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, October 8, 2025

Time: 5:15 p.m.

Location: Oshawa Campus, DC Boardroom, A144

Timing	Item		Page No.
5:15 p.m. to 5:17 p.m.	**1.**	**Call to Order**	
5:17 p.m. to 5:19 p.m.	**2.**	**Land Acknowledgement – Governor Ecker**	
5:19 p.m. to 5:21 p.m.	**3.**	**Conflict of Interest Declarations**	
	4.	**Presentations**	
5:21 p.m. 6:06 p.m.	4.1	Review of Governance Best Practices and Fiduciary Duties – K. Carre, Borden Ladner Gervais	
6:06 p.m. to 6:11 p.m.	4.2	Video: *A Lesson in Resilience* featured at Academic Kick Off – E. Popp	
6:11 p.m. to 6:21 p.m.	4.3	Reintroduction of Board Norms and Expectations for the 2025-2026 Board Year – L. Allen	
6:21 p.m. to 6:26 p.m.	**5.**	**Consent Agenda**	1 to 12

Recommendation

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

5.1   Approval of the Public Session Agenda – October 8, 2025

Recommendation
That the public agenda for the October 8, 2025 meeting of the Board of Governors be approved as presented.

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Timing	Item		Page No.
	5.2	Approval of Public Minutes from the Board of Governors Meeting of June 11, 2025	
		Recommendation That the public minutes from the June 11, 2025 meeting of the Board of Governors be approved as presented.	
	5.3	Report of the Governance Review Committee – September 15, 2025	
		Recommendation That the September 15, 2025 report of the Governance Review Committee be received for information and all actions be confirmed.	
	5.4	Contract Addendum between Durham College and the Province of Newfoundland for Administration of Online Exams	
		Recommendation That the addendum for a two-year extension to the contract with the Minister for Digital Government and Service and the Minister for Intergovernmental Affairs, Newfoundland for the administration of online Life License Qualification Program exams be approved and executed.	
6:26 p.m. to 6:31 p.m.	**6.**	**Report of the Board Chair**	
6:31 p.m. to 6:32 p.m.	**7.**	**Co-Populous Governors' Report**	
	8.	**Decision Items**	
	9.	**Discussion Items**	
6:32 p.m. to 6:42 p.m.	9.1	Sexual Violence and Harassment Action Plan Annual Report – S. Goddard-Durant	13 to 24
6:42 p.m. to 6:52 p.m.	9.2	First Update on the 2025-2026 Business Plan – D. Allbon	25 to 45

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Timing	Item		Page No.
6:52 p.m. to 7:02 p.m.	9.3	Domestic and International Day 10 Enrolment Update: Fall 2025 – T. MacDonald	46 to 50
7:02 p.m. to 7:07 p.m.	**10.**	**Information Items**	
	10.1	Program Advisory Committee Semi-Annual Report (October 2025)	51 to 64
	10.2	Campus Master Plan Consultation Framework	65 to 69
	10.3	President's Update – October 2025	70 to 83
7:07 p.m. to 7:09 p.m.	**11.**	**Upcoming Events**	

- ORSIE Impact Expo – October 24, 2025 at 12 noon
- Apprenticeship Graduation Ceremonies (Whitby Campus)
  - *October 14, 2025 at 1:00 p.m. (Plumbing and Steamfitter apprentices)*
  - *November 18, 2025 at 1:00 p.m. (Electrical apprentices)*
  - *February 17, 2026 at 1:00 p.m. (Plumbing apprentices)*
  - *March 10, 2026 at 1:00 p.m. (Electrical apprentices)*
  - *April 14, 2026 at 1:00 p.m. (Elevating Devices/Mobile Crane apprentices)*
  - *April 23, 2026 at 1:00 p.m. (Automotive and Electrical apprentices)*
  - *May 12, 2026 at 1:00 p.m. (Industrial Millwright Mechanic apprentices)*

Timing	Item	
7:09 p.m. to 7:11 p.m.	**12.**	**Move to In-Camera Session**
8:30 p.m. (approx.)	**13.**	**Adjournment**

BOARD OF GOVERNORS' NORMS STATEMENTS

DURHAM COLLEGE
SUCCESS MATTERS

These norms outline our shared expectations for how we work together—supporting respectful communication, effective decision-making, and strong governance. They reflect our collective commitment to collaboration, professionalism, and accountability in all Board activities.

1 We act in the best interest of the College, considering matters through a broader lens than our own.

2 We build trust by valuing and respecting the expertise, perspectives and time of all Governors and the Executive Leadership Team.

» We challenge ideas not people.

» We engage in challenge with civility and candour.

3 We encourage contributions from all Governors at every meeting.

4 We support Governors asking strategic questions during a meeting and/or submitting questions in advance. This will promote an efficient use of time and ensure appropriate information is provided. When a response to a question is answered outside of a meeting, the response will be shared with all Governors to ensure equal access to information.

» When questions are posed, we are empowered to ask about the strategic intent of the question, narrow the scope if necessary, and re-direct the question if it's operational.

5 If we feel more discussion is needed on a particular topic, we can express that view. Before making a decision, we should ensure all relevant alternatives have been explored, where appropriate. As a collective, we will decide if additional conversation is needed and determine how and when it will occur.

6 While informal discussions are welcome between meetings, we are encouraged to share our perspectives at the board table. Significant issues or concerns should be raised during formal Board meetings, rather than in off-line settings. Off-line conversations about Board work are most productive when:

» The intent is to seek clarifying information or better understand a perspective;

» The nature of the conversation is shared with the Board Chair or Vice Chair so the entire Board can have access to the information. An update will be provided at the next Board meeting; and,

» They do not compromise a culture of collegiality.

7 We are accountable for our learning journeys and are encouraged to be life-long learners by participating in Good Governance training, the Board's Learn More Series, sub-committees and College events, upon invitation.

Consent Agenda

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, June 11, 2025
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
John Ecker
Ian Murray
Jerry Ouellette
Elaine Popp
Peter Pryce
Kwende Thomas
Dwight Townsend (joined virtually at 5:35 p.m.)
Nathan Wilson

Regrets:

Kelly Doyle
Riya Parikh

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

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1. **Call to Order**

   The Chair declared the meeting properly constituted and, with quorum present, called the meeting to order at 5:30 p.m.

   The Chair welcomed guests in attendance: Nora Simpson, Executive Dean, Faculty of Social and Community Services, Professional and Part-time Learning and Melanie Hewitt, Director, Institutional Research and Planning.

2. **Land Acknowledgement**

   Governor Ecker 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**

4.1   Program Intake Suspensions

   The Vice President, Academic and Students and the Associate Vice President, Enrolment and International Education, presented the rationale and factors that contributed to the decision to suspend intakes for several programs.

Governor Townsend joined the meeting.

   The Board questioned the presenters concerning how the decisions were communicated to students and potential applicants, how many other programs were currently suspended, and whether there were opportunities to engage industry to help fund high-cost programs where there is an identified labour market need.

5. **Consent Agenda**

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

5.1   Approval of Public Session Agenda – June 11, 2025

   That the public agenda for the June 11, 2025, Board of Governors meeting be approved as presented.

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5.2   Approval of Public Minutes from the Board of Governors Meeting of May 7, 2025

That the public minutes from the May 7, 2025, Board of Governors meeting be approved as presented.

5.3   Report of the Governance Review Committee – May 12, 2025

That the May 12, 2025, report of the Governance Review Committee be received for information and the following resolutions be adopted:

1.   That based on Report GOV-2025-15, the proposed changes to Board Policy: Mission, Vision, Values and Strategic Goals be approved as presented; and,

2.   That based on Report GOV-2025-14, the proposed changes to Board Policy: Board and President Relations be approved as amended.

6.   Report of the Board Chair

The Chair reported on the following items:

- The Lean Into Green event and employee celebration held on May 21, 2025, where the College launched its new strategic vision and recognized the service milestones of its employees, including an employee who had served for 45 years. Governors who attended the meeting provided their reflections on the event.

- That the College was recently informed that, under the Red Tape Bill, the Ministry would be conducting a governance review of colleges and universities and that details would be shared as they are learned.

7.   Co-Populous Governors' Report

There was no co-populous governors' report.

8.   Decision Items

8.1   2024-2025 Durham College Annual Report

The Board received a report from Vice President, People, Equity and External Relations presenting the 2024-2025 annual report.

The Board questioned the Vice President, People, Equity and External Relations concerning how the College uses its successes noted in the report for marketing purposes.

Moved by Governor Wilson
Seconded by Governor Bosomworth
"That based on Report BOG-2025-54, the 2024-2025 Durham College annual report be approved." CARRIED

8.2   2025-2026 Business Plan

The Board received a report from the Vice President, People, Equity and External Relations presenting the 2025-2026 Business Plan.

The Board questioned the Vice President, People, Equity and External Relations about how the actions in the plan were prioritized and weighted, whether identified actions had been resourced adequately in the budget, and how the plan is communicated to teams across the College.

Moved by Governor Burgess
Seconded by Governor Bird
"That based on Report BOG-2025-55, the 2025-2026 Business Plan be approved." CARRIED

8.3   New Program of Instruction – Human Resources Management Professional Local College Certificate

The Board received a report from the Vice President, Academic and Students and Executive Dean, Faculty of Social and Community Services and Professional and Part Time Learning presenting a new program of instruction for approval, Human Resources Management Professional Local College Certificate.

The Board questioned the presenters regarding whether students taking Ontario Learn courses pay student fees and how a fully online program could be preparing students to work in a human-centric environment.

Moved by Governor Thomas
Seconded by Governor Ouellette
"That in accordance with Report BOG-2025-66 the Human Resources Management Professional Local College Certificate program be approved." CARRIED

8.4   New Program of Instruction – Taxation and Auditing Local College Certificate

The Board received a report from the Vice President, Academic and Students and Executive Dean, Faculty of Social and Community Services and Professional and Part Time Learning presenting a new program of instruction for approval, Taxation and Auditing Local Certificate.

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The Board questioned the presenters concerning potential pathways into a Chartered Professional Accountant program and credit transfer opportunities.

Moved by Governor Pryce
Seconded by Governor Chakravarthy
"That in accordance with Report BOG-2025-67 the Taxation and Auditing Local College Certificate program be approved." CARRIED

9.   Discussion Items

9.1   Key Performance Indicators – 2024-2025 Results

The Board received a report from the Vice President, Academic and Students and Director, Institutional Research and Planning presenting the most recent results of the Ontario College Student Experience Survey and the Graduate Outcomes and Employer Survey.

The Board questioned the presenters regarding the survey participation rates and how the College's participation compares to the sector. Further, questions were asked about whether the College incentivizes students to participate in the survey and how the College responds to the information received.

10.   Information Items

The following items were presented for information only:

10.1   2025-2030 New Program Development Plan

10.2   Durham College Foundation Annual Report

With respect to this information item, the Board questioned the Vice President, People, Equity and External Relations about the declining number of donors reported.

10.3   Office of Equity, Diversity and Inclusion Work Plan – September 2024 to August 2025

10.4   President's Update – April to June 2025

11.   Upcoming Events

The Chair drew attention to the following upcoming events:

- Convocation Ceremonies – June 16 to 19, 2025, Tribute Communities Centre

- Governor Appreciation Event – June 26, 2025, from 5:30 p.m. to 8:30 p.m.

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12.   Move to In-Camera Session

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

The Board recessed at 7:07 p.m. and reconvened in camera at 7:17 p.m.

The Board rose from the in-camera session at 10:50 p.m.

During the in-camera session, the Board discussed recommendations from its Standing Committees, the use of College space for political events on campus, the College's financial health recovery plan, the efficiency and accountability fund implementation plan, and the results of the President's annual performance evaluation.

13.   Adjournment

With no further business, the meeting ended at 10:50 p.m.

PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS PUBLIC MEETING HELD ON OCTOBER 8, 2025

BACKGROUND

The Governance Review Committee met via videoconference on September 15, 2025.

SUMMARY

1. **Review of Committee Terms of Reference**

    As it was the first meeting of the 2025-2026 Board year, the Committee reviewed its terms of reference and key responsibilities. The Committee was reminded that its meetings were open to the public, with agendas and minutes posted online. Additionally, a brief discussion ensued about the Committee's role in policy development. In response to questions, the Board Secretary advised that, in the context of new policy development, it would be preferred to seek the Board's support for developing a new policy first, versus the Committee doing the work and then seeking support from the Board.

2. **Approval of Previous Minutes – May 12, 2025**

    The Committee reviewed and approved its minutes from the May 12, 2025 Governance Review Committee meeting.

3. **Results of the 2024-2025 Board Evaluation Survey (for potential action)**

    The Committee reviewed the results of the 2024-2025 Board evaluation survey and shared initial reflections and impressions regarding the survey results. A discussion ensued about how to best interpret the results and areas of potential focus. Initial conversations focused on some of the results from the self-assessment section (e.g., adhering to the code of conduct), specific asks for enhanced education (e.g., governance versus operations), and ways to link and connect the work the Board does to questions asked in the survey (e.g., awareness of the Board work plan). Further, the Committee remarked that generally the results were positive and suggested the Board is already operating at a high level of effectiveness.

The Committee Chair advised that this item would come back to the Committee at its November meeting, and members were asked to prioritize their top 3-4 items for potential action.

4.   Preliminary Planning for Board Retreat (February 2026)

The Committee received an update from the President regarding considerations for the February 2026 Board retreat, such as location (e.g., on-site), format (e.g., one day or two), and potential agenda topics. A brief discussion ensued about the potential format, location, and agenda topics and activities that could address the feedback received in the evaluation survey and link to the strategic plan.

The Committee Chair advised that this item would come back to the Committee at its November meeting for further discussion.

5.   Handling of Board Meeting Evaluation Feedback

The Committee discussed the recent changes to the Board meeting evaluation process, whereby a new optional survey was created for distribution following each Board meeting. When the survey was implemented in February 2025, how the feedback would be shared back to the full Board wasn't explicitly established and it was the practice that the Chair and Vice Chair of the Board would receive the feedback and share it as appropriate at the next Board meeting. Since implementation, concerns were brought forward about the transparency of the feedback and whether it could be made accessible in a raw format to the entire Board by posting it to the portal. A discussion ensued about the structure of the survey, how it's currently being administered, and if the survey results should be shared more broadly, including the potential risks of posting feedback received in a raw format to the portal and whether there should be a review process for redacting inappropriate comments.

Following the discussion, the Committee decided that no changes were needed to the current survey tool except for an enhanced instructions section, which advises contributors that their feedback will be posted publicly on the Board portal with their name associated and all feedback should be submitted in a manner that is consistent with the Board's code of conduct and established norms. It was decided that the Board Chair would apprise the Board of the new practice at the October 8, 2025, Board meeting. Further, the Committee decided that feedback received prior to the implementation of this new process would not be posted on the portal, as it was not explicitly communicated to Governors that this would occur.

6.   Governance Review Presentation at the October 8, 2025 Board Meeting

The Committee Chair apprised the Committee of plans for BLG to deliver the annual governance refresher at the October 8, 2025, Board meeting and reminded the Committee that the meeting will start at 5:15 p.m. to accommodate this presentation. Further, the President advised that during the Ministry's governance review consultation with presidents, several other colleges indicated that they bring in an external facilitator to deliver governance training to the Board on an annual basis, which was seen as a best practice. Additionally, as the Higher Education Summit is not proceeding this year, the annual good governance training typically provided to new Governors has pivoted to a virtual format.

The Committee questioned the cost of the training, which was reported at $2K + HST.

7.   New Policy Development

A discussion ensued about the possibility of developing a new policy related to Governor engagement in College events, to encourage a higher-level of participation in College life and to ensure that Governors are strategically invited to key events on campus that enable them to act in the role of ambassador. Following the discussion, the Committee Chair suggested that the Committee look at the Board's existing policies and practices to determine if they need to be enhanced or refined to address the concerns brought forward and to defer a more fulsome discussion of the topic to the next meeting to give members time to reflect on the suggestion.

Respectfully submitted,
Kwende Thomas, Chair, Governance Review Committee

View all supporting material from this meeting by clicking here.

DURHAM COLLEGE
SUCCESS MATTERS

Report Number: BOG-2025-85

To: Board of Governors

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

Date of Report: September 9, 2025

Date of Meeting: October 8, 2025

Subject: Contract Addendum between Durham College and the Province of Newfoundland for Administration of Online Exams

1.   Purpose

To seek approval from the Board of Governors for a two-year addendum extending the current contract with the Minister for Digital Government and Service and the Minister for Intergovernmental Affairs, Newfoundland for the administration of online Life Licence Qualification Program (LLQP) exams, administered by Corporate Training Services, for candidates residing in the Province of Newfoundland.

2.   Recommendation

It is recommended to the Durham College Board of Governors:

That the addendum for a two-year extension to the contract with the Minister for Digital Government and Service and the Minister for Intergovernmental Affairs be approved and executed.

3.   Background

Corporate Training Services administers and delivers the online LLQP examinations on behalf of the provincial regulators for six provinces and the three territories in Canada. Corporate Training Services also delivers the LLQP exam in person for three of the provinces. In total, an average of 60,000 LLQP exams are administered annually.

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For the Province of Newfoundland, the current contract is with the Minister for Digital Government and Service and the Minister for Intergovernmental Affairs, Newfoundland. The initial contract took effect on July 31, 2020, with an expiry date of July 31, 2022. A subsequent addendum extended the agreement until July 31, 2023, a subsequent addendum extended the agreement until July 31, 2025.

The Province of Newfoundland has now requested an additional addendum with an expiry date of July 31, 2027. The overall term of the agreement would then be seven years and thus requires board approval in accordance with the Durham College Schedule of Authority.

4. Discussion/Options

This agreement provides Durham College with the exclusive rights to administer the online LLQP exam to candidates from Newfoundland on behalf of the Minister for Digital Government and Service and the Minister for Intergovernmental Affairs, Newfoundland as the LLQP provincial regulator.

5. Financial/Human Resource Implications

While there is no monetary value identified in the contract between Durham College and the Province of Newfoundland, exam fees are paid to Durham College directly by the Newfoundland candidates when they register for their exam. Revenue earned contributes positively to the College's financial health.

Revenues have been forecasted to include the expected annual Newfoundland LLQP exam fees.

6. Implications for the Joint Campus Master Plan

There are no anticipated 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

This service provided to the candidates of Newfoundland fall under all four pillars in the Durham College Strategic Plan including:

- Future Focused: The LLQP is a professional examination, therefore showing a commitment to lifelong learning and connects us to communities in Newfoundland.

- Sustainable: While the Province of Newfoundland has a smaller volume of LLQP candidates compared to our other provincial regulators, we continue to serve Canadians and collaborate with all our provincial regulators to achieve efficiencies.

- People Centered: This is an equity-driven and inclusive service as it allows candidates to take the LLQP exam online, therefore removing physical barriers for candidates to advance in their professional careers.

- Community Centered: This service connects us to the communities in the Province of Newfoundland, therefore connecting Durham College nationally to deepen our impact and reach.

This service we provide to the candidates of Newfoundland aligns with the Durham College Business Plan, including the following:

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.

2.1: We will seek innovative solutions to support our financial health.

4.1: We will enable economic and social development by establishing and nurturing relationships with industry, community organizations, donors, and government.

Discussion Items

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.

Report Number: BOG-2025-75

To: Board of Governors

From: Jennifer Cosway, Associate Vice President, Human Resources and Equity and Sadie K. Goddard-Durant, Director, Office of Equity, Diversity & Inclusion

Date of Report: September 30, 2025

Date of Meeting: October 8, 2025

Subject: Sexual Violence and Harassment Action Plan Annual Report

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1.   Purpose

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

- The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services and accommodation.

- Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.

- The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.

- The implementation and effectiveness of the policy.

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

2. Recommendation

This report is being presented for information only.

3. Background

In March 2015, the Government of Ontario launched "It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment," an initiative enabled by Bill 132, the Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment), to stop sexual violence and harassment.

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

As part of this plan, all Ontario colleges and universities are required to develop a common policy that addresses sexual violence and sexual assault on campus. Additionally, these provincial institutions must implement effective response protocols to address sexual violence, increase supports for survivors, and formalize how incidents are addressed.

