

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

PUBLIC MEETING OF THE BOARD OF GOVERNORS

AGENDA

Date: Sunday, April 19, 2015 - 9:45 a.m.
Location: Kingbridge Conference Centre and Institute
 12750 Jane Street, King City, Ontario

Pages

1.	CALL TO ORDER		
2.	INTRODUCTION OF GUESTS		
3.	ADDITIONS/DELETIONS TO THE AGENDA		
4.	CONFLICT OF INTEREST DECLARATIONS		
5.	PRESENTATIONS		
6.	CONSENT AGENDA		
	The following items will be addressed through the Consent Agenda unless specifically removed for separate attention, by request.		
	Item numbers: 7, 11, 12, 13		
7.	APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of February 11, 2015		3 - 10
8.	ACTIONS ARISING FROM PREVIOUS MINUTES		
9.	CHAIR`S REPORT		
10.	CO-POPULOUS GOVERNORS' REPORT - Pierre Tremblay (verbal)		
11.	PRESIDENT`S REPORT		
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14.	NEW BUSINESS		
	14.1 New Programs for Approval - J. Robinson (Our Students)		45 - 92
	14.2 2015-2016 Business Plan - D. Lovisa		93 - 104

14.3	Approval of 2015-2016 Annual Budget - N. Gurmen (Our Business)	105 - 120
14.4	Semi-Annual Review of Board Goals - R. Chatterton	121 - 127

15. OTHER BUSINESS

16. INQUIRIES AND COMMUNICATIONS

17. UPCOMING EVENTS

Research Day - April 30, 8:30 - 1:00, Student Services Building

Convocation - June 8 (evening), June 9 & 10 (9:00 - 4:30), GM Centre

18. MOVE TO IN-CAMERA SESSION

19. ADJOURNMENT



DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY BOARD OF GOVERNORS REGULAR MEETING Public Session – MINUTES

Date: February 11, 2015
Location: Community Room, Gordon Willey Building, A144

Members Present: Ron Chatterton, chair
Pierre Tremblay, vice-chair
Doug Allingham
Dan Borowec
Nneka Bowen
Ivan DeJong
Kevin Dougherty
Joanne Dykeman
Darren Fisher
Renate Ilse
Don Lovisa, president (ex-officio)
Paul Macklin
Debbie McKee Demczyk
Heather Quantrill
Donna Raetsen-Kemp
Steve Stewart
Doug Wilson

Staff Present: Scott Blakey, vice-president, Administration
Jennifer Clark, board secretary
Tony Doyle, chief of staff
Nevzat Gurmen, vice-president, Corporate Services & CFO
Meri Kim Oliver, vice-president, Student Affairs
Judy Robinson, vice-president, Academic

1. CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

The following guests were in attendance:

Gail MacKenzie, manager, Strategic Initiatives, School of Interdisciplinary Studies and Employment Services

Kevin Baker, dean, School of Interdisciplinary Studies and Employment Services

Tom Lynch, director, Campus Safety
Nancy Martin, director, Continuing Education
Debbie Rautins, president of Faculty union OPSEU
Paul Bishop, exec director of strategic enrolment management

3. ADDITIONS/DELETIONS TO THE AGENDA

Governance Review Committee Report 3 was added to item 12.1 and included in the Consent Agenda.

4. CONFLICT OF INTEREST DECLARATIONS

No conflicts were declared.

5. PRESENTATIONS

5.1. Sexual Assault Policy (Our Students)

Background was presented on what triggered the college-sector-wide policy and protocol task force; context was given regarding the low proportion of sexual assault complaints that are made given the number committed; the role of campus safety offices in those complaints that are made was described. Focus of the policy and protocol is from the survivor's perspective and procedures are being designed to work for them; many options are provided; resources will be available even if no official complaint is made to campus safety offices.

Each college is expected to customize the policy and protocol to work in their own context. Aiming for documents to be available to the community by end of March. DC had a task force working on a sexual violence policy and procedure in advance of the college-wide initiative; this work is informing our customization. Consultations are underway with various groups, including confidential discussions with known survivors.

