it's a way of life. A proud Durham College alum, he has a sticker on his laptop with a quote from writer Isaac Asimov: "Education is not something you can finish."

He has shared that mindset with his children and all three are following in his footsteps at DC, each pursuing their own dreams.

Originally from Hungary, Attila holds a high school teaching diploma and a mechanical engineering degree. A few years ago, after moving to Grafton and finding his commute of more than an hour and a half for his job as a tool designer far too long, he decided to pursue a new career path.

Inspired by his wife, a nurse for three decades, he opted for the weekend-delivery [Practical Nursing – Flex Program](#) at DC, graduating in 2021.

"I worked during the week and studied on the weekends," he explained, adding the flexibility allowed him to support his family while studying. "I was commuting to work from Grafton to Scarborough, so it was on the way home from work on Friday evenings, I would just stop at the Oshawa campus and then went back on Saturdays and Sundays."

After graduating, he enrolled in the RPN to RN Bridging program at Ontario Tech University and is due to complete his Bachelor of Science in Nursing this spring, all while working at two long-term care facilities in Cobourg and Port Hope.

"The college nursing program is hands-on and patient-centred, focused on bedside care," said Attila. "They taught us how to perform procedures so I really liked that."

He's an example for his kids, who are all finding their own career paths at DC.

Matthew is in his second year in the [Welding Engineering Technician](#) program, Adam is in his first year of [Culinary Management](#), and Szandra is a first-year [Paramedic](#) student.

Szandra entered the paramedic program directly from high school and says that the best thing about being a DC student is the tight-knit community that developed in the program and how people really help each other.

"I really like the lab space here too," said Szandra. "Durham College is the only college that has a 24-hour lab space, so I can go and practice scenarios at midnight if I wanted to, as long as I have my friends with me."

Adam is also a first year student, but took a gap year after high school. He said he decided to pursue a culinary career because he always enjoyed helping his parents in the kitchen. He participated in the culinary Ontario Youth Apprenticeship Program (OYAP) in high school, so he was familiar with DC's kitchens.

He said the teachers are the best part of his program.

"I can learn so much from all of them. They're all wonderful chefs who have worked in the industry and that's how people learn—having someone teach you who has gone through it."

Matthew is due to graduate from the welding program this spring. He got a chance to try welding at his father's former job on Take Your Kid to Work Day and it's something that remained at the back of his mind. As an adult, he likes that his trade is in demand in many different industries.

"I really like that with one skill set, there are so many different directions I can take things," he said, adding that his favourite part of the program is working hands-on and practicing in the weld shop at the Whitby campus.

"Our teachers encourage us to try and see what works for us, they give us direction on a good place to start—although welding is joining two metals together, there's more than one way to make that happen, so you need to find a way that works for you and will be effective as well."

All three students say they take inspiration from seeing both their parents continue on a path of lifelong learning.

"My dad is going to school and improving his life and our lives, it's shown me it's worth it, and you have to work for success," said Adam.



**FINANCIAL STATEMENTS OF**

**DURHAM COLLEGE STUDENT  
ASSOCIATION**

**April 30, 2024**



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**Baker Tilly KDN LLP**  
1748 Baseline Road West  
Suite 200  
Courtice, ON  
L1E 2T1

**D:** 905.579.5659  
**F:** 905.579.8563  
[durham@bakertilly.ca](mailto:durham@bakertilly.ca)  
[www.bakertilly.ca](http://www.bakertilly.ca)

## INDEPENDENT AUDITOR'S REPORT

To the Members of  
Durham College Student Association

### *Opinion*

We have audited the financial statements of Durham College Student Association (the "Organization"), which comprise the statement of financial position as at April 30, 2024, the statement of operations, statement of changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at April 30, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

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

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

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

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

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

### *Auditor's Responsibilities for the Audit of the Financial Statements*

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

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Peterborough

Courtice

Lindsay

Cobourg

## INDEPENDENT AUDITOR'S REPORT, continued

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

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

*Baker Tilly KDN LLP*


Chartered Professional Accountants  
Licensed Public Accountants

Courtice, Ontario  
December 9, 2024

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**STATEMENT OF FINANCIAL POSITION**  
**As at April 30, 2024**