Durham College (DC) established the Sexual Violence Policy and Procedure (ADMIN-244) in compliance with this initiative. The 2024-2025 reporting period was 12 months, covering the period from October 1, 2024, to September 30, 2025

4. Discussion/Options

4.1   The implementation and effectiveness of the policy.

- DC continues to make significant efforts in implementing this policy. This past year saw the expansion of the ways in which we educate the campus community about sexual violence and how to prevent and respond to disclosures based on feedback from the community about their preferred ways to receive information. Consultations were also conducted with 2SLGBTQQIA+ members of our campus community to understand their experiences and needs around sexual violence. Of note, significant updates were made to the policy following widespread consultation with students and/or student survivors, and campus and community partners to ensure that Durham College is continuing to facilitate a plan grounded in emerging best practices and legislative

requirements, and responsive to trends in the manifestation of sexual violence within our campus community. Key updates to the policy include:

- o Inclusion of an informal resolution process grounded in Restorative Justice principles;

- o Expansion of interim measures to include applicability to disclosures;

- o Use of an equity and inclusion lens to enhance processes and resources;

- o Streamlining of the Complaint Procedure with our Student Conduct Policy

- o Expansion of education topics to include sex trafficking.

Future implementation plans are outlined in the 2025-2026 priorities.

4.2   Community Education Initiatives

Public education remains a vital and proven strategy to reduce and/or prevent incidences of sexual violence. DC is committed to growing its education and awareness efforts to address the critical issue of sexual violence. Through the role of the Sexual Violence Education and Prevention Coordinator primarily, the College's Office of Equity, Diversity and Inclusion leads education and prevention initiatives by:

- Increasing understanding and knowledge about sexual violence and rape culture, consent, harmful stereotypes, myths and stigma that perpetuate sexism and violence;

- Empowering survivors of sexual violence to seek support and report incidents;

- Building confidence in students, faculty, staff and visitors to intervene and report concerns or witnessed incidents;

- Fostering a respectful and safe campus community for all; and

- Mobilizing the campus community to act to combat gender-based and sexual violence.

4.3   Training

Tables 1 and 2 provide details of sexual violence training for students and employees during the reporting period.

Table 1 - Student Participation in Various Sexual Violence Training 2024-5

Training	Participation this reporting cycle	Details
PREP 1000	3,883 new enrollments A total of 16,409 since the launch of Prep1000.	**Start Strong at DC** – A series of online modules and in-person/virtual sessions that help new students feel confident, connected, and prepared for their first day. Sessions are available starting 8 weeks before the semester begins. **Sexual Violence Awareness Module** – Developed by the Office of Equity, Diversity and Inclusion (OEDI), this module is part of the Start Strong series for new students.
Sexual Violence First Aid	630 students enrolled	Educates participants on trauma-informed approaches and provides tools and resources for supporting survivors in immediate need. Content was developed in partnership with the Durham Rape Crisis Centre. Participation is voluntary for students.

Table 2 - Employee Participation in Various Sexual Violence Training 2024-5

Training	Participation	Details
Responding to Sexual Violence on Campus	58	Mandatory training for all employees. Reporting reflects new hires.
Sexual Violence First Aid	29	Educates participants on trauma-informed approaches and provides tools and resources for supporting survivors in immediate need. Content was developed in partnership with the Durham Rape Crisis Centre Participation is voluntary for employees.

4.4   Information Sharing

- **Days of Awareness Communications:** Shared communications with the DC community via DC email, the DC Calendar and social media explaining the significance of various dates of awareness relevant to sexual violence through the academic year; reminding individuals of their rights and responsibilities under our Sexual Violence Policy and associated policies; and connecting them to on and off campus resources, including how to make sexual violence disclosures and reports.
    - The Office of Equity, Diversity and Inclusion continued to leverage social media (@EquityATDC on Instagram) to share information and promote events and training opportunities related to sexual violence. The @EquityATDC Instagram page has 784 followers.

- **Enhancement of the Sexual Violence Support Website:** Using a phased approach, conducted a comprehensive assessment of the edits required to enhance the microsite and worked with the Communications and Marketing Department to make basic, interim edits.

4.5 Information Fairs, Tablings, and Displays

- **Consent Awareness Week** (September 2024): Engaged in education and awareness outreach activities. Students provided with information on: consent, sexting, healthy relationships, on-campus and off-campus sexual violence resources and support information. Students and employees had the opportunity to use consent awareness photo props and to take photos to help spread awareness about consent culture at DC. Another activity "tested" students' consent knowledge and provided opportunities for the Office of Equity, Diversity and Inclusion to share additional information and resources about consent.

- **The Red Dress Project** (May 2025): DC continues to recognize the National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Two-Spirit People, widely known as Red Dress Day. This year the First Peoples Indigenous Centre transitioned to leading DC to mount dress displays and disseminate campus-wide communications. Each display had a banner or poster to outline the significance of this day of recognition.

- **Sexual Violence Prevention Month** (May 2025): Hosted two campus informational resource service fairs for all campus community members in recognition of Sexual Violence Prevention Month. On-campus partners and community-based organizations who provide support services to survivors of gender-based and sexual violence were invited to share information about sexual violence and their supports.
  - Oshawa Campus total number of interactions: 56
  - Whitby Campus total number of interactions: 32

- **DCSA's Pride Picnic** (June 2025): In recognition that Pride Month is a time of celebration as well as a time to draw awareness to the challenges faced by the 2SLGBTQQIA+ community- including sexual and gender-based violence- participated in Durham College Student Association's Campus Pride festivities. Event participants received celebratory DC and Pride swag along with resources and materials about Sexual Violence, Gender-based Violence among other topics.
  - Total number of interactions: 21

- **Orientation:** Continued participation in various orientation events throughout the academic year, engaging with students to discuss consent and healthy relationships, and share information about our Policy, how to make disclosures, and resources.

4.6   Community-based Consultations

- Engagement with DC's 2SLGBTQQIA+ Community and Community Partners: Throughout the year, sought feedback from community members and community partners on their experiences and programming needs, including around sexual violence and gender-based violence. Used this information to inform the design of OEDI programming for the 2025-6 academic year, and DC's first ever Institutional Action Plan set to be launched in 2026.

4.7   Memorials

- National Day of Remembrance and Action on Violence Against Women (December 2024): Hosted a memorial at each campus to commemorate and educate the DC community about Gender-based Violence and actionable steps to prevent violence against women, girls, two-spirit, transgender and gender-diverse people. A two Spirit person offered healing through a musical rendition and event attendees created pledges of actions they would take to end violence against women on our campus and wider community.

4.8   Collaborations with Community Partners:
- Women's Committee of Durham Region Community Abuse Awareness Event (November 2024): As part of membership on this committee, helped plan and promote an awareness event to our campus community providing all campus community members an opportunity to participate and engage with our broader community's violence against women sector within Durham Region. There were over 100 attendees.

4.9   Sexual Violence Disclosures & Complaints

At DC, students can make two types of reports:
- Complaints to the Office of Campus Safety (OCS) or
- Disclosures to the Sexual Violence Education and Prevention Coordinator or other campus community members (i.e., employees, contractors).

Disclosures can occur in any space at the college and be made to any member of the community without a complaint. A survivor is then provided with pathways to available DC and community-based services. When a complaint is submitted, the OCS will investigate, following the Student Conduct Policy and Procedure (ADMIN-248).

All recipients of a disclosure are required to inform the Sexual Violence Education and Prevention Coordinator.

Figure 1 and Table 3 show the number of disclosures and complaints submitted during the 2024-2025 period. All reports noted in the section below include sexual harassment or sexual violence. Where a report includes more than one type of incident, it is captured only once. Reports with no element of sexual violence or harassment were documented as Human Rights complaints and are not reflected in Figure 1 or Table 3.

Figure 1 - Number of Sexual Violence Reports Received 2024-2025
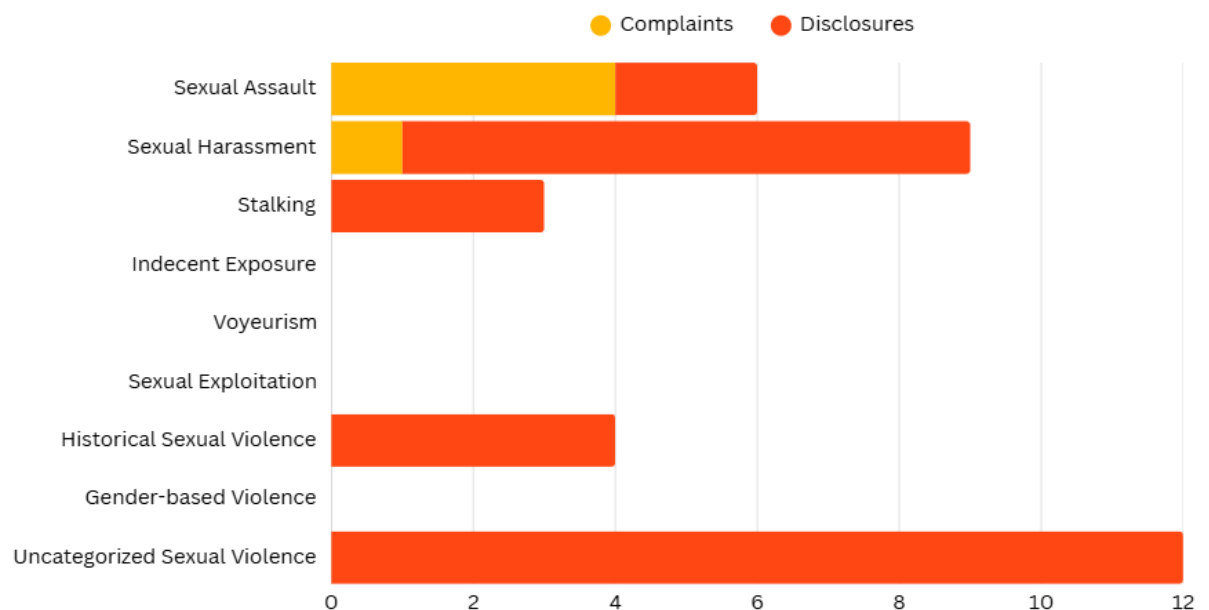
Table 3 – Number of Sexual Violence Reports Received 2024-2025

Type of Report	Complaints	Disclosure
Sexual Assault	4	2
Sexual Harassment	1	8
Stalking	0	3
Indecent Exposure	0	0
Voyeurism	0	0
Sexual Exploitation	0	0
Historical Sexual Violence	0	4
Gender-based Violence	0	0
Uncategorized Sexual Violence	0	12
Totals	**5**	**30**

The definitions below provide additional context for Figure 1 and Table 3.

Historical Sexual Violence – includes incidents that are disclosed during the time that a student is attending DC but occurred prior to enrolment at the college.

Gender-based Violence (GBV) – includes sexual violence as well as psychological/emotional, economic/financial, and spiritual abuse. GBV can come in the form of harassment and discrimination.

Uncategorized sexual violence – represents disclosures received without the specific details or nature of the incident.

4.10   Supports and Accommodations

DC supports survivors of sexual violence through the following activities:

- Meetings with the Sexual Violence Education and Prevention Coordinator who:
    - provides immediate emotional support, safety planning;
    - highlights available on-campus resources (e.g., CHWC, DCSA, ASC);
    - shares information on community resources (legal, housing, food, cultural, religious). This resource list was developed through an equity and inclusion lens;
    - assesses and facilitates any required academic or financial accommodations.
    - reviews available reporting options

- Mental health and counselling support: available through the Campus Health and Wellness Centre (CHWC) and for full-time students, through the Support Hub of the Durham College Student Association (DCSA);
  - o Medical attention: accessible through the CHWC;
  - o Promotion of appropriate incident reporting options – disclosures, complaints, and reporting to law enforcement.

Table 4 -Student Supports

Type of Support	# Students Provided with On Campus Support	# Students Provided with Off Campus Support
Safety Planning Resources	30	NA
Safety Planning Referrals	NA	2
Advocacy	NA	2
Physical Health Resources	30	30
Physical Health Services (CHWC)	17	NA
Mental Health Resources	30	30
Mental Health Referrals	NA	7*
Community Resources (Miscellaneous)	NA	30

*Of the 17 students who disclosed sexual violence to Campus Health and Wellness, 7 were referred to Durham Rape Crisis Centre.

Table 5 - Student Accommodations

Type of Accommodation	Total
Academic	2
Financial	2

4.11   Priorities for 2025- 2026

- Enhance and deliver one sexual violence related-learning opportunity to students and one to employees, through an equity and inclusion lens to ensure 1) the intersectionality of experiences of this phenomenon for all campus community members included and 2) learning styles and needs of the campus community are integrated;

- Implement sexual violence initiatives for the 2SLGBTQQIA+community based on consultations during 2024-2025 academic year.

- Continue to leverage the Days of Awareness Calendar and associated communications as an educational tool;

- Continue to increase education and awareness reach to campus community members via enhanced social media plan;

- Complete enhancements to the Sexual Violence Awareness pages on DC's website;

- Complete and launch an enhanced Sexual Violence Disclosure form and new case management database.

5.   Financial/Human Resource Implications

The implementation of the "It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment" initiative continues to require dedicated resources to both carry out the work and to engage in necessary training.

6.   Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7.   Implications for Ontario Tech University

Implications for Ontario Tech University arise through shared events and any shared processes or procedures in the OCS.

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

Sexual violence and sexual harassment relate to the Sustainable and People Centered goals in our Strategic Vision 2030. This report supports our institutional operational compliance with key Sexual Violence legislation, and addresses the following business plan objectives:

1. We will continuously evaluate and refine processes to enhance the student experience and support our teams (2.3 x)

2. We will nurture our organizational culture, where students, employees, alumni and partners feel welcomed, valued, respected, and part of our community (3.1 iii, iv, v)

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 (3.3i)

Report Number: BOG-2025-76

To: Board of Governors

From: Dr. Elaine Popp, President and Debby Allbon, Executive Director, Strategic Reporting

Date of Report: September 29, 2025

Date of Meeting: October 8, 2025

Subject: First Update on the 2025-2026 Business Plan

1. Purpose

The purpose of this report is to provide the first of three updates on the 2025-2026 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 enables Durham College (DC) to plan its operations for the fiscal year (April 1 to March 31) within the framework outlined in its Strategic Vision (2025-2030), in support of its purpose, values, goals, and objectives. 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 2025-2026 Business Plan at its meeting on June 11, 2025 (Report BOG-2025-55). 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 first Business Plan under the 2025-2030 Strategic Vision.

4.   Discussion/Options

The following report highlights the progress made to date on the college's actions, which support the goals and objectives identified in the 2025-2030 Strategic Vision. The accompanying 2025-2026 Business Plan Scorecard provides detailed updates regarding each of the 102 actions the college has committed to undertaking to help achieve these goals.

See Table and Graph 1 for the number of actions by goal.

Table and Graph 1

| Goal	Number of actions
Future-Focused	23
Sustainable	42
People-Centred	21
Community-Connected	16
Total	**102**

Number of Actions
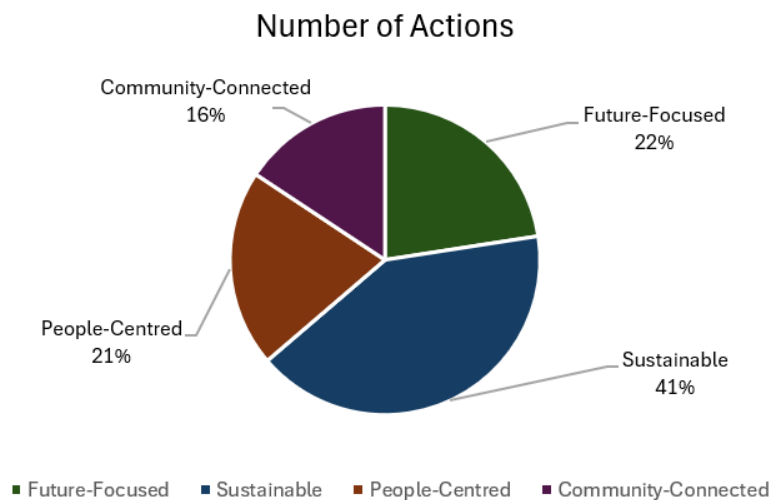
Each action on the scorecard has an indicated status. Table and Graph 2 provides a summary of the status of the college's 102 planned actions.

Table and Graph 2

Status	Enabling Actions	%
On Track	87	85.3%
Complete	9	8.8%
Delay	2	2.0%
Partially Complete	4	3.9%
Incomplete	0	0%
Cancelled	0	0%
Total	**102**	100%

Status of Enabling Actions
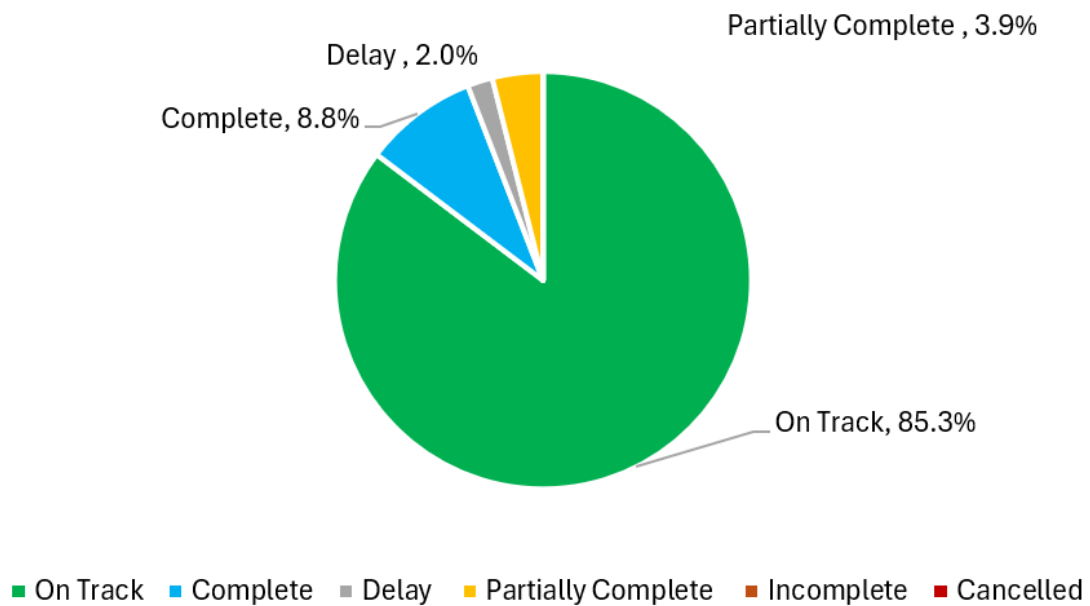
Refer to Table 3 for detailed updates on actions that are partially complete or delayed. This information is also included in the 2025-2026 Business Plan Scorecard found in the agenda package.

Table 3

Action: **2.3 i.** Enhance operational efficiency through cross-training between the Human Resources (HR) and Payroll teams, supported by the development of comprehensive job aids. **Measurement/Milestone:** - Implement the Cross-Training Completion Rate Metric, which records the percentage of HR and Payroll staff who complete the cross-training. -Implement an Employee Confidence and Satisfaction Metric through a survey that evaluates confidence in knowledge of processes shared between the department by administering pre- and post-training surveys or feedback forms.	**Current Status: Partially Complete** **Completion Date:** December 2025 **Update:** - This is on target to be completed by January 2026. Delay is a result of increased workload demands as a result of the support staff work stoppage and announcement of new VRIP for faculty.
Action: **2.3 iii**. Improve the efficiency, accuracy, and compliance of Accounts Payable by optimizing payment processing workflows and implementing mandatory staff training. **Measurement/Milestone:** - Realize improved invoice processing time, on-time payment rates and a reduction in errors. - Evaluate training effectiveness through completion rates, post-training error trends, and employee feedback.	**Current Status: Partially Complete** **Completion Date:** November 2025 **Update:** - Training has been completed by a few departments and the remaining departments will be completed by December 2025.