Adaptations for DC include addition of a trigger warning at the outset of the documents; information on consent and confidentiality moved earlier in the document; fleshing out definitions of words such as "privacy", "confidentiality", "reporting" to be sure that reader understands the meanings as used in the policy and procedure. Created a form for use by people aware of incidents; language changed to gender neutral; removed "rape" from document, in part because it is not a word used in the Canadian laws related to sexual violence and because it is not inclusive of all types of sexual violence.

Small group of volunteers will be recruited and trained to staff a dedicated phone line for first points of contact and referral to DC resources; special training for the existing help-line for DC students will be offered for after hours. Plans for awareness initiative related to the policy and procedure and terminology are underway to meet March 30 target date. Subsequently a website will be available that will provide additional information and links to a wide variety of DC and off-campus resources.

In response to questions, it was noted that there are a number of other policies and procedures that relate to overall campus safety that would be followed even if no formal complaint was made about a sexual violence episode that had potential ramifications for others. T. Lynch will raise the issue of impaired judgement when under the influence of alcohol or drugs in regard to ability to provide consent at a future meeting of the sector-wide committee.

ACTION: Report to the Board on sector-wide committee response regarding issue of impaired judgement when under the influence of alcohol or drugs in regard to ability to provide consent.

5.2. School College Work Initiative (SCWI) (Our Students)

A video reflecting the SCWI student voice was screened highlighting the Centre for Success Achievement Ceremony and a dual-credit teacher forum with high school teachers and college professors. Through the dual-credit initiative students take one or two courses that count as a high school credit and as a college credit. The college credit is transferable between colleges.

Three hundred high school students attend school at Durham College each year to complete their high school diploma and to take one or two college credits. 90% graduated on centre for success day. Examples include a student whose high school was interrupted by health issues who is now studying at DC and has plans to go on to UOIT; a student who had quit school then wanted to finish six years later, didn't want to go back to high school so came to SCWI and is now applying for college entrance.

Other initiatives include the Young Mom's program in which students bring their babies and young children with them; Community Integration through Cooperative Education for individuals with intellectual disabilities; Skilled Trades training for high school students at the College and at high schools featuring team teaching by high school teachers and college professors and providing dual credits. Culinary programs following this model are in development, to be offered at CFF and new high school sites. A summer dual credit program is being initiated to be offered in July. Over 30 team-taught programs in topics other than skilled trades at secondary schools. SCWI also conducts the Ontario Youth Apprenticeship Program, which starts in high school.

5.1. Good Governance Certificates

The following governors were presented with their Good Governance certificates, earned through participation at the College Centre for Board Excellence new governor orientation seminars in the fall: Nneka Bowen, Ivan DeJong, Debbie McKee Demczyk, Heather Quantrill, Steve Stewart, Doug Wilson. Governor Dougherty was presented with the Advanced Good Governance Certificate, achieved through participation in further professional development.

6. CONSENT AGENDA

Item 13.1, Program Advisory Committee Minutes, was removed from the Consent Agenda. The following items were addressed through the Consent Agenda:

- 7 Minutes of the December 10, 2014 meeting of the Board, public session, for approval.

THAT the minutes of the Board of Governors meeting of December 10, 2014 public session be approved as read.

- 11.1 President's Report - Durham College, for information.
- 11.2 President's Report - Committee of Presidents, for information.

- 12.1 Governance Review Committee Report No. 2 and No. 3, for approval.
- 14.2 **Approve 2015-2016 Tuition and Ancillary Fees (Our Students, Our Business That the Durham College Board of Governors approves the 2015-16 compulsory ancillary fees as presented in Appendix A.**

Approved compulsory ancillary fees are attached to these minutes as Schedule 1.

Moved by Governor DeJong

Seconded by Governor Wilson

THAT the Board of Governors receives and approves the balance of the consent agenda.

CARRIED.

7. APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of December 10, 2014

Approved under the Consent Agenda.

8. ACTIONS ARISING FROM PREVIOUS MINUTES

None were addressed.

9. CHAIR`S REPORT

Sadness regarding the recent death of student Adam Brunt and concern for his family and classmates were expressed. The college is providing support to his classmates. A celebration of his life is planned for this week and his funeral on the weekend; a large contingent from the college will attend.

Congratulations were offered to Governor Dykeman on her new position with a new employer, and regrets on the new role resulting in her decision not to serve a second term. Governors will shortly receive the vacancy notice regarding the need for new external governors as of September 1, 2015 and a message to customize and send to qualified and potentially interested individuals.