	2024	2023
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents (Note 3)	10,350,206	6,897,720
Accounts receivable	123,483	71,135
Government remittances Receivable	6,424	-
Short term investments	-	2,321,898
Inventory	18,373	5,412
Prepaid expenses	942,059	806,654
Due from Durham College (Note 4)	457,107	764,712
	11,897,652	10,867,531
Restricted cash - Building fund	397,497	377,519
Tangible capital assets (Note 5)	1,083,888	1,016,106
	13,379,037	12,261,156
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	785,287	252,439
Government remittances payable	-	6,307
Insurance contract liability (Note 6)	161,610	114,026
Deferred revenue - health and dental (Note 8)	1,257,487	1,685,710
	2,204,384	2,058,482
<b>NET ASSETS</b>		
Unrestricted	4,452,170	4,050,385
Investment in capital assets	1,083,888	1,016,106
Health fund - internally restricted	5,441,098	4,758,664
Building fund - internally restricted	197,497	377,519
	11,174,653	10,202,674
	13,379,037	12,261,156

Approved on behalf of the board

 Director

 Director

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**STATEMENT OF OPERATIONS**  
For the year ended April 30, 2024

	2024	2023
	\$	\$
<b>Membership and other revenue</b>		
Health fees (Note 6)	3,947,865	3,566,267
Student fees (Note 8)	3,071,143	2,468,638
Other income	328,424	91,909
	<u>7,347,431</u>	<u>6,126,814</u>
<b>Hospitality operations</b>		
Sales	151,023	69,243
Purchases	(128,234)	(95,117)
Wages and employee benefits	(82,733)	(135,263)
General overhead	(26,837)	(14,423)
	<u>(86,782)</u>	<u>(175,560)</u>
<b>Expenses</b>		
Health expenses (Note 6)	2,911,921	2,210,291
Wages and benefits (Note 9)	1,456,733	1,077,913
Professional fees	332,628	38,311
Occupancy expenses	268,951	272,227
Campus events and orientation	264,715	158,960
Amortization	255,714	40,993
Administration	227,061	182,452
Contribution to Durham College Foundation (Note 10)	200,000	200,000
Outreach and wellness services	177,602	42,407
Marketing and communication	111,450	98,197
Governance	30,750	38,012
Riot Radio	30,163	875
Clubs and societies	20,983	49,885
	<u>6,288,671</u>	<u>4,410,523</u>
<b>Excess of revenues over expenditures for the year</b>	<u>971,979</u>	<u>1,540,731</u>

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**STATEMENT OF CHANGES IN FUND BALANCES**  
For the year ended April 30, 2024

	2024 \$	2023 \$
<b>Unrestricted fund</b>		
Balance, beginning of year	4,050,385	4,380,244
Excess of revenue over expenditures	971,979	1,540,731
Transfer to capital asset fund	(67,782)	(711,208)
Transfer to health fund (Note 6)	(682,434)	(1,139,443)
Transfer to building fund (Note 4)	(20,000)	(220,000)
Transfer from building fund (Note 10)	200,022	200,061
<b>Balance, end of year</b>	<b>4,452,170</b>	<b>4,050,385</b>
<b>Invested in Capital Assets</b>		
Balance, beginning of year	1,016,106	304,897
Purchase of capital assets	323,496	752,202
Amortization of tangible capital assets	(255,714)	(40,993)
<b>Balance, end of year</b>	<b>1,083,888</b>	<b>1,016,106</b>
<b>Health fund</b>		
Balance, beginning of year	4,758,664	3,619,221
Excess of revenue over expenses of the health fund (Note 6)	682,434	1,139,443
<b>Balance, end of year</b>	<b>5,441,098</b>	<b>4,758,664</b>
<b>Building fund</b>		
Balance, beginning of year	377,519	357,580
Transfer to unrestricted fund	(22)	(61)
Transfer from unrestricted fund (Notes 2 & 4)	20,000	220,000
Transfer to unrestricted funds (Note 10)	(200,000)	(200,000)
<b>Balance, end of year</b>	<b>197,497</b>	<b>377,519</b>