Action:	Current Status: Partially Complete
2.4 i. Modernize DC's curriculum management tool to streamline program records, optimize course and program change workflows and enhance quality assurance and continuity during the program lifecycle **Measurement/Milestone:** - Implement Coursedog Curriculum Management platform to support faculty review and revision of course outlines during Spring/Summer 2025. -Continue work with Coursedog to develop elements for stage two, including analytics, program of study mapping and program guide.	**Completion Date:** September 2025 **Update:** - Coursedog launched for course outline review and revisions in May 2025; Course outline catalogue launched August 2025.
Action:	**Current Status:** Delay
2.4 ii. Improve month-end close efficiency by integrating Destiny One or D2L with the Banner system. **Measurement/Milestone:** - Reduce the average number of days to complete the month-end close before and after integration. This action would be measured by tracking and comparing previous month-end timelines to the new timelines. - Increase the data transfer accuracy by reducing the percentage of data discrepancies between Destiny One/D2L and Banner. This would be tracked by auditing the data for errors before and after the integration.	**Completion Date:** January 2026 **Update:** - This project is coordinated between Finance and Corporate Training Services (CTS). Awaiting final confirmation of which system will be used by CTS moving forward. Do not want to implement process for a system that is going to be sunset.

Action:	Current Status: Delay
2.4 viii. Implement the Coursedog Scheduling module to support term-based academic scheduling and room bookings. **Measurement/Milestone:** - Configure the system to schedule each academic term, develop and validate scheduling workflows, and create and deliver training materials for end users.	**Completion Date:** March 2026 **Update:** - Early implementation steps revealed product deficiencies which need to be resolved before continuing. Remedy has been sought with the vendor. At this time, potential outcomes include a significant project delay (one year or more) or discontinuation of the CourseDog Scheduling project. Contingencies are in place to ensure academic scheduling is not disrupted operationally.
Action: **2.5 i.** Achieve Bee Campus certification to promote sustainable and pollinator-friendly practices across all campus locations. **Measurement/Milestone:** - Partner with Bee City Canada and complete the certification process.	**Current Status: Partially Complete** **Completion Date:** October 2025 **Update:** - Application will be submitted by the end of September and will depend on their processing times. Contingencies are in place to ensure academic scheduling is not disrupted operationally.

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

Enabling action 2.2 iii is to ensure the completion of the updated Campus Master Plan (CMP). The related measure is: CMP is substantially completed, reflecting DC and Ontario Tech University's strategic priorities and needs.

7. Implications for Ontario Tech University

The following enabling actions intersect with Ontario Tech University:

2.1 vii Identify college-wide cost reductions in housekeeping, while maintaining Association of Physical Plant Administrators (APPA) housekeeping standards at a level 3.	- Through changing standards, cleaning methods and ongoing process improvements, realize incremental reduction in housekeeping costs, resulting in $500K savings.
2.2 iii Ensure the completion of the updated Campus Master Plan (CMP).	- CMP is substantially completed, reflecting DC and Ontario Tech University's (Ontario Tech) strategic priorities and needs.
4.5 i Support Ontario Tech's Enterprise Resource Planning software transformation by enabling separation of institutional data, assist in contract planning, and developing foundational integrations to prepare for their transition to Software as a Service (SaaS).	- Key data separation and integration milestones achieved; support activities documented.
4.5 ii Resolve long-standing User Account provisioning challenges.	- Present a documented plan to secure the agreement of DC and Ontario Tech University to resolve longstanding account provisioning challenges, and strategic alignment.
4.5 iii Improve Cybersecurity of the DC and Ontario Tech University technology environment.	- Execute an improved vulnerability management program. - Address any findings arising from cyber audits and penetration tests.
4.5 iv Formalize GR coordination with Ontario Tech.	-Create and establish coordination and information sharing protocols with Ontario Tech University

8. Relationship to the Strategic Plan/Business Plan

The 2025-2026 Business Plan supports the 2025-2023 Strategic Vision, including the purpose of transforming lives, building careers, and enriching communities. It also helps DC live our values of collaboration, diversity and inclusion, excellence, innovation, integrity, respect and social responsibility. Furthermore, this Business Plan aligns with the goals and objectives outlined in the strategic vision. Our four goals are:

1. **Future-Focused** - Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.
2. **Sustainable** - Be intentional and align our efforts to adapt, thrive, and achieve our ambitions and ensure long-term sustainability.
3. **People-Centred** - Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.
4. **Community-Connected** - Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.

2025-2026 Business Plan Scorecard

Beginning April 1, 2025, ending March 31, 2026
Our Purpose: Transforming lives, building careers and enriching communities.
Our Values: Collaboration • Diversity and Inclusion • Excellence • Innovation • Integrity • Respect • Social Responsibility

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
**GOAL 1: Future-focused - Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.**
1.1 We will attract a diverse range of students by offering a comprehensive program mix that anticipates and fulfills workforce needs.	i.	Launch new programs that meet labour market demands and student and community expectations.	Launch seven new programs by fall 2025: - Interior Decorating Ontario College Diploma; - Electric Drive Vehicle Technician Ontario College Diploma; - Mental Health for Healthcare Workers Local College Certificate; - Business Analyst Local College Certificate; - Electrician 309a/309c Level 2; - Human Resources Local College Certificate; and - Taxation and Auditing Local College Certificate.	September 2025	**Complete**	Launched seven new programs in fall 2025: - Interior Decorating Ontario College Diploma; - Electric Drive Vehicle Technician Ontario College Diploma; - Mental Health for Healthcare Workers Local College Certificate; - Business Analyst Local College Certificate; - Electrician 309a/309c Level 2; - Human Resources Local College Certificate; and - Taxation and Auditing Local College Certificate.	College-wide and Community	Vice President, Academic and Students
	ii.	Develop a labour market dashboard framework to support strategic decision-making for new program development and enrolment planning.	- Delivery of a prototype labour market dashboard that includes key labour market indicators through consultation with stakeholders.	March 2026	**On Track**	-Labour market dashboard has been developed and is currently being validated. Feedback being integrated.	College-wide	Vice President, Academic and Students
	iii.	Develop and deliver a new skilled-based open enrolment short program that integrates expertise from Durham College's (DC) research hubs with workforce development.	- Launch a skilled-based, short program for the general public with an industry or academic partner.	March 2026	**On Track**	-North Alberta Institute of Technology, CTS, and AI Hub open enrolment program to be launched in January 2026.	College-wide and Community	Vice President, Academic and Students
	iv.	Support digital transformation in program delivery through the development and conversion of courses to online delivery.	- Convert two courses to online delivery in 911 Emergency and Call Centre Communications Program. - Convert three programs to online delivery.	March 2026	**On Track**	- Office Administration - Executive, Mental Health for Healthcare Workers, and Office Administration - Health Services are in development, 20/27 courses completed. Remaining courses are in development for fall, winter and spring. -Due to shifting priorities, conversion of courses in 911 Emergency and Call Centre Communications Program are being reevaluated.	College-wide	Vice President, Academic and Students
	v.	Lead an integrated, multi-channel content strategy aligned with institutional priorities to enhance program visibility and stakeholder engagement.	- Use a strategic content calendar to identify and address content gaps. - Create at least one new content asset for all signature/priority programs and 75% of all programs. - Repurpose content across channels and equip internal teams with branded assets.	March 2026	**On Track**	- Audited all program pages for news content, thus far: 64% (91/143) programs have new program-specific news content, and 61% (31/51) Signature and Priority programs have new program-specific news content.	College-wide and Community	President

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
	vi.	Implement enhanced recruitment strategies to meet total and first-choice direct and non-direct application goals in alignment with the Enrolment Management Plan (EMP).	- Increase off-campus recruitment activities by 3.9% (total: 527). - Conduct 160 on-campus activities. - Establish engagement with guidance heads from Kawartha Pine Ridge District School Board and Toronto District School Board for on-campus experiences. - Increase attendance at Mature Student Event by 10% (+12 attendees; +4 applications), event date is Dec. 2 & 3, 2025. - Launch community-based engagement in three key areas with three events per region. - Improve drip communication strategy and increase click-through rate to 1.4%.	March 2026	On Track	- Thus far, off-campus activities have increased 51% (173 versus 113 same time year over year); progress is now delayed due to support staff strike. - Conducted 64 on-campus activities, however they are now on pause due to the support staff strike - Plan to host KPRDSB and TDSB/TCDSB guidance representatives in winter 2026. - The Mature Student event is scheduled for December 2 and 3 - details and results will be available in the Q3 updates. - Launched the community based events this summer and we hosted nine events in Belleville, Port Hope, Lindsay, Peterborough, Scarborough and Markham to ensure DC presence in the Centennial, Fleming and Loyalist catchments where program suspensions are high. We engaged with 64 customers and processed 22 new applications. - Monthly drip email strategy click-through rate is currently at 1.59% and on track to meet the overall goal of 1.4%.	College-wide and Community	President
	vii.	Strengthen short-form video strategy to support recruitment and brand visibility.	- Publish 30 repurposed social videos as YouTube Shorts. - Create and publish 12 new short-form program videos. - Increase YouTube subscribers by 10% (from 7,999 to 8,799). - Increase Shorts engaged views by 10% (from 15,500 to 17,000).	March 2026	On Track	-Published 31 social videos to DC's YouTube account, resulting in more than 41,000 views. -Started re-editing existing program videos to short-form format. -Increased YouTube subscribership 2.9% to 8,231. -Increased shorts engagement views by 46.5% - exceeding 10% goal.	College-wide and Community	President
	viii.	Further diversify the international student population by meeting increased enrolment targets from China and across Africa.	- Enroll 40 new (semester 1) students from East Asia and 160 from Africa across the spring, fall, and winter intakes.	March 2026	On Track	Enrolment updates: - Spring 2025: 2 Enrolments from East Asia and 22 Enrolments from Africa - Fall 2025: 18 Enrolments from East Asia and 157 Enrolments from Africa Application updates: - January 2026: 23 applications from East Asia and 533 applications from Africa	College-wide	Associate Vice President, Enrolment and International Education
	ix.	Develop and implement a new digital marketing strategy, along with an operational plan, within the International Recruitment office, in collaboration with C+M and Enrolment Services.	-Launch of the Digital Marketing Strategy -Launch of Region-specific operational plans. -Staff training delivered and business process developed. -Salesforce Marketing Cloud operationalized within International Recruitment (lead capture, segmentation and campaigns)	March 2026	On Track	- Digital Strategy Framework Developed. - Digital Assets library created, ongoing population of photography, posts, videography, template designs. - Digital marketing data and requirements gathering underway (by region). - Phase 1 training – Salesforce Integration with International Recruitment initiated during Academic Kick-Off Week to IR Team and in-country representatives. - Marketing Request Intake Form and Business Process launched and socialized within IEO. - Recruiter-specific forms near / at completion (QR code, form design, beta testing, privacy requirements). - Initiated content creation for BrightSpace modules for staff development - Banner Reporting, Email Navigation, Onboarding Resources	College-wide	Associate Vice President, Enrolment and International Education

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
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.	i.	Implement a student course status dashboard widget in DC Connect to support student retention.	- Embed Course Progress Dashboard widget in all DC Connect academic courses.	January 2026	On Track	-Widget prototype shared with the Retention Working Group and Digital Learning Steering Committee for feedback. Widget prototype will be demonstrated to the Academic Leadership Team (ALT) and faculty stakeholder during the fall semester for feedback. Student retention widget will launch May 2026. Due to the support staff strike, these timelines will be impacted.	College-wide	Vice President, Academic and Students
	ii.	Create a comprehensive program to enhance faculty skills in developing and delivering courses in online, hybrid, flexible or hyflex modalities.	- Develop and launch Digital@DC Institute for faculty.	March 2026	On Track	-Program developed and approved by ALT to launch in spring 2026. Micro-credential proposal going to the Program Proposal Review Committee (PPRC) in September 2025 for review and approval.	College-wide	Vice President, Academic and Students
1.3 We will expand high-impact experiential learning and career connections through applied research, academic partnerships, work-integrated learning and global experiences.	i.	Explore opportunities to create co-ops in degree programs to meet student expectations and increase opportunities for industry experience.	- Investigate and create a co-op implementation plan for existing degree programs. Develop resources and strategy to support co-op planning for future degrees.	March 2026	On Track	- Director, Experiential Learning is joining the Degree Council as a temporary member to help in investigation and potential development of an implementation framework. -Item to be brought forward for workplan at October Degree Council meeting.	College-wide and Community	Vice President, Academic and Students
	ii.	Establish new Barrett Centre Community Leader Horticulture Scholarships, which include a Work-Integrated Learning(WIL)/community engagement component as an eligibility requirement.	- Launch 10 new scholarship/WIL bursary opportunities for Skilled Trades and Apprenticeship (STA) and Hospitality and Horticultural Science (HHS) students.	January 2026	On Track	-Three scholarships have been awarded to date.	College-wide and Community	Vice President, Academic and Students
	iii.	Successfully deliver new Collaborative Online International Learning (COIL) projects across a minimum of three Faculties.	- Online COIL module completed by participating faculty. - Eight COIL projects successfully delivered.	March 2026	On Track	- Queen Elizabeth Scholars program for international work-integrated learning: agreement and work plan with World Vision drafted to set the framework for outbound international work-integrated learning. - COIL coordinator in place for fall 2025 to support COIL delivery and development. - Four COILs launched Sept 2025, for example, Global Technical Writing Project: Cross-Cultural Proposal Development between DC's Interdisciplinary Studies/Construction Management and Bukidnon State University Construction Management Degree students. - Erasmus funding partnership awarded to DC for student and faculty exchanges throughout 2025-2027. with InHolland U of Applied Sciences (Netherlands). Two faculty members completed faculty guest lecture on International Business Management.	College-wide and Community	Associate Vice President, Enrolment and International Education
	iv.	Explore and assess expansion of co-op opportunities for post-secondary students.	- Surveys launched and feedback received to inform decision making. Create and launch feedback surveys for three groups: (1) students who voluntarily opt out of their program's co-op/work term option; (2) students who successfully complete their co-op/work term; and (3) employers who hire DC co-op/work term students.	September 2025	Complete	-Surveys have been developed and launched as follows: (1) sent to students in June 2025 (2) sent to students in August 2025 (3) sent to employers in early September 2025 Results and additional feedback under review.	College-wide and Community	Vice President, Academic and Students
1.4 We will enhance student success by providing outstanding services and optimal learning spaces.	i.	Develop a retention framework for Professional and Part-time Learning (PPL) students that includes PPL specific retention and progression definitions.	- A documented retention framework for PPL students that enables the measurement of student progression and retention rates.	March 2026	On Track	- The PPL student retention framework has been drafted and is currently under review for final input and revisions from stakeholders around the college.	Department/Faculty	Vice President, Academic and Students

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
	ii.	Develop and pilot, through a retention working group, proactive initiatives for full-time students that foster student success and engagement, ensuring increased retention through meaningful connections and tailored interventions.	-Streamline student-facing communications for increased effectiveness. -Implement a student services action plan to better align available services to each stage of the student journey.	March 2026	On Track	- An environmental scan has been completed and a draft plan is being reviewed by the retention working group. The plan includes recommendations for student-facing communications, student services, and academic supports. Next steps include plan finalization and presentation to ALT by November 2025.	College-wide	Vice President, Academic and Students
	iii.	Improve the DC Cares webpage to streamline inquiries and service access.	- Finalize content plan by July 2025. - Include at least 15 key service areas and 15 FAQs. - Define and publish service response standards. - Conduct a post-launch review within six weeks.	September 2025	On Track	- Strategy and content plan completed. Updated webpage on track to launch the first week in October.	College-wide and Community	President
	iv.	Provide employees and students access to modern Windows operating systems to support student learning.	- All Windows-based student, staff and faculty-facing devices are migrated to the new operating system. - Where migration requires budget, establish a plan for those devices to be migrated before January 2027.	March 2026	On Track	- 85% of eligible non-academic computers have been upgraded to Windows 11. - Windows 11 has been deployed in 36 academic spaces on over 1,000 devices. These spaces include 30 labs and classrooms, the libraries and computer commons at Oshawa North and Whitby, and ~100 podiums and kiosks - 460 Academic computers (across 25 academic spaces) and 470 non academic computers are not compatible with Windows 11. These devices will either be replaced, or covered under extended warranty, based on budget availability.	College-wide	Vice President, Strategic Infrastructure and Campus Safety
	v.	Enhance the Office of the Registrar's (RO) overall student communication plan by embedding campus service supports and clear next steps into all communications to better guide students throughout their academic journeys.	Review and complete all updates relating to the following communications in collaboration with the Retention Working Group: - Failed Course Comm - Academic Progression - Know Before You Go - Welcome Back Dean's Letter	September 2025	On Track	- The Failed Course Communication, Academic Progression, and Know Before You Go have all been redeveloped and implemented in August. We are currently working with C+M and the Salesforce team to develop the Welcome Back Dean's Letter, which we expect will be complete this month, ready to launch for the next academic term.	Department/Faculty	Associate Vice President, Enrolment and International Education
	vi.	Support proactive graduation audits and provide guidance for review of students who are off track in fulfilling their program requirements.	- Create training modules and job aids covering proactive graduation policies, graduation date tracking, and review procedures for students who do not qualify for graduation. Work with Faculties to ensure all involved with student progression are equipped to conduct consistent reviews, as required, during the graduation audit cycle.	March 2026	On Track	- A comprehensive communication plan has been developed to support both the Records team and faculty members. A draft checklist-style job aid has been created to assist faculty in navigating key support processes after the initial graduation audit. Independent training opportunities for Student Advisors and Administrative Coordinators are scheduled to be coordinated over the coming months to ensure consistent implementation and understanding across roles.	College-wide	Associate Vice President, Enrolment and International Education
1.5 We will activate and celebrate our alumni network as ambassadors and mentors.	i.	Celebrate and amplify alumni stories to inspire and build community through social media and digital channels.	- Create eight new alumni content features (one per Faculty). - Increase overall alumni-related content engagement rate by 2% to 8%.	March 2026	On Track	- 50% increase in posts related to alumni. 61.4% increase in User Generated Content related to alumni. - Currently sitting at a 5.8% engagement rate – 90.5% increase. - Planning for alumni features underway.	College-wide and Community	President
	ii.	Strengthen relationships with alumni by fostering meaningful engagement opportunities that encourage connection, pride, and active involvement in the college community.	- Conduct Alumni Brand Discovery to identify gaps and areas of improvement. - Launch alumni engagement campaign to reconnect with alumni community. - Increase app membership to 12,000.	March 2026	On Track	- Alumni Brand Discovery will be complete by end of November. - Alumni Engagement Campaign is on track to launch in 2026. Phase one and two of the project have begun. - DC Connect app membership is currently at 11,886 users.	College-wide and Community	Vice President, People, Equity and External Relations
GOAL 2: SUSTAINABLE - Be intentional and align our efforts to adapt, thrive and achieve our ambitions and ensure long-term sustainability.								
2.1 We will seek innovative solutions to support our financial health.	i.	Launch International English Language Testing System (IELTS) as a new testing offering for the college to strengthen financial sustainability.	- Registrant intake initiated. - Deliver 350 IELTS exams.	March 2026	On Track	- Intake initiated and tests currently running Tuesday-Saturday.	College-wide	Vice President, Academic and Students