10. CO-POPULOUS GOVERNORS' REPORT

No report.

11. PRESIDENT`S REPORT

11.1. Durham College

Received under the Consent Agenda.

11.2. Colleges Ontario Committee of Presidents

Received under the Consent Agenda.

11.3. Apprenticeship Task Group Report

A Colleges Ontario Task Force is reviewing and renewing its 2009 reform agenda for the apprenticeship system. Government's approach is to work to improve the existing structure; colleges believe a new system needs to be created. Completion rates are continuing to decline and colleges are increasingly losing money on apprenticeship programs.

In response to questions, it was noted that the Federal government funding program is for individual apprentices and does not support the program itself. Challenges include: as many trades are very specialized, apprentices must move from one mentor to another to obtain the necessary breadth of experience; large companies are no longer willing to take apprentices as they are seen to be too expensive, however, they will take college graduates and then train them to develop the necessary skills. The shortage of skilled workers is real and the demand for learning many of the trades is there, even at the high school level. However, participation in the apprenticeship program is very low, confirming the belief that it is a structural issue. There is also still a societal issue.

12. COMMITTEE REPORTS

12.1. GOVERNANCE REVIEW Reports 2 and 3

Received under the Consent Agenda.

13. CONTINUING BUSINESS

13.1. Program Advisory Committee Minutes (Our Students)

It was observed that students requested changes to the level of math education provided in many of the programs, usually to a lower level; this is an ongoing comment resulting from a disconnect between the high school curriculum and student performance and the standards required for college curriculum. There is a provincial initiative underway to improve success in math for students in the secondary school system. The college is piloting a program to assess math and communications skills of incoming students to identify ways to improve their success in math.

ACTION: J. Robinson to report back on how the college listens to the student voice expressed at PAC meetings.

Moved by Governor DeJong

Seconded by Governor Wilson

THAT the Durham College Board of Governors receives these minutes summaries from 41 PAC meetings held between September 17, 2014 and January 15, 2015 for information.

CARRIED.

14. NEW BUSINESS

14.1. Durham Region Business Leaders Roundtables (Our Community)

Business leaders of largest employers in Durham Region have been invited to Roundtable discussions about the college, what it offers to employers and what employers need. The invitations and events themselves were well received. Those in attendance generated great dialogue and abundant good will and interest was created. However given business leaders' hectic schedules it has been challenging to get the right people to attend. Key takeaways include confirmation that employers welcome co-op programs and will pay participants, as long as students are available for a sufficient block of time. A summary of outcomes will be shared with the Board when the series of roundtables concludes.

14.2 Approve 2015-2016 Tuition and Ancillary Fees (Our Students, Our Business)

Approved under the Consent Agenda.

14.3 Receive Enrolment Update (Our Business)

A typical pattern of attrition in domestic student enrolment was experienced between September and November 2014 and from December 2014 to January 2015. The Winter intake shows a significant increase compared to this time last year. The international student enrolment target was surpassed and greater diversity in country of origin is being achieved. In response to questions, it was noted that Brazil is the fastest growing as the college is working with CICan on a science-without-borders initiative.

Moved by Governor Allingham

Seconded by Governor Dougherty

THAT the Board of Governors receives the Enrolment Report for information.

CARRIED.

14.4 New Continuing Education Programs for Approval (Our Students)

The Building Environmental Systems-Facility Management program curriculum is provided by Seneca; the college is implementing it as a face-to-face program. There is no cost to the college for this, as we are in a different geographic region. Seneca will receive some revenue for providing the teaching and study manuals. The Perinatal/Obstetric RN/RPN and Food Service Worker are already offered; there is sufficient demand to re-organize each into a Durham College Certificate, which is a higher level credential.

Moved by Governor Tremblay

Seconded by Governor Macklin

THAT the Durham College Board of Governors approves the programs of instruction for the Building Environmental Systems-Facility Management, Perinatal/Obstetric RN/RPN, and Food Service Worker programs.

CARRIED.

14.5 Program Modifications - Critical Care Nursing for Internationally Educated Nurses (Our Students)

There is international interest in the Ontario graduate certificate program currently offered, however, to enrol in the existing program, students must be registered in Ontario. The proposed modification allows international students to access the program content on-line, even though they are not registered in Ontario and do not undertake the practical aspect in Ontario. They can subsequently attend the simulation lab at Durham College.