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**STATEMENT OF CASH FLOWS**  
For the year ended April 30, 2024

	2024	2023
	\$	\$
<b>CASH PROVIDED FROM (USED FOR)</b>		
<b>Operating activities</b>		
Net income	971,979	1,540,731
Adjustments for		
Amortization of tangible capital assets	255,714	40,993
	1,227,693	1,581,724
Change in non-cash working capital items		
Accounts receivable	(52,348)	(60,215)
Government assistance receivable	-	38,457
Inventory	(12,961)	(5,412)
Prepaid expenses	(135,405)	(236,903)
Due from Durham College	307,605	(197,664)
Accounts payable and accrued liabilities	532,850	(147,162)
Government remittances payable	(12,731)	4,373
Insurance contract liability	47,584	(4,553)
Deferred revenue - health and dental	(428,223)	115,313
	269,606	(493,766)
	1,497,299	1,087,958
<b>Investing activities</b>		
Purchase of tangible capital assets	(323,496)	(752,202)
Purchase of short term investments	-	(2,321,898)
Proceeds from short term investments	2,321,898	2,321,898
	1,998,402	(752,202)
<b>Increase in cash and cash equivalents</b>	3,495,701	335,756
<b>Cash and cash equivalents, beginning of year</b>	7,275,239	6,939,483
<b>Cash and cash equivalents, end of year</b>	10,747,703	7,275,239
<b>Cash consists of:</b>		
Cash and cash equivalents (Note 3)	10,350,206	6,897,720
Restricted cash - Student Building Fund	397,497	377,519
	10,747,703	7,275,239

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended April 30, 2024**

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**1. NATURE OF OPERATIONS**

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

**2. SIGNIFICANT ACCOUNTING POLICIES**

*(a) Basis of presentation*

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

*(b) Financial instruments*

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

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

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

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

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

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The accompanying notes are an integral part of these financial statements



**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

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**2. SIGNIFICANT ACCOUNTING POLICIES, continued**

*(c) Cash and cash equivalents*

Cash and cash equivalents include cash and short-term investments consisting of cashable guaranteed investment certificates (GIC's) which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

*(d) Inventory*

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

*(e) Tangible capital assets*

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

Computer equipment	Straight-line	3 years
Furniture and fixtures	Straight-line	3 years
Leasehold improvements	Straight-line	5 years
Computer software	Straight-line	3 years
Booster Juice equipment	Straight-line	11 years
Hospitality equipment - Drip Cafe	Straight-line	5 years

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

*(f) Revenue recognition*

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

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

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The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

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**2. SIGNIFICANT ACCOUNTING POLICIES, continued**

*(f) Revenue recognition, continued*

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

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

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

*(g) Health fund*

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

*(h) Building fund*

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

The board approved a \$20,000 transfer which is annually allocated from the operating fund to the building fund as part of the Operational Agreement with Durham College (note 4).

*(i) Contributed services*

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

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The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(j) *Measurement uncertainty*

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

3. **CASH & CASH EQUIVALENTS**

	2024 \$	2023 \$
RBC GIC, bearing interest at 5.20%, maturing October 2024	1,000,500	-
RBC GIC, bearing interest at 5.20%, maturing October 2024	2,500,500	-
Cash	6,849,206	6,897,720
	<b>10,350,206</b>	<b>6,897,720</b>

Note that the interest bearing GIC's held at year-end are cashable and redeemable at any time subsequent to their purchase.

4. **DURHAM COLLEGE AGREEMENT**

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

On March 1, 2021, the Organization entered into an operational agreement with Durham College. Under this agreement, Durham College is responsible to collect certain ancillary fees from students, which include; a Student Association Health and Wellness Support Services fee, a DCSA Student Life fee, a Student Centre fee collected to support the day-to-day operations of the Organization, a Campus Radio Station fee and student health and dental fees, which are then remitted to the Organization. No further ancillary student fees collected by Durham College are remitted to the Organization. The agreement is deemed to have been renewed as no new agreement was reached prior to the termination date.