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	ii.	Launch 3D animation services, targeting large retailers and advertising agencies that lack in-house capabilities.	- A minimum of four proposals submitted to new clients.	March 2026	On Track	- New business line launched to attract opportunities, including website portfolio and social media accounts.	College-wide	Vice President, Academic and Students
	iii.	Identify new streams of revenue generation using Centre for Craft Beverage Innovation (CCBI) infrastructure and expertise.	- A minimum of four revenue-generating proposals submitted to clients.	March 2026	On Track	- CTS team is working on numerous Skills Development Fund applications with industry and/or community partners.	College-wide and Community	Vice President, Academic and Students
	iv.	Streamline timekeeping processes by transitioning contract staff to Web Time Entry systems.	- Decrease in manual time entry tasks by Payroll – this will be measured by the reduction of manual entries before and after implementation. Reduction in time entry errors – this will be measured by the reduced amount of time to audit the time entry records for discrepancies and reconciling.	September 2025	Complete	- This was rolled out and completed for the September 2025 contracts.	College-wide	Vice President, Corporate Services and Chief Financial Officer
	v.	Continue to adopt Microsoft 365 (MS365) applications and modules to support the continual growth and maturity of information management.	- Enable features within MS365 that have zero-cost to advance our records and information management program. - Implement sensitivity labels for email.	March 2026	On Track	- We are reviewing features to be enabled on an ongoing basis. - We can only implement a manual process for sensitivity labels at this time until additional A5 licenses can be purchased.	College-wide	Vice President, Corporate Services and Chief Financial Officer
	vi.	Explore the possibility of negotiating early payment discounts or rebates with contracted suppliers.	- To measure the success of initiating supplier discussions and incorporating early payment discounts into tender documents, track key performance indicators such as the number of suppliers engaged, the percentage offering discounts, total savings achieved, and the implementation of the discount field in bid forms.	March 2026	On Track	- We have identified the top repetitive spend suppliers and initiated early payment discount discussions. To encourage future adoption, an early payment discount option has been added to new tender templates, allowing suppliers to propose early payment incentives during the bidding process. We will continue with additional outreach to identified suppliers to increase uptake.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	vii.	Identify college-wide cost reductions in housekeeping, while maintaining Association of Physical Plant Administrators (APPA) housekeeping standards at a level 3.	- Through changing standards, cleaning methods and ongoing process improvements, realize incremental reduction in housekeeping costs, resulting in $500K savings.	March 2026	On Track	- The agreed-upon level of service is being maintained, and the operating budget is monitored to stay within the allocated limits. On-track to achieve $500K in savings.	College-wide	Vice President, Strategic Infrastructure and Campus Safety
	viii.	Expand donor base by acquiring new supporters to ensure long-term financial sustainability.	- Identify and engage 10 new donors. - Track donor metrics quarterly to refine outreach tactics. - Identify five new alumni leaders.	March 2026	On Track	- 13 new prospects have been identified, two new prospects engaged. - Bi-weekly donor metrics in place for Advancement and Alumni Relations team meetings. - Three new alumni leaders identified.	College-wide and Community	Vice President, People, Equity and External Relations
	ix.	International Education (IE) will implement solutions to diversify and grow funding sources for international projects, partnerships and education abroad.	-Create an IE fund development toolkit to support increased proposal submission, response, and success rate for international education and capacity development project opportunities. -Create IE business processes to support integrated global growth opportunities (recruitment, projects and partnerships) that lead to greater efficiency of pursuits within IE.	March 2026	On Track	- Operational tracking form completed. Toolkit items in process (e.g. Project case studies, marketing presentation). Meetings with In-Country Representatives planned for September to discuss business processes for projects and partnerships. - New Erasmus funding for student and faculty exchanges with InHolland U of Applied Sciences (Netherlands)	College-wide and Community	Associate Vice President, Enrolment and International Education
2.2 We will embed multi-year, pan-institutional planning into our work to respond to evolving challenges and opportunities.	i.	Negotiate the successful completion of the new Strategic Mandate Agreement for 2025-2030 (SMA4).	- Fully execute SMA4.	September 2025	Complete	- A signed SMA4 has been received from the Ministry.	College-wide	Vice President, Academic and Students
	ii.	Enable long-term financial planning by implementing multi-year budget functionality within the FAST budget module.	- Configure and activate the multi-year planning feature within the FAST budget module. - Collaborate with budget stakeholders to define data structures, assumptions, and reporting requirements for five-year projections. - Migrate and validate current financial data to populate the five-year budget plan. - Train end users on inputting, reviewing, and analyzing multi-year budget data within the system.	March 2026	On Track	- This project is on track to be completed and implemented for next fiscal year planning.	College-wide	Vice President, Corporate Services and Chief Financial Officer

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	iii.	Ensure the completion of the updated Campus Master Plan (CMP).	- CMP is substantially completed, reflecting DC and Ontario Tech University's (Ontario Tech) strategic priorities and needs.	March 2026	On Track	- Work has been on-going since January with draft updates already shared with senior leadership. Engagement and consultation of the broader community is also set to take place later this fall.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	iv.	Develop and implement a campus-wide space management strategy based on the findings of the Educational Consulting Services study.	- Develop a new space request approval process and a rubric to evaluate the submissions. - Develop a strategy for reviewing the use of campus office space for those employees with hybrid work arrangements. - Communicate updates and changes to the college community.	October 2025	On Track	- A final report with recommendations has been received from Educational Consulting Services. A space committee, which includes senior management from across the college, will begin meeting in September to refine the criteria on how space decisions are made. An industry best-practice rubric will be used to guide decision making.	College-wide	Vice President, Strategic Infrastructure and Campus Safety
	v.	Develop and implement a multi-year capital budget.	- Develop a multi-year plan to inform the replacement of specific building infrastructure and elements, supporting all requests for new capital, utilizing prioritization data from condition assessments.	October 2025	Complete	- DC has developed and is now implementing a structured multi-year capital planning framework for facilities-driven projects, using multi-variable prioritization condition assessment data to rank renewal needs. This framework will underpin the 2026-2027 capital budget and will be expanded in future years to include the mechanical and electrical infrastructure renewal plan and updated Accessibility Plan.	College-wide	Vice President, Strategic Infrastructure and Campus Safety
	vi.	Develop a system to maintain external relationships to promote awareness and reputation of DC.	- Establish a system to track engagement with key stakeholders, including changes in membership. - Create a process to identify and leverage campus events and activities for GR purposes.	March 2026	On Track	- created a government relations database, used to track engagement with key stakeholders, including membership. - approaches to identify campus events and activities have been discussed.	College-wide and Community	Vice President, People, Equity and External Relations
	vii.	Develop a government relations digital strategy and supporting documentation to advocate for DC, our students and our sector.	- Create a digital strategy to amplify advocacy messaging. - Create a guidance document for employees on lobbying activity and reporting requirements.	March 2026	On Track	- Initial analysis is underway to determine a digital strategy and develop a guidance document.	College-wide and Community	Vice President, People, Equity and External Relations
	viii.	Develop a five-year recovery plan as required under the Ministry of Colleges, Universities, Research Excellence and Security College Financial Accountability Framework.	- Create a five-year financial recovery plan that includes budget and cash flow projections and obtain Board approval.	June 2025	Complete	- Presented to BOG and submitted to the Ministry in June. Updates against initial projections will be provided to the Board.	College-wide	Vice President, Corporate Services and Chief Financial Officer
2.3 We will continuously evaluate and refine processes to enhance the student experience and support our teams.	i.	Enhance operational efficiency through cross-training between the Human Resources (HR) and Payroll teams, supported by the development of comprehensive job aids.	- Implement the Cross-Training Completion Rate Metric, which records the percentage of HR and Payroll staff who complete the cross-training. -Implement an Employee Confidence and Satisfaction Metric through a survey that evaluates confidence in knowledge of processes shared between the department by administering pre- and post-training surveys or feedback forms.	December 2025	Partially Complete	- This is on target to be completed by January 2026. Delay is a result of increased workload demands as a result of the support staff work stoppage and announcement of the new Voluntary Retirement Incentive Program for faculty.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	ii.	Improve the efficiency, accuracy, and compliance of Accounts Payable by optimizing payment processing workflows and implementing mandatory staff training.	- Realize improved invoice processing time, on-time payment rates and a reduction in errors. - Evaluate training effectiveness through completion rates, post-training error trends, and employee feedback.	November 2025	Partially Complete	- Training has been completed by a few departments and the remaining departments will be completed by December 2025.	College-wide	Vice President, Corporate Services and Chief Financial Officer
	iii.	Develop and implement standardized policies for campus store purchasing and operational practices to optimize inventory planning, improve cost efficiency, promote local vendor selection and ensure consistent service delivery across both campus store locations.	- Create a purchasing and markup policy framework to improve efficiency and workload. - Create an operational training manual to support consistent practices across both campus stores. - Ensure all campus store staff are trained on new policies and procedures after manual completion.	January 2026	On Track	- Components of the operational training manual have been completed and an initial draft of the purchasing policy will be completed for review. Training is scheduled for December 2025.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	iv.	Work with departments to create automated workflow processes, maximizing MS365 applications, and improving the user experience for current students.	- Move all student-facing forms that support actively enrolled students to MyDC (from public-facing websites) for easy access and to enhance security. - Create forms and processes for actively enrolled students to remove the need for Adobe.	March 2026	On Track	- Initial discussion to review student-facing forms complete.	College-wide	Vice President, Corporate Services and Chief Financial Officer

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	v.	Improve customer experience at the Service Desk for anyone submitting support requests.	- Decrease Mean Time to Resolution (MTTR) for support requests. - Develop a monthly support ticket dashboard review to track performance.	February 2026	On Track	- Launched Customer Survey in summer 2025 as a channel for direct customer feedback. - MTTR is 157 hours (incident tickets, calendar 2024). - Regular support ticket reviews.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	vi.	Develop and implement a new project management methodology to ensure a consistent and efficient approach to the project management life cycle.	- Create and implement a new project management methodology which includes a five-step approach to taking a new project from concept to successful completion.	December 2025	On Track	- A framework has been developed and is close to being fully implemented across all facilities projects. Further alignment between operational and project teams will be the focus over the coming months.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	vii.	Review and update the college's current service desk model to provide better customer service as well as fast and efficient response times.	- Create and promote a new email account that will better prioritize urgent facilities-related calls. - Implement a follow-up process which will allow users to understand the timeline required to action specific requests.	September 2025	Complete	- Facilities-specific email established and integrated with contact centre system. - Standard messaging for request submission response developed and implemented in partnership with Facilities.	College-wide	Vice President, Strategic Infrastructure and Campus Safety
	viii.	Improve tracking of and reporting on professional development (PD) spending.	- Implement Banner solution.	March 2026	On Track	- Once the SSB9 project is finalized, this project will begin. This dependency is described in enabling action 2.4 vi.	College-wide	Vice President, People, Equity and External Relations
	ix.	Implement Employee Self-Service options in Banner HR.	- Department attendance and personal information updates available to users in self-service, and employee training on use complete.	December 2025	On Track	- HR has completed the procedure manuals for SSB9 employee self service, web-time entry and attendance entry. -The required custom payroll reports have been moved to baseline Cognos reports. September we are focused on starting the college wide communications for the October launch.	College-wide	Vice President, People, Equity and External Relations
	x.	Enhance case management processes for student complaints.	- Launch updated human rights complaint case management process. - Launch updated sexual violence complaint case management process.	March 2026	On Track	-Human Rights Case Management workflow and supporting documents handing over to Records Management for final step ahead of launch. - Sexual violence complaint Disclosure Case Management workflow and supporting documents in development	College-wide	Vice President, People, Equity and External Relations
	xi.	Review options for third-party service providers, to refine and enhance employee services.	- Review current Employee and Family Assistance Program provider, and recommend options. C59 -Review absence management supports and external service provider options. If favourable, roll out administration of new support program.	March 2026	On Track	- Homewood Health was selected as DC's EFAP provider effective January 1, 2026. Notice was provided to TELUS Health. - HR will coordinate with C+M the communication plan to announce this change in service provider, along with Risk Management and Procurement to review the service contract.	College-wide	Vice President, People, Equity and External Relations
	xii.	Leveraging funding acquired from ONCAT, enhance the transfer database to improve the credit transfer process and align with the long-term goal of shifting transfer evaluation to the pre-admission stage.	- Review, update, and add at least 200 new equivalencies to the student information system, reducing the expected wait time for credit transfer from the current four to six weeks to two to four weeks.	March 2026	On Track	- The completion date for the project has been extended to July 2026. Currently, DC has over 18,000 expired partner institution equivalencies listed in the student information system, with approximately 1,700 more approved equivalencies scheduled to expire within the next academic year. The project officer has been working to extend equivalencies through the Faculty offices and creating an audit process for the Transfer Services team to use going forward.	College-wide	Associate Vice President, Enrolment and International Education
	xiii.	Design and document a standardized process for academic staff to review course equivalencies and pre-requisites.	- Develop clear procedures, user guidelines, and standardized reports or dashboards. Pilot the process with at least two Faculties and incorporate feedback before full rollout.	March 2026	On Track	- Reports for the Faculties exist; we will identify and document appropriate procedures.	College-wide	Associate Vice President, Enrolment and International Education
	xiv.	Establish a consistent, student-centred inquiry process across the RO.	- Create and implement a standardized student inquiry process across all RO departments, supported by a procedure document and flowcharts to ensure 100% of front-line staff are trained and able to respond to student inquiries consistently.	March 2026	On Track	- We have initiated the implementation of case management. Our Q-Flow system will be updated to reflect more accurate options for student services within the RO. The next phase is to create the visual workflow and any applicable training.	Department/Faculty	Associate Vice President, Enrolment and International Education
2.4 We will invest in innovative tools, resources, and infrastructure to ensure the future optimization of our programs, services, and work.	i.	Modernize DC's curriculum management tool to streamline program records, optimize course and program change workflows and enhance quality assurance and continuity during the program lifecycle.	- Implement Coursedog Curriculum Management platform to support faculty review and revision of course outlines during Spring/Summer 2025. -Continue work with Coursedog to develop elements for stage two, including analytics, program of study mapping and program guide.	September 2025	Partially Complete	- Coursedog launched for course outline review and revisions in May 2025; Course outline catalogue launched August 2025.	College-wide	Vice President, Academic and Students

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	ii.	Improve month-end close efficiency by integrating Destiny One or D2L with the Banner system.	- Reduce the average number of days to complete the month-end close before and after integration. This action would be measured by tracking and comparing previous month-end timelines to the new timelines. - Increase the data transfer accuracy by reducing the percentage of data discrepancies between Destiny One/D2L and Banner. This would be tracked by auditing the data for errors before and after the integration.	January 2026	Delay	- This project is coordinated between Finance and Corporate Training Services (CTS). Awaiting final confirmation of which system will be used by CTS moving forward. Do not want to implement process for a system that is going to be sunset.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	iii.	Strengthen and streamline the student collections process by aligning communication and escalation timelines with key academic dates and improving outreach efficiency.	- Collaborate with Enrolment Services to align collection timelines with critical academic milestones. - Standardize the issuance schedule of collection letters across all three semesters. - Consolidate demand letters from three to two, incorporating a third-party voice drop program to enhance outreach. - Establish consistent timelines for referring overdue accounts to third-party collection agencies each semester.	September 2025	Complete	- Finance, in collaboration with Enrolment Services and Student Financial Aid, has implemented a revised procedure for student collections. The updated process introduces consistent timelines for sending three collection notices via email, ensuring students have adequate time to respond and make payment arrangements before accounts are referred to third-party collections. As part of this enhanced approach, Student Financial Aid now reviews student files to identify those who may be eligible for bursaries or awards that could resolve their outstanding balances. Additionally, Financial Aid assists in assessing whether students are suitable candidates for payment plans, offering a more supportive and flexible path to resolution.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	iv.	Implement an Accounts Payable (AP) and General Ledger (GL) integration between Bookware and Banner to improve financial reporting and timely reconciliations.	- Successful deployment of AP and GL integrations between Bookware and Banner. Completely eliminate the manual time required to enter daily transactional details and reduce time required to trouble shoot reporting discrepancies.	March 2026	On Track	- Initial meeting has taken place with Bookware. Further consultations to occur this fall.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	v.	Upgrade the existing Campus Store website to optimize Bookware's available functionalities and enhance the overall e-commerce experience. This will include improving site reporting, mobile device usability, inventory accuracy, and user navigation to better support students and staff and to align with improved service delivery.	- Successful upgrade of the Campus Store website to Bookware's ARROW program. - Track and create a baseline for e-commerce conversion rates, audience exposure, customer engagement and promotion tracking. - Decrease user support requests and inquiries by 25% after three months from deployment.	January 2026	On Track	- Multiple meetings have taken place with Bookware and the Campus Store for this project. The existing catalogue of items has been reviewed and updated. The next phase is the category creation from Bookware so the team can update the content.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer
	vi.	Complete implementation of baseline Banner Self-Service 9 (SSB 9) to replace unsupported Banner 8 functionality, improve accessibility, and enhance user experience across student, faculty, and employee services.	- All core baseline modules transitioned to SSB 9 and available in production	March 2026	On Track	- Working with HR, Student and Faculty to review / assess modules for deployment. - Planning active with C+M whether to include elements on the Experience mobile app for Student and Employee.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	vii.	Implement alternate offer functionality in Banner to allow students who do not meet the admission requirements for their selected program to be automatically assessed and extended offers for eligible alternate programs.	- Completion of the functional system configuration for Banner business rule configuration, testing with Ontario College Application Service, staff training, procedures documentation, training and training video, and a communication plan for applicants.	March 2026	On Track	- Initial analysis is complete. Further progress will be made post-labour disruption.	College-wide	Associate Vice President, Enrolment and International Education
	viii.	Implement the Coursedog Scheduling module to support term-based academic scheduling and room bookings.	- Configure the system to schedule each academic term, develop and validate scheduling workflows, and create and deliver training materials for end users.	March 2026	Delay	- Early implementation steps revealed product deficiencies which need to be resolved before continuing. Remedy has been sought with the vendor. At this time, potential outcomes include a significant project delay (one year or more) or discontinuation of the CourseDog Scheduling project. Contingencies are in place to ensure academic scheduling is not disrupted operationally.	College-wide	Associate Vice President, Enrolment and International Education
2.5 We will integrate environmentally sustainable practices across all campuses and locations.	i.	Achieve Bee Campus certification to promote sustainable and pollinator-friendly practices across all campus locations.	- Partner with Bee City Canada and complete the certification process.	October 2025	Partially Complete	- Application will be submitted by the end of September and will depend on their processing times.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer

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	ii.	Organize a Sustainability Week event that promotes environmental stewardship through community-led initiatives and engagement.	- Successfully plan and launch the Sustainability Week event. - Engage with participants across both campuses, including staff, students, community and partners and increase Green Impact team membership by 20%.	March 2026	On Track	- Initial discussion and brainstorming session for the event took place during the last Green Impact Team meeting. During our next meeting, we will define roles and responsibilities and draft an event plan roadmap.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer
	iii.	Develop and publish a sustainability guide that includes tips for living and working in a sustainable manner.	- Complete and publish the guide. - Distribute the guide to the campus community and engage with a minimum of three different internal departments for input and feedback.	March 2026	On Track	- Have reviewed examples of other institutional campus sustainability guides to finalize topics to be covered.	College-wide	Vice President, Corporate Services and Chief Financial Officer
Goal 3: PEOPLE-CENTRED - Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.								
3.1 We will nurture our organizational culture, where students, employees, alumni and partners feel welcomed, valued, respected, and part of our community.	i.	Establish a consistent and inclusive approach to recognizing significant dates and responding to major external events.	- Develop and secure approval for a Days of Awareness Policy. - Launch annual consultation with DC Leadership Team for calendar planning. - Publish communication guidelines to support institutional responses to external events.	November 2025	On Track	- Developed a draft policy, to be shared for review this fall.	College-wide and Community	President
	ii.	Strengthen internal communications by enhancing key channels and improving employee access to timely, relevant information.	- Conduct an internal survey in fall 2025 to assess DC Digest's effectiveness. - Implement a minimum of three targeted improvements based on feedback. - Develop and pilot a centralized internal events calendar. - Assess ICE homepage and subpages with stakeholder input and provide a phased implementation plan.	March 2026	On Track	- Development of an internal communications survey is in progress, to be shared with employees this fall. - Development underway to upgrade the public-facing calendar and streamline categories for improved functionality.	College-wide	President
	iii.	Co-lead establishment of an Equity, Diversity and Inclusion (EDI) Institutional Action Plan grounded in consultations with equity-deserving communities and informed by best practices in the sector.	- EDI Institutional Action Plan launched. - Complete first annual report required under Strengthening Accountability and Student Supports Act - Bill 166.	March 2026	On Track	-Development of EDI Action Plan underway -Data collection process for Strengthening Accountability and Student Supports Act developed and implemented	College-wide and Community	Vice President, People, Equity and External Relations
	iv.	Coordinate a Community of Practice with local organizations serving equity-deserving groups to 1) deliver services to employees and students; 2) provide recommendations on development/ enhancement of programs, policies and practices; and 3) facilitate community access to DC facilities and expertise.	- Community of Practice launched with a minimum of 10 agencies serving a variety of equity-deserving communities in the Durham Region.	March 2026	On Track	- Community of Practice launched with nine members.	College-wide and Community	Vice President, People, Equity and External Relations
	v.	Increase opportunities for students and employees to learn about the lived experiences of equity-deserving communities	- Lead and/or facilitate at least 15 days and/or months of awareness to recognize equity-deserving groups.	March 2026	On Track	- Planning of initiatives recognizing days of awareness underway.	College-wide and Community	Vice President, People, Equity and External Relations
	vi.	Conduct an employee engagement survey.	- Design and administer survey, provide survey results and support action planning.	March 2026	On Track	- ORSIE confirmed their ability to administer the engagement survey. - Survey themes and questions are being reviewed.	College-wide	Vice President, People, Equity and External Relations
	vii.	Enhance employee mental health awareness training.	- Implement Working Mind training for managers and begin roll out to other employee groups.	March 2026	On Track	- Mental Health First Aid (all employees) and The Working Minds (managers) mental health training supports are scheduled monthly for the 2025-26 academic year.	College-wide	Vice President, People, Equity and External Relations
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.	i.	Design a framework that interweaves Indigenous ways of knowing and being with the principles of the Science of Learning to facilitate the development of holistic, traditional and evidence-informed approaches to teaching and learning.	-Launch the Braiding Learning framework and initiate revised professional development structure for faculty.	March 2026	On Track	-"Braiding Learning: A Teaching Framework Reimagined" and "Braiding Knowledge: An Educator Growth Program" (professional development structure) is developed; Presented at ALT in June 2025 for feedback and approval. Micro-credential proposal going to PPRC in September 2025.	College-wide	Vice President, Academic and Students
	ii.	Partner with the Mississaugas of Scugog Island First Nation (MSIFN) to provide community employment services directly on the reserve in Port Perry. This collaboration will address specific local needs and barriers to employment through customized workshops, skills training, and individualized one-on-one support.	- Serve eight members from the MSIFN community.	March 2026	On Track	- Two workshops completed to date -16 community members served - Next step is registering workshop participants as clients with the CES.	College-wide and Community	Vice President, Academic and Students