Moved by Governor Dougherty

Moved by Governor Bowen

That the Durham College Board of Governors approves the postsecondary programs of instruction for the Critical Care Nursing International Certificate.

CARRIED.

15. OTHER BUSINESS

None.

16. INQUIRIES AND COMMUNICATIONS

Two magazines with articles featuring Durham College were circulated.

17. UPCOMING EVENTS

Governors were notified of Winter Break, Campus Master Plan Open House, internal governor election dates, the First Robotics Competition (dates amended to March 12 – 14), Spring Open House, and the April Retreat, and encouraged to attend these events.

18. MOVE TO IN-CAMERA SESSION

Durham College by-law No. 1. provides for the Board of Governors to address, in-camera, items of corporate business respecting human resources or litigation matters, confidential items covered under the Freedom of Information and Protection of Privacy Act and, items that the Board deems to be confidential to the College.

Moved by Governor Macklin

Seconded by Governor Quantrill

THAT the Board of Governors move in-camera to address 11 items of business.

CARRIED.

The meeting recessed at 7:33 p.m. and moved in-camera at 7:48 p.m.

19. ADJOURNMENT

The meeting returned to public session at 9:05 p.m.

Moved by Governor Fisher

Seconded by Governor McKee Demczyk

THAT the February 11, 2015 meeting of the Durham College Board of Governors adjourn.

CARRIED.

The meeting adjourned at 9:05 p.m.



Ron Chatterton, chair



Jennifer Clark, secretary

Schedule 1. Approved Compulsory Ancillary Fees for 2015-2016

Appendix A

Mandatory Ancillary Fees	2014/15	2015/16
Athletic Complex Membership Fee	\$33.99	\$34.66
Intercollegiate Athletics	\$35.18	\$35.88
Health Services Fee	\$14.88	\$17.00
Student Handbook	\$5.67	\$5.78
Student I.D.	\$16.99	\$17.32
Information Technology (IT) Services	\$183.22	179.88
Security (24 hour access to computer lab)	\$25.54	\$26.05
Athletic Centre Expansion Fee	\$161.80	\$165.03
U Pass Transit Fee	\$178.00	\$206.00
Graduation Fee (all 1st year and direct entry students)	\$33.47	\$34.13
Access Copyright Fee	\$3.38	\$4.06
Student Association Levies	2014/15	2015/16
Student Association	\$102.31	\$102.31
Health Plan	\$105.53	\$105.53
Dental Plan	\$88.13	\$88.13
Student Centre	\$58.51	\$58.51
Campus Radio Station	\$10.90	\$10.90
Total	\$1,057.50	\$1091.17

Notes:

- Health and Dental insurance plan fees are estimates. Actual fees will be determined and confirmed by the insurer under the agreement with the Student Association.
- Students may opt out of the Health and Dental plans at the Student Centre with proof of comparable, supplemental medical coverage.
- International students pay a separate fee of \$560.00 for health coverage under a College contract with Sun Life in lieu of OHIP.

Our Students

DC Students Take on BDC Case Challenge

February 2015



The DC Team placed fourth out of 33 teams chosen to compete in the 10th annual Business Development Bank of Canada (BDC) Case Challenge in Montreal. Marketing students Christian Schortemeyer, Madelaine Cox and Michelle Lavender were joined by Dan Cole, a student from the Entrepreneurship program, and worked together to analyze a business problem and create an innovative marketing plan. After three hours, and no Internet access, the teams were required to share their plan with a panel of judges and an audience in a 20-minute presentation.

Student Athletes Celebrate Academic Successes

March 2015



It has been another successful year for Durham College athletes in the classroom. Twenty-four student-athletes received Ontario Colleges Athletic Association All-Academic Awards at the sixth annual academic luncheon in honour of all student athletes who exemplified academic excellence throughout the varsity season. The Bert Dejeet Memorial Scholastic Award was presented to Kelsey Gallant (women's volleyball – Recreation and Leisure) and Jonathan Jealous (men's volleyball – Architectural Technology) for having the top overall GPA of all varsity student-athletes.