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

**4. DURHAM COLLEGE AGREEMENT, continued**

Under the operational agreement, the Organization has committed to assume the food operations at the Student Centre including a Booster Juice (opened September 2022) and a grill concept later named Drip Cafe (opened September 2023). As part of this commitment, in 2021, the Organization paid the college \$232,259 from the building fund for the capital equipment (note 5) located in the hospitality space in the Student Centre. The Organization has also committed \$33,580 to upgrade the Student Centre seating area to better prepare for the physical distancing requirements as a result of COVID-19. The Organization contributes a minimum of \$20,000 annually to the building fund, as outlined in the Operational Agreement.

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

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

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

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

**5. TANGIBLE CAPITAL ASSETS**

	Cost	Accumulated Amortization	2024 Net Book Value	2023 Net Book Value
	\$	\$	\$	\$
Computer equipment	57,240	24,312	32,928	923
Furniture and fixtures	44,643	33,926	10,717	394
Leasehold improvements	1,122,155	289,410	832,745	798,576
Computer software	10,136	8,447	1,689	5,068
Booster Juice equipment (Note 4)	232,259	42,229	190,030	211,145
Hospitality Equipment - Drip Cafe (Note 4)	17,533	1,754	15,779	-
	1,483,966	400,078	1,083,888	1,016,106

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

**6. HEALTH FUND AND RELATED DISBURSEMENTS**

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

On September 1, 2018, the Organization began to self-insure the health and dental plan. All annual surpluses are invested in the health fund reserve. The Organization is liable for health and dental claims made by students for the lesser of one year after the service date of the claim or 90 days after coverage terminates. A provision has been made in the amount of \$161,610 (2023 - \$114,026) for claims incurred to April 30, 2024 but not yet reported using applicable industry rates.

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

The Organization entered into an agreement with an insurance consulting company to provide program management services with respect to the student health and dental plan. If terminated without cause, the contract requires the Organization to pay a fee equivalent to the program management fees for a full policy year based on the current years enrolment. The agreement is effective until August 31, 2025.

	2024 \$	2023 \$
Revenue		
Student health levy (net of opt-out)	3,947,865	3,566,267
Expenses		
Claims	2,330,749	1,705,879
Health plan premiums	351,729	305,092
Program management fees	229,443	199,320
	2,911,921	2,210,291
Health - wages, salaries and benefits (Note 10)	353,510	216,532
Excess of revenue over expenses of the health fund	682,434	1,139,444

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

**7. INTERNATIONAL HEALTH PLAN**

On September 1, 2021, the Organization assumed the delivery of the International OHIP coverage plan under a memorandum of understanding ("MOU") with Durham College. All service delivery moved to the Organization under the same terms with the existing health plan provider to ensure service delivery is centralized and to streamline the student experience around their health plan claims, opt-outs, complaints, and support. In 2024, the Organization changed the health plan provider for International OHIP alternative coverage.

The International plan is fully-funded, there are no annual surpluses and the Organization is not liable for claims made by students and as a result, the health plan levy and premiums have been excluded from the Statement of Operations. During the year ended April 30, 2024, the Organization received and distributed the following amounts:

	2024	2023
	\$	\$
International health plan levy	2,336,659	1,649,956
International health plan premiums	(2,336,659)	(1,649,956)
	-	-

**DEFERRED REVENUE**

	2024	2023
	\$	\$
Health insurance deferred revenue		
Opening balance	1,685,710	1,570,397
Funds received, health (net of opt-out)	3,519,642	3,681,580
Funds earned in the year	(3,947,865)	(3,566,267)
Total health deferred revenue	1,257,487	1,685,710