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	iii.	Deliver a new Indigenous Awareness Training Series for DC employees focused on reconciliation, history, and working with Indigenous students.	- Develop and launch a minimum of one Indigenous Awareness Training Series Workshop by late fall 2025. - Facilitate a minimum of two training sessions by winter 2026 with group sizes that encourage interactive discussion. - Achieve a minimum 75% satisfaction rate based on anonymous post-session surveys. - Publish a minimum of two follow-up learning resources on ICE to support ongoing engagement.	March 2026	On Track	- Two Land Acknowledgement sessions have been successfully conducted in July and August in collaboration with CTL for the Durham College Indigenization Council - A third professional development session is planned for October 2025.	College-wide	Vice President, Academic and Students
	iv.	Develop an Indigenous Identity Authentication policy and procedure for onboarding new employees.	- Convene policy and procedure working group in collaboration with the Indigenization Council, policy and procedure drafted and approved by DCLT.	March 2026	On Track	- A working group was established and a workplan was developed.	College-wide	Vice President, People, Equity and External Relations
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.	i.	Enhance DC community members knowledge, skills, and resources to uphold human rights obligations and facilitate equity and inclusion.	- Create and deliver one sexual violence and one human rights-related learning opportunity for students. - Create and deliver one sexual violence and one human rights-related learning opportunity for employees. - Pilot workshop request process. - Sexual Violence section of the Office of Equity, Diversity and Inclusion website enhanced.	March 2026	On Track	-One sexual violence and one human rights-related learning opportunity for students developed. -One sexual violence and one human rights-related learning opportunity for employees developed - Workshop request process pilot launched - Enhancements to current content and layout of Sexual Violence section of OEDI website identified.	College-wide	Vice President, People, Equity and External Relations
	ii.	Identify and remove barriers to participation in athletics and recreation by expanding access, increasing targeted outreach and developing inclusive programming tailored to underserved student populations.	- Complete an audit of past group fitness programming and wellness activities and create a new plan that better aligns with student interests, participation trends, and available resources. -Open a women's identifying only workout space at the Campus Recreation and Wellness Centre. - Partner with Parasport Ontario on expanding our accessible sport options and run a "try it week" at our athletic facilities.	March 2026	On Track	- FEMFLEX (women's only workout space) opened in the summer as a pilot project and now running regularly in fall - Working with the Sport Management Program on running monthly "Try It" events - Introduced fall fitness class schedule with new programming for group fitness	College-wide	Vice President, Academic and Students
	iii.	Develop a Workplace Accommodations policy and procedure.	- Convene policy and procedure working group, policy and procedure drafted and approved by DCLT.	March 2026	On Track	- Thorough review of existing Medical Leave, Return to Work and Accommodations policy identified the need for separate policies for Medical Leaves and Workplace Accommodations. - First draft has been developed for both policies. Consultations with employees will being this Fall to seek input on the drafts.	College-wide	Vice President, People, Equity and External Relations
	iv.	Develop and deliver employee recruitment and selection best practices training, including the topic of unconscious bias.	- Training module built and implemented, available to employees in an asynchronous format.	March 2026	On Track	- Environmental scan of similar trainings being done this month. - Some consultation and capacity building for HR team happening in October to assist with the EDI related content. - First brainstorm discussion to take place end of September.	College-wide	Vice President, People, Equity and External Relations
3.4 We will empower students and employees to reach their full potential by being leaders in skill development, career advancement, and lifelong learning.	i.	Introduce a centralized student peer training and development framework to create a more coordinated, efficient, and impactful peer programming system.	- Develop and implement a unified, evidence-based peer training and supervision framework across all Student Affairs departments - Finalize a peer training manual in collaboration with all Student Affairs departments by December 2025 - Pilot the new training framework with two departments prior to full implementation (Student Development and Campus Health and Wellness Centre).	March 2026	On Track	-Peer-to-peer training booklet/manual has been created. -Next steps are being determined.	College-wide	Vice President, Academic and Students
	ii.	Develop and deliver training program for new and aspiring managers.	- Launch of program for new managers, plan and develop professional development program for aspiring managers. - Evaluate success of program through follow-up with attendees.	March 2026	On Track	- ELT, DCLT and immediate supervisors of managers identified to participate in the program have been informed and provided approvals. - Fall 2025 cohort will begin in October. A second cohort has been identified for Winter 2026.	College-wide	Vice President, People, Equity and External Relations

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
	iii.	Develop faculty-facing resources to support the development of digital literacy and confidence in integrating GenAI skills in teaching and learning activities to mirror and meet the needs of the changing world of work.	- A minimum of three resources will be developed and launched. - A minimum of two new workshops will be developed and facilitated.	March 2026	On Track	- A new workshop, developed by GenAI consultant from Faculty of Media, Art and Design, will focus on using AI for image creation and PowerPoint generation with attention to inclusivity. It will be offered on Academic Fall Professional Development Day. - GenAI consultants are also developing a three-part, self-guided DC Connect resource to help faculty integrate GenAI into their teaching practice.	College-wide	Vice President, Academic and Students
	iv.	Improve practices to deepen knowledge by developing and implementing safe work programs and a training matrix for our employees to ensure they are provided the appropriate training for their specific work.	- Complete a minimum of five Safe Work Programs, including guidelines (i.e. Asbestos Management, Hazardous Waste Management, Respirator Program and Contractor Safety Program). - Broad communication will be provided to the whole campus community on ICE with further targeted communication to specific stakeholders (i.e. students, faculty and administrative departments) regarding implementation. - In addition, complete a job-specific training matrix for facilities that will be communicated through ICE or a shared folder to ensure current and new employees are aware of the training required for their specific duties (e.g. working from heights, transportation of dangerous goods, etc.).	March 2026	On Track	- Work related to the Asbestos Management Program and Respirator Program are substantively complete and are in monitoring phase. - Work remains ongoing with respect to our Hazardous Waste Manual (currently in draft form), Contract Safety Program (initial checklist completed), and PPE and Attire Requirements. We do not anticipate any barriers to complete the remaining modules by end of fiscal at this time.	College-wide	Vice President, Corporate Services and Chief Financial Officer
3.5 We will retain and attract top talent and be an employer of choice.	i.	Enhance communication with prospective job candidates about working at DC.	- Create content, design and disseminate branded resource with employment-related highlights.	December 2025	On Track	- Content prepped for C&M to brand and review.	College-wide and Community	Vice President, People, Equity and External Relations
	ii.	Streamline initial employee onboarding through expanded use of the Cornerstone system.	- Implement the onboarding module, including a branded welcome page and digitized offer letters.	December 2025	On Track	- Modules in Cornerstone are prepared and ready to launch. Implementation to take place after strike has ended	College-wide	Vice President, People, Equity and External Relations
GOAL 4: COMMUNITY CONNECTED - Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.								
4.1 We will enable economic and social development by establishing and nurturing relationships with industry, community organizations, donors, and government.	i.	Build internal GR capacity and coordination	- Create a clearance protocol to triage requests to and from government.	March 2026	On Track	- Initial scoping has been undertaken.	College-wide and Community	Vice President, People, Equity and External Relations
	ii.	Utilize IE in-country presence / global access to identify prospective partners and opportunities that can support local and regional economic development by working across DC.	- Marketing tools co-developed between IE and Corporate Training Services (CTS) that ensure consistent and accurate presentation of DC-wide capabilities. - Shared business processes between IE and CTS created to support lead generation, assessment and actioning.	March 2026	On Track	- Initial high-level presentation delivered to the International Recruitment and International Projects and Partnerships Team by CTS. Process information and corporate program overviews to be shared with IE for further study and discussion between the two areas on ways and means of promotion to prospective clients.	College-wide	Associate Vice President, Enrolment and International Education
	iii.	Cultivate innovative partnerships that extend beyond traditional funding relationships, fostering meaningful, long-term collaborations within our community.	- Grow three strategic partnerships with Chambers/BOTs, OPG and Lakeridge Health to foster shared impact and long-term engagement - Identify one new strategic partnership	March 2026	On Track	- A series of events and workshops for students has been scheduled throughout the upcoming year with chambers partners, - OPG and DC staff continue to develop new ways to support students in financial aid, and through classroom connections. OPG partnership renewal discussions are to begin shortly. - Collaborating with Lakeridge Health on two major events this year (NightShift and Gala). - A productive discussion is underway with a new community organization to explore potential alignment for a new strategic partnership.	College-wide and Community	Vice President, People, Equity and External Relations
	iv.	Build and strengthen long-term, mutually beneficial relationships with clients, industry partners, and community organizations through focused business development and collaboration.	- A minimum of 10 proposals, requests for proposals, or quotes submitted for new business.	March 2026	On Track	- Proposals for new projects with both new and existing clients have been sent, spanning six different sectors.	College-wide and Community	Vice President, Academic and Students
	v.	Develop a community relations framework to help support successful partnerships.	- Create and implement a revised community relations framework outlining at least three KPIs for partnership success.	March 2026	On Track	- Framework has been developed, rollout will occur before Jan 2026. - KPIs have been identified.	College-wide and Community	Vice President, People, Equity and External Relations

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
4.2 We will enrich our communities by creating meaningful connections with our student and employee expertise and providing access to our facilities.	i.	Through Community Employment Services, deliver targeted workshops and individualized support to newcomers and racialized community members, leveraging staff expertise to help participants overcome employment barriers, build resilience, and enhance their ability to obtain and retain meaningful employment.	- Deliver 10 workshops to support community members.	March 2026	**On Track**	- Planning to deliver one workshop in October and one in November.	College-wide and Community	Vice President, Academic and Students
	ii.	Collaborate with community stakeholders to host impactful on-campus events.	- Host a minimum of two events with Lakeridge Health partners, utilizing campus facilities and spaces.	March 2026	**On Track**	- One event complete (Nightshift) with Lakeridge Health. Neuro-Development Treatment Training planned for September with Royal Victoria Regional Health Centre.	College-wide and Community	Vice President, Academic and Students
4.3 We will champion social responsibility by fostering a culture of community engagement and volunteerism.	i.	Promote community volunteer opportunities to employees and students.	- Establish a process to intake volunteer opportunities from community organizations. - Create a communications protocol to share volunteer opportunities with employees and students.	March 2026	**On Track**	- DC is currently reviewing its internal process for vetting volunteer opportunities with external partners. The Office of Advancement and Alumni Relations will update their communications and process with community partners to intake opportunities and is currently consulting internal departments on the best method for sharing these opportunities with staff and students. A proposal will be ready for leadership to review by January 2026.	College-wide and Community	Vice President, People, Equity and External Relations
4.4 We will pursue applied research opportunities that respond to the needs and issues that matter to industries and communities	i.	Identify and explore strategic opportunities to deliver cybersecurity services to the defence sector.	-A minimum of two memoranda of understanding with strategic partners signed. -A minimum of one project in defence sector initiated. -A minimum of two trade shows or information sessions attended that align cybersecurity services with priorities of defence sector.	March 2026	**On Track**	- Signed a contract with Arctech (defence sector) - Initiated a project with CanTec (a supplier to defence vendors) - Attended defence-related tradeshows, including CANSEC and Cyber Digital Outlooks.	College-wide and Community	Vice President, Academic and Students
	ii.	Initiate commissioning of new Mixed Reality Capture (MRC) Studio virtual production lab funded through Canada Foundation for Innovation.	-Develop architectural designs.	March 2026	**On Track**	- Secured Ontario Research Fund (ORF) support for the new MRC studio virtual production research stage and initiated internal stakeholder discussions to begin commissioning and project planning. Developed initial concept designs.	College-wide	Vice President, Academic and Students
	iii.	Focus AI Hub Technology Access Centre operations on generating net profit through new revenue generation streams.	- A minimum of three revenue generating proposals submitted.	March 2026	**Complete**	-Six proposals submitted to date	Department/Faculty	Vice President, Academic and Students
	iv.	Execute and support three projects funded by the College and Community Social Innovation Fund (CCSIF): 1. "Bridging the gap" 2. "Community-based exercise intervention" 3. "Raising resilient families"	- Undertake data collection with community members and mental healthcare providers and complete secondary data analysis of Ontario Shores patients' sociodemographic data. - Coordinate a 12-week community-based exercise intervention with Ontario Shores patients at the Abilities Centre. Collect and analyze data. - Implement the model of care through a train-the-trainer model, ensure infant simulators are embedded in the community for parent training, and disseminate outcomes to relevant stakeholders. Complete the final report required by the Tri-Agency.	March 2026	**On Track**	-Project activities are underway and on track. Raising Resilient Families project will end as of December 2025. The remaining two projects will be completing year two at the end of March 2026.	College-wide and Community	Vice President, Academic and Students
4.5 We will deepen our partnership with Ontario Tech University to elevate our competitive advantage as an educational hub of excellence.	i.	Support Ontario Tech's Enterprise Resource Planning software transformation by enabling separation of institutional data, assist in contract planning, and developing foundational integrations to prepare for their transition to Software as a Service (SaaS).	- Key data separation and integration milestones achieved; support activities documented.	March 2026	**On Track**	- Data separation testing for the university in progress with DC, Ontario Tech and the consultant. - Ontario Tech SaaS project kickoff with Ellucian September 3.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	ii.	Resolve long-standing User Account provisioning challenges.	- Present a documented plan to secure the agreement of DC and Ontario Tech University to resolve longstanding account provisioning challenges, and strategic alignment.	January 2026	**On Track**	- Phase 1 interim solution: consultant has replaced the established provisioning system in development environment. Testing active with DC and Ontario Tech resources. - Engaging with vendors on a longer-term plan for a viable solution, in partnership with Ontario Tech.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)
	iii.	Improve Cybersecurity of the DC and Ontario Tech University technology environment.	- Execute an improved vulnerability management program. - Address any findings arising from cyber audits and penetration tests.	March 2026	On Track	- Dashboard is operational for technical teams. - Six of 10 findings from 2024-2025 audit have been addressed. - Cybersecurity training program rolled out for DC employees.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety
	iv.	Formalize GR coordination with Ontario Tech.	-Create and establish coordination and information sharing protocols with Ontario Tech University	March 2026	On Track	- Informal information sharing continues. The formal process will be established, and include monthly meetings with Ontario Tech and Trent University - Durham.	College-wide and Community	Vice President, People, Equity and External Relations

Status definitions

On Track – enabling action will complete successfully in the timeline noted in the Business Plan.

Delay – enabling action is not expected to be completed by the timeline noted in the Business Plan. Mitigation strategies have not yet resolved this delay.

Complete – all elements of committed enabling action have been achieved.

Partially complete – one or more element(s) of committed enabling action will not be completed in the timeframe covered by the Business Plan. Rationale provided.

Incomplete – enabling action will not be completed in the timeframe covered by the Business Plan. Rationale provided.

Cancelled – activities have ceased, and the enabling action has been cancelled.

![Durham College - Success Matters logo]

Public Report

Report Number: BOG-2025-83

To: Board of Governors

From: Thom MacDonald, AVP, Enrolment and International Education

Date of Report: September 29, 2025

Date of Meeting: October 8, 2025

Subject: Domestic and International Day 10 Enrolment Update: Fall 2025

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1.   Purpose

The purpose of this report is to provide the Board of Governors with an enrolment update for Fall 2025 as of day 10 of classes.

2.   Recommendation

This report is being presented for information only.

3.   Background

Enrolment targets form the cornerstone of the college's budgets and strategic planning efforts. The 2025-2026 enrolment targets were finalized in February 2025 and are continuously monitored and analyzed in relation to enrolment trends, institutional capacity, and the impact of external factors, including economic fluctuations, changing employer needs, and shifts in government priorities.

4.   Discussion/Options

It is important to note that the enrolment figures presented in this report represent preliminary Day 10 results. These numbers will continue to fluctuate in the weeks ahead as late registrations, program changes, withdrawals, and other adjustments are processed. Accordingly, this data should be considered preliminary and does not represent the final numbers that will be reported to the Ministry.

Durham College's (DC's) total Fall 2025 enrolment at day 10 is 11,454, which is comprised of 6,000 new and 5,454 returning students. As shown in Table 1, total student enrolment was at 100.1 per cent of budget for day 10 of the semester.

Table 1

Total Enrolment*	Budget 2025	Day 10 2025	Per cent of Budget
New Students	6,066	6,000	98.9%
Returning Students	5,373	5,454	101.5%
Total	**11,439**	**11,454**	**100.1%**

* Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the figures shown above, as of day 1 of Fall 2025, the Collaborative Bachelor of Science in Nursing (BScN) program had 1,114 students in total, which is officially reported by Ontario Tech University.

New student enrolment for Fall 2025 was steady, reaching 98.9 per cent of budget. Returning student enrolment was solid, standing at 101.5 per cent of budget.

Table 2 offers an overview of the total enrolment figures (including both new and returning students) at day 10 in the Fall term for the past five years. A year-over-year comparison indicates that total enrolment for Fall 2025 was 84.7 per cent of the Fall 2024 figure.

Table 2

Total Enrolment[1]	Day 10 2021[2]	Day 10 2022[3]	Day 10 2023	Day 10 2024	Day 10 2025	Fall 2025 vs Fall 2024
Total	10,626	10,760	12,628	13,531	11,454	84.7%

[1] Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the enrolment figures provided, total Fall enrolments for the Collaborative Bachelor of Science in Nursing (BScN) program were 813 in 2021, 805 in 2022, 879 in 2023, 988 in 2024, and 1,114 as of day 1.

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

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

4.1   Fall Domestic Enrolment

As shown in Table 3 below, DC's total domestic student enrolment for Fall 2025 reached 102.8 per cent of the budget by day 10 of the semester. The table also provides a breakdown of new and returning domestic students.

Table 3

Domestic Enrolment*	Budget Fall 2025	Day 10 Fall 2025	Per cent of Budget
New Students	5,293	5,580	105.4%
Returning Students	4,245	4,225	99.5%
Total	**9,538**	**9,805**	**102.8%**

* Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the figures shown above, as of day 1 of Fall 2025, the Collaborative Bachelor of Science in Nursing (BScN) program had 1,114 students in total, which is officially reported by Ontario Tech University.

In Fall 2025, new domestic student enrolment exceeded budget expectations, reaching 105.4 per cent of budget. This growth is especially notable considering the unprecedented suspension of 27 program intakes this semester. The increase was driven by strengthened recruitment strategies that boosted both first-choice and overall applications, as well as more effective admissions and enrolment communications, resulting in strong conversion rates from application to registration.

Returning domestic student enrolment reached 99.5 per cent of budget. Several factors encouraged students to continue their studies, including positive student experiences, high program satisfaction, robust support services, increased efforts to engage students, and a strong emphasis on student success.

Table 4 outlines total domestic student enrolment over the past five Fall semesters. A year-over-year comparison indicates that total domestic enrolment at day 10 of Fall 2025 was 104.9 per cent of the Fall 2024 figure.