Durham College Celebrates OCAA Medals

February 2015



It was a thrilling end to the varsity season, with the Women's Volleyball team winning a silver medal and the Men's Basketball team winning a Bronze at the OCAA championships. Both teams also had members named to the OCAA Championship All-Star teams.



DC Students Chosen To Support the 2015 Pan Am/Parapan Am Games

March 2015



Durham College students have been offered once-in-a-lifetime opportunities this summer to support the Pan Am/Parapan Am Games. Three students from the School of Media, Art & Design will assist the CBC in broadcasting the events after being nominated by their professor and being accepted as interns with the CBC. Thirteen students from the School of Skilled Trades, Apprenticeship & Renewable Technology will be working as carpenters and carpentry assistants to build and maintain residences for more than 7,000 athletes who will be participating in the games.

DC Engages Student Leaders



More than 135 campus leaders participated in the first-ever Student Leadership Summit, co-ordinated by the Student Life office. The summit featured a variety of conference-style sessions presented by Durham College staff members, and a keynote address by author, producer, and motivational speaker, Stuart Knight. Diverse session topics included: Strengths based Leadership; Leading with Positivity; Leadership and Diversity; Agents of Change; Empowering the Future through Sustainability; Leading a Successful Event; What's Your Leadership and Career Brand? Public Speaking; and Navigating Leadership Styles for Success.

Jane Hilton is the 2015 President of the Ontario Library Association

February 2015



Jane Hilton, a project manager in the Office of Research Services and Innovation, is honoured to be the 2015 President of the Ontario Library Association (OLA), which was founded in 1900 and is the largest library association in Canada with over 5,000 members. Committed to the importance of libraries to a community, Jane has gained much of her governance

experience from her years on the Whitby Public Library Board to which she was recently reappointed. She served as Chair of the library board from 2007 to 2010, and was Chair of the Planning Committee for eight years where she was instrumental in revising the bylaws and implementing a board evaluation process.

Our People

Anna Rodrigues Featured in International Publication

March 2014



An article by Anna Rodrigues, professor in the School of Media, Art & Design, was published in the International Journal of Technology and Inclusive Education (IJTIE). The article, "Lights! Camera! Action! Exploring Links between Inclusive Teaching in Broadcast Education and Diversity in Canadian Media", explores inclusive teaching and the effects that come from considering a student's culture, religion, sexuality and gender. According to

the article, accounting for these factors can help foster a more inclusive classroom and help students grow.

Our Business

DC Partners with TADA at Canadian International Auto Show

February 2014

Durham College was selected to be one of the education partners featured as part of the Trillium Automobile



Dealers Association (TADA) exhibit at the Canadian International Auto Show. The DC display was part of the Career Start area, with students and faculty promoting automotive programs at Durham College. The goal was to promote education and careers in the auto sector.

Durham College Co-Hosts International Symposium on the Transformation of Higher Education



Within the context of a rapidly changing higher education landscape internationally, a group of higher education institutes from Canada and Ireland hosted a Joint Symposium consisting of a one-day series of workshops followed by a two-day conference in Dublin exploring the transformation of higher education. I was pleased to present with Trent University President Leo Groarke, Michael Owen, Vice-President Research & International, from UOIT and Durham College faculty members Kevin Dougherty, Lon Appleby and Jay Fisher who also made excellent presentations throughout the conference.

Our Community

First Robotics Canada Competition Takes over Campus March 2015



High school robotics teams from across Ontario, Quebec, Alberta and New York State descended on the Oshawa campus for the 2015 *FIRST* Robotics Competition (FRC) Greater Toronto East Regional competition. The event was the last stop before the FRC World Championship taking place in St. Louis, Mo. in late April, was free to the public and saw more than 1,000 student participants compete on more than 45 teams, as they demonstrated their engineering skills and knowledge. Durham College provides significant resources to the event, including our faculty and administrators serving as judges, other employees volunteering time and providing the

use of our machining lab for students to make necessary fixes to their robots.