**8. STUDENT FEES**

	2024	2023
	\$	\$
Wellness and Student Life	1,702,734	1,384,072
Student Centre	1,086,066	861,836
Riot Radio	282,343	222,730
	3,071,143	2,468,638

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

9. **WAGES AND BENEFITS**

	2024 \$	2023 \$
Health	353,510	216,532
Outreach and wellness services	346,987	335,179
Executive	192,300	42,325
Riot Radio	190,814	141,140
Management	181,091	156,865
Clubs and societies	131,337	148,317
Marketing	32,453	8,408
Legal Aid	28,241	29,147
	<b>1,456,733</b>	<b>1,077,913</b>

Management and administrative compensation totaling \$409,038 (2023 - \$419,430), was allocated to various functions based on time spent.

10. **COMMITMENTS**

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

Remaining payments under this contribution agreement are:

	\$
September 2024	200,000
September 2025	200,000
	<b>400,000</b>

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

The accompanying notes are an integral part of these financial statements

**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended April 30, 2024**

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**10. COMMITMENTS, continued**

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

**11. CONTINGENT LIABILITIES**

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

**12. FINANCIAL INSTRUMENTS**

The Organization is exposed to various risks through its financial instruments and has a risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Organization's risk exposure and concentration as of April 30, 2024.

*(a) Credit risk*

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

*(b) Interest rate risk*

The guaranteed investment certificates included in cash and cash equivalents bear interest at a fixed rate of interest and as such are subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates. The Organization manages this risk through investing in fixed-rate securities of short to medium term maturity and plans to hold the securities to maturity.

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The accompanying notes are an integral part of these financial statements



**DURHAM COLLEGE STUDENT ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended April 30, 2024

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12. **FINANCIAL INSTRUMENTS, continued**

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

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The accompanying notes are an integral part of these financial statements

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**Report Number: BOG-2025-38**

**To: Board of Governors**

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

**Date of Report: March 31, 2025**

**Date of Meeting: April 9, 2025**

**Subject: Provincial Election Review and Federal Election Progress**

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## **1. Purpose**

The purpose of this report is to provide a summary of activities related to February's provincial election, and an update on activities related to the ongoing federal election.

## **2. Recommendation**

This report is being presented for information only.

## **3. Background**

On January 28, 2025, the Lieutenant Governor of Ontario, Edith Dumont, agreed to dissolve the 43<sup>rd</sup> provincial parliament, on the advice of Premier Doug Ford. An election was held on Thursday, February 27, 2025.

On Sunday, March 23, 2025, the Governor General of Canada, Mary Simon, agreed to dissolve the 44<sup>th</sup> federal parliament, on the advice of Prime Minister Mark Carney. Parliament was set to resume on March 24, 2025 when Prorogation was announced by former Prime Minister Justin Trudeau on January 6, 2025. The election will be held on Monday, April 28, the shortest campaign period allowed under the *Canada Elections Act*.

## 4. Discussion/Options

### Provincial Election:

Premier Ford and the Progressive Conservative Party were returned to office with a third parliamentary majority. Marit Styles' New Democrat Party remains as the Official Opposition, and while Liberal Leader Bonnie Crombie did not win a seat in the Mississauga-Cooksville riding, the Liberals gained more than the required 12 seats for official party status in the legislature. The Green Party retained its two seats, including that of Party Leader Mike Schreiner in Guelph. Five of the six independent Members of Provincial Parliament lost their seats.

Voter turnout was approximately 45.4% of eligible voters, up slightly from 44% in the province's 2022 election.