Table 4

Domestic Enrolment[1]	Day 10 2021[2]	Day 10 2022[3]	Day 10 2023	Day 10 2024	Day 10 2025	Fall 2025 vs Fall 2024
Total	8,625	8,152	8,738	9,347	9,805	104.9%

[1] Enrolment reflects full-time post-secondary registrations at day 10 and does not include part-time, apprenticeship or other registrations that fall outside the corridor funding model. In addition to the enrolment figures provided, total Fall enrolments for the Collaborative Bachelor of Science in Nursing (BScN) program were 813 in 2021, 805 in 2022, 879 in 2023, 988 in 2024, and 1,114 as of day 1.

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

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

4.2 Fall International Enrolment

DC's total international student enrolment for Fall 2025 reached 86.7 per cent of budget at day 10 of the semester, as shown in Table 5 below. The table also provides a breakdown of new and returning international students. The total international enrolment comprised students from 68 different countries.

Table 5

Budget: International	Budget Fall 2025	Day 10 Fall 2025	Per cent of Budget
New Students	733	420	54.3%
Returning Students	1,128	1,229	109.0%
Total	**1,901**	**1,649**	**86.7%**

Table 6 presents a comparison of total international student enrolment trends over the past five Fall semesters. For Fall 2025, total international student enrolment declined sharply, achieving only 39.4 per cent of Fall 2024's intake.

Table 6

International Enrolment	Day 10 2021	Day 10 2022	Day 10 2023	Day 10 2024	Day 10 2025	Fall 2025 vs Fall 2024
Total	2,001	2,608	3,890	4,184	1,649	39.4%

This drop reflects the destabilizing impact of federal reforms to the International Student Program, including the national cap on study permits, dramatically reduced study permit approval rates, and ongoing uncertainty around Post-Graduating Work Permit (PGWP) eligibility. These factors significantly disrupted recruitment pipelines and undermined Canada's competitiveness in the global education market, resulting in a steep, sector-wide decline in international enrolment that is acutely reflected in our own numbers.

4.3 Summary

DC's total Fall 2025 enrolment reached 11,439 students by day 10, representing 100.1% of the budget target.

Domestic enrolment exceeded expectations, reaching 102.8 per cent of the budget. At 9,805 registered students, this was the largest intake of domestic students in DC's history, breaking the previous record of 9,774 students in Winter 2020. These outcomes were the result of highly collaborative efforts across multiple departments.

International student enrolment fell short of the budget projections established in February, reaching 86.7 per cent of the target. This shortfall is largely attributed to the significant weakening of the Canadian brand in global markets.

Year-over-year, Fall 2025 total enrolment decreased to 84.7 per cent compared to Fall 2024, with domestic enrolment rising to 104.9 per cent and international enrolment dropping to 39.4 per cent.

5. Financial/Human Resource Implications

As of Day 10, Fall 2025 international enrolment reached only 84.7 per cent of the budgeted target, falling short of expectations. This shortfall is partially offset by strong domestic enrolment, which achieved 104.9 per cent of its target. Nevertheless, the overall results are expected to reduce post-secondary tuition revenue for the Fall 2025 semester.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

Strategic Plan Goal 1 – Future-Focused. Our ability to attract and retain a diverse range of students contributes to our capacity as the first and best choice in delivering innovative lifelong learning that students, communities, and industries need most.

Strategic Plan Goal 2 – Sustainable. Our ability to achieve our enrolment ambitions directly contributes to ensuring our long-term financial sustainability.

Business Plan Objective 1.1: Our ability to attract a diverse range of students reflects our comprehensive program mix that anticipates and fulfills workforce needs.

Business Plan Objective 1.2 and 1.4: Our ability to support student persistence demonstrates our excellence in teaching and learning, as well as our commitment to outstanding service.

Information Items

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

Report Number: BOG-2025-77

To: Board of Governors

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

Date of Report: September 23, 2025

Date of Meeting: October 8, 2025

Subject: Program Advisory Committees – Semi-Annual Report

1.　Purpose

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

2.　Recommendation

This report is being presented for information only.

3.　Background

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

4.　Discussion/Options

The semi-annual report provides a concise overview of the Program Advisory Committees' major recommendations, action status and highlights comparative engagement levels from the previous report. As of this cycle, 80% of PACs are classified as Green, indicating strong activity and diverse membership, which is an 8% increase from the last cycle. 13% of PACs are classified as Blue, demonstrating active engagement, though their membership requires review; 6% are Yellow showing moderate engagement with reasonably diverse representation but did not meet quorum; and only 1% are classified as Red,

signaling a need for attention and membership review. Overall, the data highlights strong engagement across the majority of PACs, with a small percentage requiring attention and further review.

5.   Financial/Human Resource Implications

There are no financial or human resources implications.

6.   Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7.   Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8.   Relationship to the Strategic Plan/Business Plan

This report aligns to the Future-Focused and Community-Connected goals of the Strategic Vision. Program Advisory Committees contribute to our academic programs anticipating and fulfilling workforce needs, and contributing to the economic and social development.

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

Faculty of Business

PAC	PAC Status		Recommended Actions	Action Status
	Previous	Current		
Accounting	Green	Green	• Review the current three-year Program of Study to identify suitable opportunities for integrating a data analytics course.	• Completed
Cosmetics and Esthetician	Green	Green	• Develop and launch targeted micro-credentials in esthetics and/or cosmetics to attract new students, help retain alumni, address industry-specific skills gaps, and ensure the programs remain innovative and competitive. Propose various delivery pathways/times for both programs to attract new students, help retain current students, provide flexibility, as well as remain competitive. • Incorporate more sustainability-focused and ingredient transparency modules into courses across both programs to align with industry trends and consumer demands, ensuring students gain relevant, practical knowledge to address these key topics.	• Ongoing • In progress
Entrepreneurship and Small Business	Green	Green	• Ensure the taxation and supply chain courses are covering relevant information for future students. • The online weekend delivery program requires more clarification in the description (e.g., features, benefits, eligibility, format).	• In progress • Completed
Finance	Green	Green	• Ensure students are being informed of realistic expectations of the job market. • Consider providing internship opportunities to students to allow them more time within the field. • Consider implementing foundational courses on compliance and anti-money laundering for students to ensure they understand regulatory practices, data analytics, privacy laws, and best practices, equipping them to support clients effectively.	• Ongoing • In progress • Ongoing
Human Resources	Green	Green	• Shift the course assessment approach to incorporate a balance of practical evaluations and experiential learning while minimizing memory-based testing, ensuring alignment with certification standards and workplace relevance. It was	• In progress

	Green	Green	agreed that a final cumulative exam, aligned to Human Resources Professionals Association (HRPA) certification practices, would be sufficient for memory testing. The remainder of assignments should be practical evaluations focused on real-life demands.	
International Business Management	Green	Green	• Rebrand or rename the International Business Management program to better reflect its focus on domestic student needs and current trade challenges.	• Ongoing
Marketing	Green	Green	• Replace the general communications course with a custom, high-level, marketing-focused communications course. • Introduce a new marketing metrics and key performance indicators (KPIs) course, supported by combining microeconomics and macroeconomics into a single course while retaining business math in the curriculum.	• In progress • In progress
Office Administration	Green	Green	• Incorporate more accessibility training in the program to ensure compliance with 2025 Accessibility for Ontarians with Disabilities Act (AODA) requirements.	• In progress
Professional Selling and Business Development	Green	Green	• Consider a more flexible delivery such as hybrid options for classes to encourage better attendance. • Explore other institutions that offer certifications similar to the Canadian Professional Sales Association (CPSA).	• Ongoing • Ongoing
Project Management	Green	Green	• Consider the program impact of the eighth version of the PMBOK® Guide from PMI®, being released in the fall.	• Ongoing
Recreation and Leisure Services	Green	Green	• Consider working with similar programs that could be merged. • Consider additional course content focused on interview skills.	• In progress • Completed
Sports	Green	Green	• Investigate and revise Sporting Goods Management course content to include broader industry focus beyond retail, incorporating e-commerce, B2B, and omni-channel perspectives. • Consider reviewing the course content in areas such as digital marketing and strategic planning to ensure more focus on practical skills is incorporated within the curriculum.	• In progress • In progress
Supply Chain	Green	Green	• Consider incorporating a stronger focus on policies and procedures, leadership development and soft skills in response to the challenging economic situation.	• Completed
Emerging Technologies	Green	Yellow	• Investigate the possibility of expanding the hackathon to include other colleges and Ontario Tech.	• Ongoing

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Computer Systems	Blue	Yellow	• Assess feasibility of incorporating a wireless course into the Program of Study. • Strengthen collaboration between Durham College & Ontario Tech students. • Refresh PAC members.	• Ongoing • Ongoing • Ongoing
Computer Programming	Green	Green	• Consider adding more content around Accessibility for Ontarians with Disabilities Act (AODA) and Web Content Accessibility Guidelines (WCAG) compliance.	• Ongoing
Cloud Computing	Yellow	Green	• Consider exploring options for a two-year diploma program. • Consider incorporating alternative certifications into the curriculum.	• Ongoing • Ongoing

Faculty of Liberal Studies

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
General Arts & Science Previously General Arts & Science – Liberal Arts	Green	Green	• Share statistics on which programs at Trent University General Arts & Science (GAS) students tend to be more successful in. • Remind GAS students of the transfer credit process at Ontario Tech University. • Review pathway agreements with Trent University and Ontario Tech University. • Add a finance component in the new PREP 1100 course. • Reiterate minimum grade requirements and scholarship incentives for pathway opportunities. • Integrate APA instruction more broadly across GAS courses.	• Complete • Complete • Complete • Complete • Complete • Complete

Faculty of Media, Art & Design

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Advertising and Marketing Communications/ Advertising – Digital Media Management Grad. Cert.	Green	Green	• Invite external PAC members as guest speakers to share programmatic techniques.	• In progress
Animation – Digital Production, Game	Green	Green	• Review the number of projects in the final semester of Game Art. • Introduce production workflow/pipeline into the curriculum or explored as post-graduate certificate.	• Complete • In progress

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Art and Media Fundamentals	Green	Green		
Broadcasting for Radio & Contemporary Media	Blue	Blue	• Review field placement set-up and explore changing the number of days and hours. • Review membership for the next meeting.	• In progress • In progress
Fine Arts – Advanced and Foundations in Art & Design	Blue	Blue	• Assess enrolment and financial feasibility for a winter intake. Evaluate program sustainability.	• In progress
Graphic Design	Blue	Blue	• Review and revise curriculum to include printing guidelines. • Teach the Workflow course earlier in the program curriculum.	• In progress • Complete
Interactive Media Design/Interactive Media Design – Web Development	Blue	Blue	• Develop a Speaker Series that includes PAC members and industry professionals to speak to students about portfolios and interviews. • Teach accessibility earlier in the curriculum.	• Ongoing • Complete
Journalism – Mass Media & Journalism Creative Writing	Green	Yellow	• No recommendations to provide as quorum was not met.	
Music Business Management/ Music Business Administration	Green	Green	• Explore moving the Event Planning course from year one to year two. • The program only has their classes scheduled between 10:00 a.m. – 6:00 p.m.	• In progress • Complete
Photography and Video Production	Green	Green	• Revamp the Pre-Production course to be a Content Creation course within the curriculum. • Introduce Artificial Intelligence (AI) as a tool to help augment student work in the curriculum.	• In progress • In progress
Public Relations	Green	Green	• No recommendations as this will be the last meeting for the program.	

Faculty of Social & Community Services

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Community (ADMH/SSW)	Blue	Green	• Align journaling expectations with the field placement manual. • Consider incorporating grant-writing skills into the Social Service Worker curriculum.	• In progress • In progress

	Blue	Green	• Determine how changes to the College of Social Service Workers and Social Workers applications will affect graduates.	• In progress
Firefighter – Pre-service, Education and Training	Green	Green	• Ensure students are aware of volunteer opportunities with Camp Molly. • Continue implementing Comprehensive Program Review (CPR) recommendations and action items. • Investigate strategies to incorporate further training.	• In progress • In progress • In progress
Child and Youth Care	Blue	Blue	• Consider student religious requirements in relation to field placement. • Streamline documentation requirements for field placements.	• In progress • In progress
Developmental Service Worker	Blue	Green	• Ensure students are aware of choking prevention strategies. • Increase available field placement hosts.	• In progress • In progress
911 Emergency & Call Centre Communications	Green	Green	• Consider strategies to incorporate Artificial Intelligence (AI) support in simulating emergency calls for training. • If approved, report on the AI tool used by the Ministry of Health for the simulation of emergency calls. • Consider strategies to enhance student typing skills to meet workplace requirements.	• In progress • In progress • In progress
Law Clerk Advanced	Green	Green	• Provide an update on connecting students with industry recruiters. • Provide an update on the Ontario Business Registry Partner Portal presentation to students. • Ensure students are aware of new trends in roles supporting technology.	• In progress • In progress • In progress
Community Integration Through Co-operative Education	Blue	Green	• Ensure the program team is aware of industry initiatives and programs. • Ensure increased student representation at the PAC meetings.	• In progress • In progress
Behavioural (ATBS/BHTN/ HBBS)	Green	Green	• Introduce students to various types of service models used in the industry. • Explore strategies to increase the time between assignment due dates. • Identify a new PAC chair.	• In progress • In progress • Complete
Early Childhood Education	Green	Green	• Ensure students are informed about industry learning and networking opportunities throughout Durham Region. • Ensure students are aware of Durham Region's Resource Learning Library.	• In progress • In progress • In progress

			Provide students with greater familiarity with sleep charts and information-sharing applications to align with workplace responsibilities.	
Paralegal	Green	Green	• Provide an update on the implementation of student mental health. • Provide an update on the eligibility of degree students to write the Law School Admissions Test (LSAT). • Provide a workshop on using Artificial Intelligence (AI) in the legal profession for students.	• In progress • In progress • In progress
Police Foundations Protection, Security & Investigation Advanced Law Enforcement & Investigations	Green	Green	• Inform students of summer job opportunities with the OPP. • Explore strategies to enhance written and verbal communication skills within program curricula.	• In progress • In progress
Honours Bachelor Community Mental Health	Green	Green	• Determine how Broad Sector Checks will affect student field placement and processes. • Engage students on the concepts of grief and trauma. • Ensure students understand APA citation. • Consider offering alternative ASSIST learning opportunities.	• In progress • In progress • In progress • In progress
Fire Prevention and Technology	Green	Green	• Ensure curriculum alignment with National Fire Protection Association (NFPA) 1030, Standard for Professional Qualifications for Fire Prevention Program Positions. • Enhance student communication and reporting skills. • Promote and increase awareness of Durham College's Fire Prevention and Technology program within the industry.	• In progress • In progress • In progress

Faculty of Skilled Trades and Apprenticeship

PAC	PAC Status		Recommended Actions	Action Status
	Previous	Current		
Automotive Technician – Service and Management (MPTN)	Blue	Red	• With the recent launch of the new Electric Drive Vehicle Technician program, a joint PAC will be established. • Lexus recently donated a vehicle to the program and has expressed interest in participating on the PAC.	

Program			Recommendations	Status
Building Construction Technician (BDCT)/Carpentry and Renovation Technician (RENO)	Yellow	Green	• Educate students on the regulatory and economic impacts of tariffs. • Explore partnerships with organizations like Canadian Home Builders' Association (CHBA) for carbon footprint education. • Introduce business math and renovation management courses.	• Ongoing • Ongoing • Ongoing
Crane Operation, Rigging & Construction Techniques (CORC)	Red	Green	• Educate students on international supply chain dynamics and tariff implications. • Highlight green fleet initiatives and carbon reduction strategies in student learning. • Ensure students have mechanical inclination and hands-on rigging experience. • Emission monitoring and eco-awareness are recommended. • Certification in rigging and safety protocols is encouraged. • Prepare students for field work and equipment maintenance.	• Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
Electrical Engineering Technician (EETN)/Electrical Techniques (ELEC)	Green	Green	• Educate students on global trade impacts and supply chain economics. • Highlight industry climate goals and electric vehicle adoption. • Students should learn about tech cables and renewable energy systems.	• Ongoing • Ongoing • Ongoing
Heating, Ventilation, Air Conditioning Techniques (HVAC)/Gas Technician 2 (GFIT)	Green	Green	• Educate students on supply chain planning and tariff impacts. • Highlight industry efforts in renewable energy and fuel alternatives. • Highlight the importance of reading manufacturer guidelines; proper refrigerant handling. • New hires prefer disposal; important to promote reuse and problem-solving.	• Ongoing • Ongoing • Ongoing • Ongoing
Mechanical Technician – Elevating Devices (MTED)	Blue	Yellow	• Educate students on global trade impacts and supply chain dynamics. • Highlight industry sustainability efforts and climate mitigation strategies. • Students need more scenario-based projects, lab time, and mechanical aptitude development. • Suggestions for ethics training, program-specific communication courses, and better co-op. • Industry supports guest lectures, networking opportunities, and career day initiatives.	• Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
Mechanical Technician – Millwright (MTMW)	Green	Green	• Educate students on global trade impacts and supply chain resilience. • Highlight industry sustainability goals and energy innovations in student learning. • Enhancing welding and electrical lab consistency and incorporating Canadian Welding Bureau certification.	• Ongoing • Ongoing • Ongoing

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Mechanical Technician – Plumbing (MPLU)	Green	Green	• Educate students on supply chain challenges and tariff mitigation strategies. • Encourage awareness of alternate materials and supplier transparency. • Encourage discussion on evolving climate goals and industry adaptation. • Promote sustainable practices in construction and demolition training. • Encourage student awareness of personal well-being and environmental responsibility.	• Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
Power Engineering Technician (PETN)	Yellow	Green	• Maintain or expand Canadian sourcing to reduce exposure to international tariffs. • Monitor steel pricing trends and adjust project budgets accordingly. • Educate students on supply chain resilience and tariff mitigation strategies. • Highlight industry goals like net zero and renewable energy in student learning.	• Ongoing • Ongoing • Ongoing • Ongoing
Welding Techniques (WETN)	Green	Green	• Highlight green technologies and energy-efficient practices in course work. • Educate students on tariff implications and supply chain strategies.	• Ongoing • Ongoing

Faculty of Science and Engineering Technology

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Architectural Technology, Civil Engineering Technician/ Technology, Honours Bachelor Construction Management	Green	Green	• Generate interest in hiring co-op students from the Civil program for lab and field inspection roles.	• In progress
Biomedical Engineering Technology	Green	Blue	• Follow up regarding the ventilator donation from West Park Health.	• In progress
Biotechnology – Advanced and Fast-track	Blue	Blue	• Assess program admissions requirements for relevance and clarity. • Plan a hands-on event in the spring for prospective students in an effort to increase program confirmations.	• In progress • In progress
Chemical Engineering Technology/	Green	Green	• Provide graduating students with helpful tips from industry on preparing for job interviews.	• In progress

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Chemical Laboratory Technician	Green	Green		
Electromechanical Engineering Technology	Green	Green	• Request external members to complete a survey to gain feedback on the program name.	• In progress
Environment Health and Safety Management	Green	Green	• Schedule a tour of Integrated Manufacturing Centre.	• In progress
Mechanical Engineering Technician/ Technology	Blue	Green	• Embed more curriculum on routing application, large assemblies, and lightweight modeling for graduate skill enhancement.	• Ongoing
Mechanical Engineering Technician - Non-Destructive Evaluation	Blue	Green	• Enhance program by incorporating more hands-on CAD training within basic engineering drawing course. • Plan to emphasize optical scanners and Coordinate Measuring Machines (CMMs) in measurement courses.	• In progress • In progress

Faculty of Health Sciences

PAC	PAC Status Previous	PAC Status Current	Recommended Actions	Action Status
Animal Care	Green	Green	• Consider and identify strategies to better prepare students for expectations, challenges and professionalism at placements. • Support community agencies by providing more information about placement and student learning to date when placement commences. • Program team to assess semester two workload, number of assessments and placement journal requirement as per student feedback.	• Ongoing • In progress • Review in the spring
Clinical Bioinformatics	Grey	Blue	• Membership must be reviewed to maintain engaged and responsive PAC membership. • Consider including more hands-on introductory training in programming (Python, R) and working with high-performance computing systems.	• In progress • In progress
Communicative Disorders Assistant	Green	Green	• Enhance content in curriculum that fosters and develops leadership skills and parent coaching to ensure students have comprehensive understanding of this as it relates to language and voice therapies. • Based on industry feedback, consider strategies to further prepare students for communicating with placement partners as well as resume writing.	• In progress • Completed

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Dental Programs (DA/DH/Dental Office Administration)	Green	Green	• Assess impact of current program of study changes and report back to PAC in the spring and fall of 2025.	• In progress
			• Reinforce the content in Dental Office Administration (DOFA) curriculum to ensure graduates are competent in supporting dental processes such as Infection Prevention and Control (IPAC) and charting.	• Complete
			• Reinforce with Dental Assistant students to write the National Dental Assisting Examining Board (NDAEB) exam and differentiate the scope of level 1 and level 2 once they graduate and write the exam.	• In progress
			• Ensure cosmetic procedures are incorporated/considered in the curriculum i.e. extraoral/intraoral exam, lip fillers as well as the administration of Botox for Temporomandibular Joint (TMJ) disorders.	• In progress
Fitness & Health Promotion	Green	Green	• Consider opportunities provided by the Canadian Forces Welfare (CFW) organization, particularly the Physical Performance Specialists (PSP) branch.	• Complete
			• Review opportunities for partnerships at recruitment events (job fairs) and informal sessions (speaker series).	• In progress
			• Consider opportunity for curriculum enhancement to align with current professional practice.	• In progress
			• Consider opportunities for research and collaboration with external partners.	• Complete
			• Increase awareness of Ontario Tech Bridge program and College of Kinesiology of Ontario.	• Complete
			• Committee requires new Chair.	• In progress
Massage Therapy Program	Green	Green	• Ensure that students are provided with comprehensive coverage and practice of treatment planning documentation as well as client communication skills.	• Complete
			• Enhance student experience graduate preparation by examining curriculum revisions, program and course policies and requirements, pertaining to attendance strategies, and removing lecture content from lab environments.	• Complete
			• Offer diverse placement experiences to students throughout the program including multidisciplinary sites.	• Ongoing
			• Examine business related course content and ensure various types of employment contracts are covered independent contractor vs. employee as well as business plans.	• Ongoing
Occupational Therapist Assistant & Physiotherapist Assistant (OTA & PTA)	Green	Green	• Ensure coverage in curriculum of students' knowledge and practice of a variety of exercises.	• In progress
			• Enhance student exposure to equipment they will work with in the field such as pediatric walkers and standers.	• In progress
			• Create new interdisciplinary experiences for students, connecting with other students in a variety of health care programs.	• In progress

	Green	Green	• Explore academic progression and transfer options for graduates including the Bachelor of Health Admin or other health programs.	• In progress
			• When reviewing the curriculum this spring, look at breadth of teaching and learning on behaviour management, dementia and strategies on keeping self-safe, responsive behaviours, cognitive development in pediatrics and practice with transfers.	• In progress
Paramedic and Advanced Care Paramedic (PPC, PADV)	Green	Green	• Explore Micro Credential for Base Hospital Certification. • Consideration of Micro Credential for Equivalency Candidates. • Consider credit recovery to support progression and reduce attrition. • Recommendations for patient partners from the PAC members.	• On hold • On hold • In progress • In progress
Applied and Medical Sciences Preparatory Programs (PRHS, EMSF)	Green	Green	• Encourage advising-seeking behavior among students. • Report on Comprehensive Program Review process and changes. • Committee requires new Chair.	• Ongoing • Completed • In progress
Practical Nursing/Personal Support Worker	Green	Green	• Report on Comprehensive Program Review process and changes for Practical Nursing programs. • Build and strengthen community partnerships. • Improved pathways for off-track Personal Support Worker students. • Move course work to semester one and placement to semester two in Personal Support Worker program. • Continue to assess and implement strategies to best prepare graduates for registration and employment. • Faculty of Health Sciences to review and improve student communication protocols regarding placement start dates. • Personal Support Worker team to confirm that sufficient practice of foundational skills in wheelchair safety and walker safety is practiced and reinforced to prepare students for placements.	• Completed • In progress • In progress • In progress • In progress • Completed • In progress
Critical Care Nursing	Green	Blue	• Committee requires a new Chair. • Review Prior Learning Assessment Recognition (PLAR) process in relation to the Critical Care program. • Membership must be reviewed to maintain engaged and responsive PAC membership.	• In progress • Complete • In progress
Recreation Therapy	Green	Green	• Look for additional opportunities that will provide valuable experiences in the community and inter-professionally to prepare students for placements. • Enhance the content on documentation and client centered care planning in the curriculum.	• Complete • Complete

| | | | • Implement opportunities for practice in the curriculum to prepare students for large group facilitation, managing challenging situations and professional communication and boundaries. | • In progress |
| | | | • Have the Program team examine the curriculum to ensure there is sufficient emphasis on mental health issues, leadership and a focus on children. | • Complete |

Report Number: BOG-2025-84

To: Board of Governors

From: Rick Hutchinson, Vice President Strategic Infrastructure & Campus Safety

Date of Report: September 29, 2025

Date of Meeting: October 8, 2025

Subject: Campus Master Plan Consultation Framework

1.   Purpose

To provide the Board of Governors with an update on the Durham College (DC) and University of Ontario Institute of Technology (Ontario Tech) Campus Master Plan refresh activity.

2.   Recommendation

This report is being presented for information only.

3.   Background

The Campus Master Plan (CMP) provides a strategic framework to guide the development of the shared Oshawa campus for DC and Ontario Tech. This forward-looking document outlines how the campus will evolve to meet future needs in academics, research, student life, athletics, and community partnerships. More than just a vision, the CMP offers practical, implementation-focused guidance on the character, scale, facilities, and layout of campus development. It establishes clear steps to transform this shared vision into a vibrant institutional hub that integrates seamlessly with the City of Oshawa and the broader Durham Region.

The most recent joint CMP was adopted in 2015 following a comprehensive process. That plan established seventeen guiding principles and created a detailed framework for campus development through 2030 and beyond. It envisioned a compact, walkable, mixed-use campus that would accommodate projected enrolment growth of approximately 12,500 additional Full Time Equivalent (FTE) students, requiring an estimated 140,000 gross square metres of new academic and support space. It identified seven Character Areas across the campus, established a street hierarchy and pedestrian network, provided detailed built-form and public realm guidelines, and outlined a four-phase

implementation strategy.

4. Discussion/Options

4.1 The Need for an Updated Plan

Over the past decade, the campus has experienced substantial growth and change. The student population doubled to approximately 40,000 FTE students, before recent international enrolment declines moderated immediate space pressures. Several buildings were constructed in response to emerging opportunities, while the 2016 Highway 407 extension dramatically improved regional accessibility in ways the 2015 plan did not fully anticipate.

The CMP calls for a refresh every 10 years, and significant internal and external changes now necessitate a comprehensive update. External factors include enhanced regional accessibility through the Highway 407 extension, enrolment volatility combining international student decline with overall growth pressures, funding constraints, accelerating technological change, intensified competition for students, and Durham Region's proposed Aerial Cable Car Transit system.

4.2 Work Conducted to Date

The 2025–26 CMP Update has been developed through a collaborative process led by a joint DC and Ontario Tech project team. The update process began with recognition that significant changes both external to the institutions and in actual campus development patterns necessitated a refresh, reinforced by the 2015 plan's recommended 10-year review cycle.

Leveraging external expertise, the project team conducted extensive analysis of campus development since 2015, including new buildings, space utilization patterns, parking demand, and infrastructure investments. This analysis revealed that while the campus successfully accommodated unprecedented enrolment growth, development often drifted from the 2015 phasing framework in response to immediate needs and funding opportunities.

The 2025–26 draft update reaffirms the foundational commitment to a compact, walkable, sustainable campus while adapting the implementation strategy to current realities. The institutions collaboratively drafted a new shared Vision and Guiding Principles for institutional planning in 2024, which the update incorporates alongside DC's new Strategic Vision. The seventeen principles from 2015 have been consolidated into four core commitments that maintain essential values

while simplifying implementation guidance.

The update establishes a more focused development strategy centred on transforming the Simcoe Street North and Conlin Road intersection as the campus gateway, rather than distributing development across all Character Areas. This concentration of initial investment is intended to create immediate, visible impact while establishing infrastructure and momentum for subsequent phases.

The update incorporates Durham Region's proposed Aerial Cable Car Transit system as one scenario, which would provide two campus stations and potentially reduce parking demand by 1,200–1,800 spaces. While this system remains unconfirmed without committed funding or timeline, the gateway design accommodates a transit hub that can function with enhanced conventional transit if the system does not proceed. This dual-scenario approach provides flexibility while maintaining transit-oriented development principles.

The update identifies 83 acres of endowment lands with significant potential for partnerships and revenue generation. Opportunities include complementary uses such as sports facilities, conference centres, research and development spaces, and potentially market or non-market housing. This strategy represents a pragmatic response to funding constraints while creating opportunities for complementary activities that enhance campus vibrancy.

The update also seeks to establish guidance toward net-zero energy targets by 2050, incorporating sustainable building practices, low-impact development for stormwater management, and integration of natural heritage features. This represents significant evolution from the 2015 plan's sustainability principles, responding to heightened climate expectations and both institutions' sustainability commitments.

4.3   Finalizing the Campus Master Plan Update

   a. **August to December 2025:** On October 7, the draft plan will be discussed among the DC and Ontario Tech senior leadership for feedback on key policy decisions, including gateway development prioritization, parking scenarios, transit assumptions, endowment lands strategy, and net-zero commitments. Throughout November, community engagement activities will gather input from faculty, students, staff, the DC Board, and municipal partners including the City of Oshawa and Region of Durham. This consultation will address implementation considerations and confirm alignment with municipal policies. In December, the project team will incorporate feedback from

executive and community engagement, finalize the options analysis with recommendations, complete visual materials and cost validation, and establish governance structures and monitoring processes to produce the draft plan.

b. **February 2026:** In February 2026, the final CMP Update will be presented to the DC Board of Governors and Ontario Tech University Board of Governors for formal approval.

c. **Post-Approval: Implementation Launch:** Following Board approvals, the institutions will execute the communications strategy for the campus community and public announcement at a date to be determined. Implementation launch activities will be finalized through the consultation process.

5.   Financial/Human Resource Implications

There are no financial or human resource implications arising directly from this report. Costs associated with developing the updated CMP are being managed jointly by DC and Ontario Tech within existing approved budgets. Any future capital or operating implications identified through the implementation of the plan will be presented separately for Board consideration.

6.   Implications for the Joint Campus Master Plan

The 2025–26 CMP will establish a renewed framework for the shared Oshawa campus. It seeks to consolidate long-term institutional commitments into an updated set of guiding principles, reorienting initial development toward a high-visibility gateway, and integrating sustainability and transit-oriented strategies. The refresh plan remains current, actionable, and aligned with municipal priorities, while continuing to provide a coordinated vision for shared development.

7.   Implications for Ontario Tech University

Ontario Tech remains a full partner in the refresh process and shares responsibility for shaping and implementing the updated plan. The process ensures that Ontario Tech's academic and research priorities are reflected, while reaffirming the joint stewardship of shared spaces and infrastructure. The updated framework also supports alignment between DC and Ontario Tech's respective strategic plans, enhances opportunities for collaboration, and ensures a coherent approach to land use, endowment lands, and future development.

8. Relationship to the Strategic Vision

The CMP Update aligns closely with DC's Strategic Vision, advancing the goals of being Future-focused, Sustainable, People-centred, and Community-connected. Through the creation of outstanding services and optimal learning spaces, the plan enhances student success and embeds multi-year, pan-institutional planning to ensure resilience in the face of evolving challenges and opportunities. It emphasizes continuous evaluation and refinement of processes to strengthen both the student experience and the effectiveness of our teams. Strategic investments in innovative tools, resources, and infrastructure will optimize programs and services, while the integration of environmentally sustainable practices across all campuses reinforces our commitment to long-term stewardship. Finally, the plan strengthens our people-centred approach and deepens our partnership with Ontario Tech, positioning DC as a competitive and collaborative hub of educational excellence.

PRESIDENT'S UPDATE

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PRESIDENT'S OVERVIEW

As the 2025 academic year gets underway, it's already clear that this will be a year marked by both remarkable achievements and our share of challenges.

Thanks to the exceptional work of our teams across the college, we've surpassed our domestic enrolment targets. This fall, we welcomed 5,500 new and 4,300 returning domestic students to our campuses. Although we didn't meet our international student budget targets, we were still thrilled to welcome 400 new and 1,200 returning international students this semester. Each of these students has chosen DC as their place to learn, grow, and succeed, and that's something to celebrate.

While I am proud of our fall enrolment, Durham College's (DC) financial situation remains a top concern. To help keep employees informed, I shared a second 2025-2026 financial and operational update with all employees on September 10. In addition to providing an update on enrolment, I also shared details about program intake suspensions for the current academic year, and the college's projected deficit for 2026-2027. Included in the message was notice of a second Voluntary Retirement Incentive Program for eligible faculty members.

As of this writing, we continue to navigate a labour disruption involving our full-time support staff. The strike began on September 11 following unsuccessful negotiations between the Ontario Public Service Employees Union, which represents this bargaining unit, and the College Employer Council. I'm proud of how our students and employees, both those on the picket lines and those continuing to come to campus, have approached this difficult situation with resilience and respect. We know this disruption will come to an end, and I look forward to welcoming everyone back to campus when it does.

To strengthen DC's organizational culture – one where everyone feels welcomed, valued, respected, and supported – and to pursue our goal of being people-centred, I launched the Employee Engagement Plan for the 2025-2026 academic year. Implementation began in early September with the introduction of the President's Corner, a monthly column in the DC Digest, our internal newsletter, where I will share reflections and insights through the year. In the months ahead, I will be hosting Town Halls with the Executive Leadership Team during the fall and winter semesters to provide updates to our employees on our Strategic Vision and other key priorities.

I'm also creating more space for informal conversations. Coffee Chats will offer opportunities for open dialogue and listening, while Popp Ups – mobile booths set up in key locations at both campuses – will help foster spontaneous conversations with both students and employees. Finally, we'll hold our annual flagship event, Lean into Green: DC Update and Employee Celebration, in May. I am looking forward to the many opportunities to connect, collaborate, and grow together in the year ahead.

Students at the Oshawa campus.

COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATES

DURHAM REGION'S ANNUAL REGIONAL CHAIR'S CLASSIC EVENT – JUNE 12

Joined Regional Chair John Henry and guests at the event's reception and cheque presentation in Memory of Roger Anderson. The tournament supports DC and Ontario Tech University students as well as patient-focused programs at Ontario Shores Centre for Mental Health Sciences. Attendance at the cheque presentation included Warren Anderson (Roger Anderson's son); Tracy Clegg, CEO, Ontario Shores Foundation; Fred Eismont, Regional Chair's Classic Committee Chair; and Lee Hays, Executive Director, Advancement, Ontario Tech.

CONGRATULATIONS TO NEW MINISTER OF ARTIFICIAL INTELLIGENCE AND DIGITAL INNOVATION – JUNE 24

Wrote to the Honourable Evan Solomon, PC, MP, congratulating him on his appointment as Canada's first Minister of Artificial Intelligence and Digital Innovation. Minister Solomon is also responsible for the Federal Economic Development Agency for Southern Ontario.

CITY OF OSHAWA'S POST-SECONDARY EDUCATION ROUNDTABLE – JUNE 24 / JULY 23

Participated in roundtable discussions hosted by Mayor Carter at Oshawa's City Hall. Representatives from Ontario Tech and Trent University were also in attendance. The group discussed common challenges being faced by local post-secondary institutions and ways in which the City can advocate for the sector to other levels of government.

ADVOCACY TO MUNICIPAL, PROVINCIAL, AND FEDERAL GOVERNMENT – JUNE 25

ELT member Bonnie St. George provided local municipal, provincial, and federal government officials with an email update on DC's financial and operational overview. The following individuals received this update: Mayors Carter, Collier, Foster, and Roy; MPPs Jivani, Kirkland, McKelvie, Nathan, and Turnbull; and MPs Bethlenfalvy, Cerjanec, Coe, French, and McCarthy.

CICAN'S ANNUAL GENERAL MEETING – JUNE 25

Attended CICan's Annual General meeting, which was held virtually. The meeting is held to reflect, celebrate, and commemorate work being done within the sector. DC student, Abigail Ansell was acknowledged as the Gold recipient of the Leadership Excellence Award for Students.

SUPPORT FOR CITY OF OSHAWA'S DEFENCE CORRIDOR – JULY 18

Provided a letter of support to Mayor Dan Carter expressing DC's enthusiastic support for the City of Oshawa's proposal to become a national leader in advancing Canada's security capabilities.

ADVOCACY MEETING WITH DURHAM'S MP JAMIL JIVANI – JULY 22

Met with MP, Jamil Jivani, at his constituency office in Bowmanville, to provide an update and further awareness around the issues currently affecting post-secondary institutions. In addition, MP Jivani requested to discuss his interest in future engagement with DC students.
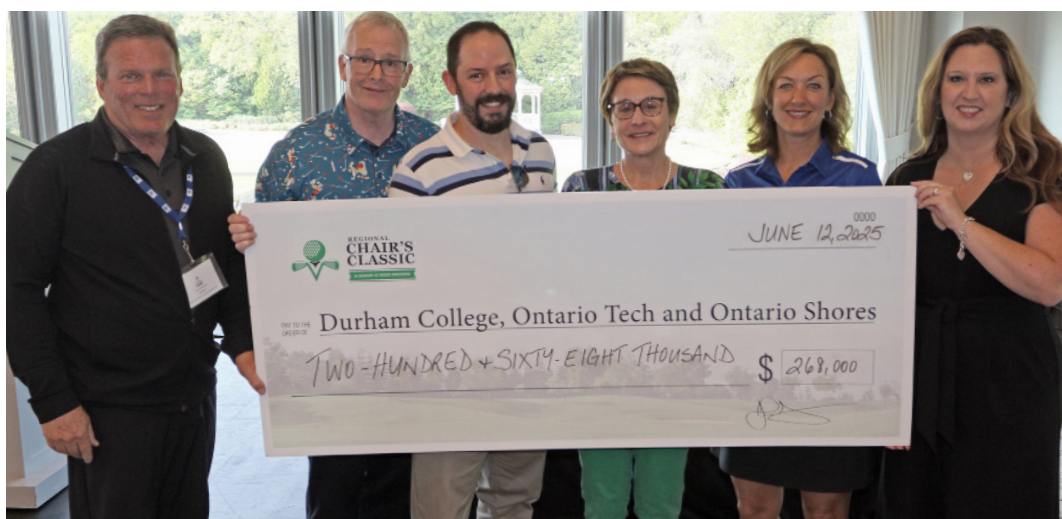
Presenting the cheque at the Annual Regional Chair's Classic Event in June.

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Hosting the Ministry of Colleges, Universities, Research Excellence and Security at the Whitby Campus for a funding announcement in August.

ORSIE'S PACE TECHNOLOGIES DEMO – JULY 25

Attended event and informally greeted MP Turnbull, who was in attendance.

INVITATION TO KEY GOVERNMENT OFFICIALS, 2025 HARVEST DINNER – JULY 31

ELT Member Bonnie St. George sent invitations to the following local municipal, provincial, and federal government officials to attend DC's 2025 Harvest Dinner: Regional Chair Henry, Mayor Roy, MPP Coe, MP Turnbull, and Minister Quinn. While most sent their regrets, MPP Coe had planned to attend the pre-dinner reception, though he was later informed of the event's cancellation due to ongoing strike activity.

TOWN OF WHITBY'S MAYOR AND COUNCIL ANNUAL GOLF CLASSIC RECEPTION – AUGUST 6

Attended the event's reception following the golf tournament, which raises funds for Mayor Roy's Community Development Fund – an initiative by the Town of Whitby supporting local groups, events, and initiatives that benefit the community.