### **Elected MPPs in Durham Region - Official results from Elections Ontario, including spoiled, unmarked and declined ballots:**

Electoral District	Elected MPP (Party)	Share of Vote (Winning Margin)	Total Votes	Winner's % of Total Vote
Ajax	Robert Cerjanec (LIB)	18,499 (331)	41,290	44.8%
Durham	Todd McCarthy* (PC)	26,967 (11,266)	53,812	50.1%
Oshawa	Jennifer French* (NDP)	20,367 (1,925)	44,621	45.6%
Pickering-Uxbridge	Peter Bethlenfalvy* (PC)	21,975 (3,903)	45,870	49.7%
Whitby	Lorne Coe* (PC)	24,803 (4,363)	51,840	47.8%

\* *incumbent*

### **Ontario Legislative Assembly Results, by Party**

Party	Seats at Dissolution	Seats After Election	Seat Change	Popular Vote
Green	2	2	0	242,822
Liberal	9	14	+5	1,504,688
New Democrat	28	27	-1	931,796
Progressive Conservative	79	80	+1	2,158,452
Independents	6	1	-5	54,278

**Highlights from the PC platform affecting the post-secondary sector, 2025:**

- \$1 billion more to expand the Skills Development Fund, for a total of \$2.5 billion, to help train more than one million workers for jobs in the skilled trades
- \$120 million to expand the existing Apprenticeship Development Benefit, including a new On-The-Job Training Support Stream to cover up to \$2,500 for dependent care, learning supports and transportation costs
- \$30 million to expand the existing Apprenticeship Completion Bonus that offers a grant of \$2,000 for apprentices who complete either a Red Seal or Non-Red Seal trades certification
- \$15 million to extend and expand the Tools Grant program to support apprentices with the cost of tools and equipment for their trade by increasing and standardizing the amount eligible to \$1,000 for all in-scope trades
- \$705 million to expand training capacity in publicly funded colleges and universities to prepare thousands of additional students for in-demand roles in critical sectors. This includes:
  - \$450 million to support Science, Technology, Engineering and Mathematics (STEM) programs at publicly funded colleges and universities, expanding the number of funded seats by over 20,000 annually
  - \$150 million to enhance the In-Class Enhancement Fund (IEF), resulting in nearly 5,000 additional seats annually for in-class apprenticeship training
  - \$75 million to support construction skilled trades programs at publicly funded colleges and universities to create 2,600 new funded seats in priority construction and infrastructure related programs
  - \$30 million for an expansion of the Pre-Apprenticeship Programs to help more potential entrants to the apprenticeship system get job-ready in trades, sectors and regions experiencing a skills shortage
- Launch a new publicly available labour market survey to provide a detailed assessment of Ontario's labour market needs by sector and region, with a focus on skilled trades, to help workers and students identify key opportunities across the province

**Provincial Cabinet**

The provincial Cabinet was sworn in on March 19, 2025. Nolan Quinn remained as a Minister, in the newly re-named Ministry of Colleges, Universities, Research Excellence and Security. Peter Bethlenfalvy was re-appointed as the Minister of Finance. Todd McCarthy was appointed as the Minister of Environment, Conservation and Parks. Paul Calandra takes over from Jill Dunlop as the new Minister of Education.

The provincial legislature will begin its next sitting on Monday, April 14<sup>th</sup> and a Speech from the Throne will be delivered on Tuesday, April 15<sup>th</sup>.

## Federal Election:

Local candidates (of parties with seats in Parliament) registered with Elections Canada as of March 31, 2025:

Electoral District	Conservative	Liberal	New Democrat	Green
Ajax	N/A	N/A	N/A	N/A
Bowmanville-Oshawa North	Jamil Jivani*	N/A	N/A	N/A
Oshawa	N/A	N/A	N/A	N/A
Pickering-Brooklin	Alicia Vianga	N/A	N/A	N/A
Whitby	Steve Yamada	Ryan Turnbull*	N/A	N/A

*\*incumbent*

Candidate nominations close with Elections Canada on Monday, April 7, 2025.

## 5. Financial/Human Resource Implications

Financial/human resource implications will be evident after the provincial Speech from the Throne and Spring provincial budget.

## 6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

## 7. Implications for Ontario Tech University

There are no implications for Ontario Tech University at this time, and DC continues to coordinate with Ontario Tech about campus election protocols.

## 8. Relationship to the Strategic Plan/Business Plan

This election update supports the 2020-2025 Strategic Plan, including:

1. **Our Work** - To be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.
2. **Our Community** - To drive the economic, social and environmental success of our community, locally and globally.