MINISTRY ANNOUNCEMENT AND MEETINGS WITH MINISTERS QUINN AND PICCINI – AUGUST 15

Hosted and delivered welcome remarks for a Ministry of Colleges, Universities, Research Excellence and Security (MCURES) announcement at DC's Whitby campus, where the Ministry publicized an investment that will train thousands of skilled trades and planning students to fulfill the province's infrastructure plan. Attended individual pull-aside meetings with Minister Quinn and Minister Piccini to advocate for support of the college sector, and DC in particular, in light of the continued impacts of the Immigration, Refugees and Citizenship Canada changes.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO CONFERENCE – AUGUST 18/19

Attended advocacy sessions organized by Colleges Ontario (CO) during the annual conference which brings together municipal representatives, including elected officials and staff, to discuss key policy issues, share insights, and network with colleagues from across the province. Attended the City of Oshawa's delegation meeting with Minister Quinn, and advocacy sessions with Minister Piccini and Minister Quinn.

MPP COE'S APPRENTICESHIP ROUNDTABLE – AUGUST 21

Brought greetings and welcomed attendees of the roundtable discussions hosted by MPP Coe at DC's Whitby Campus, which engaged stakeholders in a discussion related to the design of a potential Ministry of Labour, Immigration, Training and Skills Development program. The program aims to boost apprenticeship registration and completion rates, and to create a strong pipeline of skilled workers in Ontario.

MEETING WITH WHITBY MP RYAN TURNBULL – SEPTEMBER 2

Hosted MP Turnbull for an in-person meeting at the Oshawa campus. In alignment with CICan's pre-budget submission to the House of Commons, I communicated key messages regarding DC's value and impact on the Durham Region, highlighting the importance of continued support during these challenging times. The meeting was scheduled at the request of MP Turnbull as part of his budget consultations with local stakeholders in preparation for the Fall Economic Statement.

INTRODUCTORY MEETING WITH AJAX MP JENNIFER MCKELVIE – SEPTEMBER 3

Hosted MP McKelvie for an in-person introductory meeting at the Oshawa campus. I communicated key messages regarding DC's value and impact on the Durham Region, highlighting the importance of continued support during these challenging times.

INTRODUCTORY MEETING WITH PICKERING-BROOKLIN MP JUANITA NATHAN – SEPTEMBER 5

Hosted MP Nathan for an in-person introductory meeting at the Oshawa campus. I communicated key messages regarding DC's value and impact on the Durham Region, highlighting the importance of continued support during these challenging times.

INVITATION LETTER TO MINISTER PICCINI, SKILLS DEVELOPMENT FUND (SDF) APPLICATIONS – SEPTEMBER 8

Wrote to Minister Piccini, Minister of Labour, Immigration, Training and Skills Development, with an invitation to connect for a discussion on SDF applications, and the potential of DC's partnership initiative submissions.

INTRODUCTORY MEETING WITH OSHAWA MP RHONDA KIRKLAND – SEPTEMBER 10

Hosted MP Kirkland for an in-person introductory meeting at the Oshawa campus. I communicated key messages regarding DC's value and impact on the Durham Region, highlighting the importance of continued support during these challenging times.

MEETING FOLLOW-UP WITH PICKERING-BROOKLIN MP NATHAN – SEPTEMBER 11

Provided MP Nathan with supplementary information via email following the September 5 meeting. The information related to the college funding model and implications of frequent changes to the International Student Program.

MPP COE'S PROVINCIAL DAY OF SERVICE EVENT – SEPTEMBER 11

Senior Development Officer, Strategic and Community Initiatives, Peter Garrett attended MPP Coe's annual commemoration event on behalf of the college. The event supports Bill 51, which proclaims September 11 as the Provincial Day of Service, honouring those who lost their lives in the September 11, 2001, terrorist attacks in the United States.

INVITATION LETTERS FOR CAMPUS CONNECTION WEEK – SEPTEMBER 12

Sent invitation letters to local federal government officials to participate in DC's exclusive opportunities during CICan's Campus Connection Week in October. Invitations were sent to MPs Jivani, Kirkland, Lawrence, Mantle, McKelvie, Nathan, and Turnbull.

COLLEGES ONTARIO'S COP RETREAT – SEPTEMBER 21/22/23

Participated in CO's annual COP retreat, bringing the community of presidents together to establish and deepen relationships, discuss issues currently affecting the sector, and provide direction to CO on major policies and public affairs.

CLARINGTON MAYOR'S ADDRESS AND DINNER – SEPTEMBER 25

Attended the Clarington Board of Trade's event, featuring a keynote by Clarington Mayor Adrian Foster, who outlined upcoming community initiatives and collaborative strategies aimed at supporting local businesses and enhancing outcomes for Clarington residents.

ENGAGEMENT WITH THE MINISTRY OF COLLEGES, UNIVERSITIES, RESEARCH EXCELLENCE AND SECURITY (MCURES)

LAUNCH OF THE COLLEGE FUNDING MODEL REVIEW – JULY 29, AND ONGOING

Attended an initial engagement session to provide feedback on the college funding model and ways in which it can be modernized to be more responsive, sustainable, and future-ready.

CONSULTATION ON INSTITUTIONAL GOVERNANCE – JULY 31

Joined a consultation session aimed at exploring ways in which institutional governance can be improved. The session was organized by MCURES as part of the strategy around the Protect Ontario By Cutting Red Tape Act, 2025. The consultation process has concluded and results are forthcoming.

RESEARCH SECURITY CONSULTATIONS – ONGOING, BEGINNING SEPTEMBER 2025

Rick Hutchinson, Vice President, Strategic Infrastructure and Campus Safety, and Debbie McKee Demczyk, Associate Vice President, Innovation and Research, are participating in consultations organized by MCURES that provide colleges and universities the opportunity to share input into a provincial framework that will be implemented by institutions through the SMA4 process should Bill 33, Supporting Children and Students Act, 2025 pass. The consultation process also provides opportunities to build research security networks and share leading practices and resources.

IN THE COMMUNITY

PACE BUILDING TECHNOLOGIES DEMO – JUNE 13

Attended the event, which was hosted by the Office of Research Services, Innovation and Entrepreneurship, and planned by industry partner, PACE Building Technologies. The event featured a demo of the VR tool developed by DC's Mixed Reality Capture Studio for PACE Building Technologies. The event was attended by Whitby MPP Lorne Coe.

SPRING CONVOCATION – JUNE 16 TO 19

Celebrated DC's largest graduating class at the 2025 Spring Convocation, hosted at the Tribute Communities Centre. Oshawa and Whitby mayors and city councillors were invited to attend the lunch and ceremonies. Scheduled to attend were: Oshawa Mayor Dan Carter, Oshawa City Councillors Rick Kerr and Derek Giberson, Clarington Regional Councillor Granville Anderson, and Regional Chair John Henry.

KBEST BENCHMARKING TOUR DELEGATION – JUNE 23

Welcomed and provided remarks to Kenyan delegates from Rotary Vocational Training Centre and Ahero Vocational Training Centre during their in-person visit as part of the Kenya Blue Economy Skills Training Program (KBEST), in which DC is the lead institution, working in partnership with Seneca Polytechnic and Fanshawe College to develop three academic programs that align with Kenya's emerging blue economy, particularly in the tourism and hospitality sectors.

OSHAWA BUSINESS RETENTION AND EXPANSION (BR+E) WORKSHOP – JUNE 25, AND ONGOING

ELT Member Bonnie St. George participated in the City of Oshawa's workshop as part of the City's larger BR+E program aimed at supporting Oshawa business growth with data-based action planning.

JOYCE FAMILY FOUNDATION (JFF) DONOR RECOGNITION EVENT – JUNE 26

Attended the donor recognition event hosted by DC's Office of Advancement and Alumni Relations, formally recognizing Maureen O'Neill, Executive Director, JFF for the generous $1.5 million donation that will empower DC students who have faced adversity to transform their lives through preparatory programs.

LECTURES ON TAP: HISTORY OF AI EVENT – JULY 29

Attended the event, held at the Torchbearer Taproom, which included a lecture given by a previous DC faculty member, Johanna de Boer.

BOWMANVILLE PARK (ZOO) MASTER PLAN – JULY 31

ELT Member Bonnie St. George attended a discussion with Bowmanville municipal representatives regarding the progress on the Bowmanville Park Master Plan.

BARRETT CENTRE'S SUMMER OPEN HOUSE – JULY 31

Attended the Barrett Centre's Summer Open House where guests had an opportunity to sample food during a culinary demonstration, explore the fresh produce market, and participate in farm activities and a tour. Informally greeted Regional Chair Henry and Ajax MPP Rob Cerjanec who were also in attendance.

NEW FACULTY ORIENTATION – AUGUST 20

Brought greetings to new full-time faculty members at their orientation session.

RETIREMENT CELEBRATION FOR LONG-STANDING EMPLOYEE, DIANA WOOD – AUGUST 21

Attended the drop-in retirement celebration for Diana Wood, who retired after a 45-year career at DC. She is the college's longest-standing employee.

ACADEMIC KICKOFF – AUGUST 25

Participated in DC's annual event to celebrate the start of a new academic year. This year's event theme was resilience – attendees learned practical strategies for building well-being, and how to embed resilience into programs, support services, and student experiences. The event was attended by Board of Governors Chair Lisa Allen, Vice Chair Peter Pryce, along with board members Melissa Bosomworth, Rhonda Jessup, and Nathan Wilson.

INTERNATIONAL STUDENT WELCOME – AUGUST 25

Casually welcomed and spoke with new international students during their orientation session, where students had the opportunity to take part in a variety of fun activities, celebrate cultures and community, and network with peers.

PRESENTATION OF CHAIR ACADEMY CERTIFICATES – AUGUST 26/28

Presented recipients of the Chair Academy's Foundation Program with their framed certificate at informal individual meetings in the President's office. Casually spoke with each recipient about their experiences in the program and their future goals.

Members of the DC community participate in a panel discussion at Academic Kickoff in August.

EMPLOYEE BBQ, WHITBY CAMPUS – AUGUST 27

Attended the Whitby campus employee appreciation event to connect with colleagues and celebrate the start of a new academic year with great food and employee engagement.

2025 CAMPUS CUP – SEPTEMBER 2

Cheered on the Durham Lords soccer team during the annual Campus Cup event at Vaso's Field — DC's

long-standing athletic tradition that marks the beginning of the fall semester and fosters school spirit and student and community engagement. The Durham Lords claimed their third straight Campus Cup in men's soccer after a penalty shootout, while our women's team held their own throughout the match, losing to Ontario Tech University's team by just two goals.

ELECTRICAL APPRENTICESHIP CELEBRATION – SEPTEMBER 9

Attended the Level 3 Celebration of Completion Ceremony to recognize the hard work of our apprentices, joined by Board Chair Lisa Allen and Vice Chair Peter Pryce.

CAMPUS RECREATION DAY – SEPTEMBER 10

Dropped in at the annual Campus Recreation Day for DC and Ontario Tech students. Hosted with the support of the Durham College Student Association, students enjoy music, food, giant lawn games, and various activities and giveaways.

DC ALUMNI ASSOCIATION'S (DCAA) ANNUAL GENERAL MEETING (AGM) – SEPTEMBER 10

Provided a college update at the DCAA's AGM and engaged with alumni and colleagues. The meeting was followed by a networking reception.

PARKWOOD GALA – SEPTEMBER 12

Attended the annual Parkwood Gala with Ariel Sully, Associate Vice President, Advancement and Alumni Relations. The event included a themed evening (Cabaret) with dinner, an auction, and entertainment. DC provided a $250 gift card for the auction.

Attending the Durham College Alumni Association Annual General Meeting.

COLLEGE HIGHLIGHTS

DC recognized **Orange Shirt Day and the National Day for Truth and Reconciliation** with a number of events, including a Sunrise Ceremony in collaboration with Ontario Tech University and Durham Community Health Centre. It was a meaningful morning of ceremony, prayer, and traditional teachings to honour the Fall Equinox and reflect on our shared path towards truth and reconciliation. On September 30, DC also hosted a Mini Powwow that celebrated Indigenous culture, resilience, and community.

Employees from across the college came together on August 27 for **Academic Kickoff**. Together, we explored how resilience shapes us. We heard from keynote speaker Susan Hopkins during the Restoring Resilience: A Self-Reg Lens session. A panel discussion built on this theme, offering insights into how we can practice resilience in our daily work. Panellists spoke about navigating challenges, helping students through difficult times, and the small habits that support well-being. And we celebrated this year's Researcher Awards of Excellence recipients – Erin Dancey and Saba Siddiqi.

On June 16 to 19, DC proudly celebrated the largest graduating class in its history during **2025 Spring Convocation**, held at the Tribute Communities Centre in Oshawa. Over the course of eight ceremonies, a record-breaking 4,858 graduates received their credential. The Class of 2025 included the inaugural graduates from several groundbreaking programs: Clinical Bioinformatics, Recreation Therapy, and the Honours Bachelor of Artificial Intelligence.

In addition to celebrating the accomplishments of our newest alumni, we honoured five exceptional individuals as Alumni of Distinction, highlighted for their outstanding contributions and leadership within their fields and communities.

The ceremonies also featured the presentation of the first-ever Durham College Alumni Association Outstanding Indigenous Graduate Award, which recognizes a graduating Indigenous student for their consistent and extraordinary leadership within the Indigenous community. The first recipient was Brooke Wheeler, a graduate in Graphic Design.

On June 12, DC's Oshawa campus hosted a heartfelt celebration to honour the achievements of over 300 students in the Centre for Success (CFS) and Adult Dual Credit (ADC) programs. The CFS program supports secondary students who are at risk of not graduating, while the ADC program offers adult learners the opportunity to complete their Ontario Secondary School Diploma (OSSD). More than a program, CFS and ADC represent a second chance – for success, for confidence, and for the future.

A new **international partnership between DC and Ayrshire College** in Scotland, UK will focus on educational exchange, applied research, and industry collaboration across key sectors. The partnership will support a range of joint initiatives, including training development, collaborative cross-institutional and industry-focused projects aligned with real-world workforce needs. This underscores DC's reputation as a leader in globally connected, industry-focused education while providing DC students and faculty members with valuable international perspectives and experiential learning opportunities.

DC student Abigail Ansell's hard work in and out of the classroom as a student leader, varsity athlete, and community advocate has earned her **national recognition as the Gold recipient of Colleges and Institutes Canada (CICAN) Leadership Excellence Award for Students**. The 2024 graduate from the Fitness and Health Promotion program and current Sports Management student has made a lasting impact on campus, consistently demonstrating a passion for personal growth and social impact – qualities that make her a standout among student leaders across the country.

Thanks to **The Joyce Family Foundation's generous $1.5 million donation**, DC students who have faced adversity will be empowered to transform their lives through the support of a new bursary. Available to students entering preparatory programs, The Joyce Family Foundation Bursary will be awarded to up to 10 students annually. It will help students cover tuition in their chosen entry program as well as in any continued studies at DC for up to four years.

DC is **expanding the capacity of its Centre for Craft Beverage Innovation (CCBI)** to provide tangible and transformative solutions to real-life beverage business challenges, thanks to a $118,000 grant.

The funding, from the Natural Sciences and Engineering Research Council (NSERC), will bolster the Centre's research service through the purchase of a modular beer analysis system — the Anton Paar Animo 3100 Mobile. This fully mobile and flexible process monitoring device will facilitate the measurement of vital input and output parameters, providing the best possible insights into brewery performance. This will lead to improved process control and potential cost and time savings for the Centre's clients.

DC Alumni of Distinction, **Chris Cull, has launched the second season of his Surviving Addiction docuseries**. With funding from the Centre for Addiction and Mental Health (CAMH) Foundation and Mitacs and invaluable support from DC's Social Impact Hub, the six-episode season launched on YouTube on July 18. The new episodes explore the different perspectives of those touched by addiction, from those in recovery to the family and friends who support them and the doctors who treat them.

DC and the Northern Alberta Institute of Technology (NAIT) have signed a Memorandum of Understanding (MOU) establishing a strategic partnership focused on innovation, collaboration, and skills development across Canada's oil and gas industries. The new collaboration brings together two of Canada's leading post-secondary institutions, committed to addressing evolving industry needs through shared programming, applied learning, and workforce development initiatives.

DC has launched a new Mental Health for Healthcare Workers Certificate, a fully online program designed to help healthcare and community service professionals build the skills and knowledge needed to support the mental well-being of individuals, families, and communities. Developed with today's healthcare realities in mind, the certificate addresses a growing demand for compassionate, culturally responsive, and evidence-based mental health care. It is ideal for Registered Nurses, Registered Practical Nurses, Personal Support Workers, Social Workers, Paramedics, and other professionals working in social service roles. Tuition is fully funded through the support of The Barrett Family Foundation. Students are responsible only for a non-refundable $30 +HST registration fee per course.

As artificial intelligence continues to transform industries across Canada, the **AI Hub at Durham College** is offering new executive development programs to help non-technical professionals navigate this shift. The three program streams include: Foundation, designed to demystify AI for leaders across the business, public, and non-profit sectors; Oil and Gas, a customized executive development program built specifically for non-technical professionals across Canada's energy ecosystem; and custom programs suited for building AI literacy for professionals in regulated sectors such as healthcare, finance, energy, and education.

DC Alumni Chris Cull launches his Surviving Addiction Series (left).

Natalie Arthurs, Senior Manager of the AI Hub, speaks to guests (right).

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STUDENT SPOTLIGHT

LEADING WITH PURPOSE AT DURHAM COLLEGE AND BEYOND

Liam Croft has made an indelible impact on Durham College (DC).

The Mechanical Engineering Technology graduate strengthened student engagement as President of the DC Engineering Club and represented student interests on the DC Board of Governors.

He has guided students on their career development path as a Co-op Ambassador, and on the Program Advisory Committee he has provided feedback to improve the curriculum and align it with industry needs. And he's done it all while excelling in both coursework and experiential learning.

He recently spoke about his post-secondary journey, representing his fellow students on the DC Board of Governors, and why he'll always be DC Proud.

WHY DID YOU DECIDE TO ATTEND DURHAM COLLEGE?

I actually went to Western University for a while, doing engineering there, which I enjoyed. Then the pandemic happened, which forced me to take a look at what I wanted my career to be and what I wanted my life to be. I happened to have friends from high school that were already in this area, and one of them was going to Ontario Tech University. I'd heard from a professor at Western about how good some of the college level engineering programs were, because he'd done it himself. I wanted to give Durham College's program a shot, so I applied, and it was the best decision ever.

WHAT WAS YOUR DC EXPERIENCE LIKE?

I've had such a great time. DC has done so much for me in three short years, it's actually kind of crazy. I hope to be able to give back throughout my career.

WHY WAS IT IMPORTANT FOR YOU TO GET INVOLVED IN STUDENT LIFE AT DC?

It's a combination of different things. The biggest reason, probably, is my peers, and also the support I've received from the college. I've been very fortunate to have so much support on so many of the different initiatives I've tried to work on. As I've met more and more people, it's been about trying to support them.

WHAT WAS IT LIKE SERVING AS STUDENT GOVERNOR ON THE DC BOARD?

It was great. They made me feel welcome, so that helped a lot. It was a little intimidating, but after a short amount of time, I was able to feel more at home and start contributing. The thing that I really tried to work on was providing advice to members of the Board on what's relevant to students. When you're working to guide an institution, it's easy to dive down a rabbit hole, but at the end of the day, it's important that we're staying relevant to the people that we serve the most, which is ultimately the students and the community. Sometimes it was a matter of just interjecting a little bit, like 'these are the things that my peers are most concerned with.'

HOW DID YOU MANAGE YOUR TIME SO WELL, AND HOW CAN OTHER DC STUDENTS DO THE SAME?

It is a lot, I won't lie. It's really about priority setting. Generally speaking, you have a pretty good idea of the time commitment beforehand. Ultimately, school comes first. There's maybe not as much free time as I'd like in my life at the moment, but I'm so passionate about some of the things I'm working on.

HOW DO YOU FEEL ABOUT GRADUATING?

It's definitely bittersweet. The last three years have been great. I've loved it. It has been a very busy time, so I am looking forward to taking a few months off and relaxing a little bit, because I think I need it. I'm excited to step into the beginning of my career, and go from there. But I don't think it's going to be the end of the chapter with DC. I think I'll always have tight connections here.

WHAT ARE YOUR FUTURE GOALS?

I've been in school for seven years, so I'm planning on working full time for a little while. I'm looking forward to not being in school for a minute. Then I'll most likely go and get a degree through a bridge program. I'm also half Australian, so I want to go and spend some time over there for a while. Beyond that, I'll keep trying to work my way up and see where my strengths are, where my weaknesses lie. Getting to some kind of business leader position in the next five years would be awesome. I think I've got a lot of learning to do before I get there.