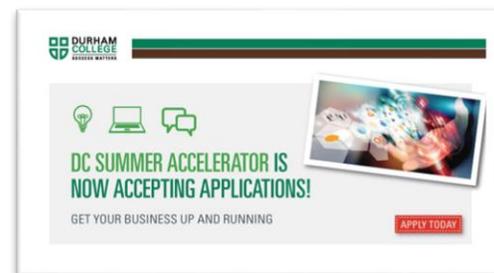
Women in Skilled Trades Roundtable with Minister Kellie Leitch and the President of Shell Canada March 2015



The Roundtable on Women in Skilled Trades, hosted by Minister Kellie Leitch and Shell President, Lorraine Mitchelmore, in Calgary provided an opportunity to discuss many important themes related to improving the number of skilled women in high-demand fields. Utilizing skilled women to their full potential to improve Canada's competitiveness and continue improving the economy was the central theme of this particular roundtable. The group discussed how to better position women to take advantage of the growing employment opportunities in sectors that have previously been dominated by men, specifically focusing on skilled trades and technical professions.

DC Summer Accelerator Program Helps Young Entrepreneurs

April 2015



Durham College has launched the DC Summer Accelerator program – a new initiative to help students, local youth and alumni take their innovative ideas or business ventures to market faster, while utilizing the professional services from an experienced support team. In collaboration with Spark Centre, the program offers incubation and acceleration services to support and provide access to services so young entrepreneurs can turn their great ideas into tangible and marketable products.



March 24, 2015

**Summary of Committee of Presidents' meeting
March 23, 2015**

Decision items:

Ontario Online

The Committee of Presidents approved a recommendation that all online college courses will be available on the province's new Ontario Online portal. Ontario Online's board recommended that colleges make all of their online courses and programs available and that will include all courses currently offered through the sector's OntarioLearn consortium and all online courses offered outside of OntarioLearn.

Ontario Online is the provincial government initiative to create one-window access to all online university and college programs. The portal is scheduled to launch in September.

Presidents supported the proposal to include all college courses but expressed concerns that there is currently no business model for Ontario Online. The presidents agreed that the development of a business plan should be a priority going forward.

Ontario Online is starting to interview candidates for the organization's CEO position. It is expected a CEO will be in place in June.

Oversight of the CAAT Pension Plan

The presidents approved a recommendation to transfer the oversight of the relationship between the employer sponsors and the CAAT Pension Plan from Colleges Ontario to the College Employer Council (CEC), as the plan is more closely aligned with the CEC's business activities and expertise. That transfer will take place during the remainder of 2015.

In a separate part of the meeting, Derek Dobson, the CEO and plan manager of the CAAT Pension Plan, provided an update on the pension plan. He said the plan, which is in its 20th year as a jointly sponsored pension plan, is in good shape. He said it is 107 per cent funded on a going concern basis and has more than 40,000 members.

Dobson spoke about the work underway to allow universities to join the plan. He said guiding principles have been established that will ensure that colleges continue to control the plan and colleges will not be

assuming the deficit for any university that joins the plan. It is expected that Trent University and another university could join the CAAT Pension Plan in the near future.

Colleges Ontario's operating budget

The presidents approved Colleges Ontario's operating budget for 2015-16. There are no increases in the colleges' membership fees.

Reappointment of OCQAS chair

COP voted to extend the appointment of former Fanshawe College vice-president Joy Warkentin as the chair of the Ontario College Quality Assurance Service (OCQAS) for another two years.

The OCQAS is responsible for credential validations and program quality reviews at the colleges. Warkentin has been on the OCQAS board for six years. The presidents voted to extend her position as chair for another two years to allow her to oversee the service's creation of an accreditation process for all colleges.

Discussion items:

Policy on sexual assault

Presidents received an update on the stand-alone policy and protocol on sexual assault and sexual violence that is being created for all colleges.

Following the public release of a draft template in January, individual colleges have been consulting with students, community leaders and others. Each college is using the template to create its own policy and protocol that will be public by March 31.

Linda Franklin, the president and CEO of Colleges Ontario, said the policy and protocol has been well received by stakeholders and there are colleges and universities in other provinces that are using it as a model for their policies.

Meanwhile, the sector's task force on sexual assault has been working on next steps, including measures to fulfil the requirements of the provincial action plan on sexual assault that was announced by Premier Kathleen Wynne in early March. The task force has also developed a communications strategy for colleges that will be distributed to colleges in the coming days.

The task force will be inviting groups with expertise on the subject to attend its meetings as resource providers. Groups that will be invited include the Metropolitan Toronto Action Committee on Violence Against Women and Children (METRAC), the Ontario Coalition of Rape Crisis Centres, Action ontarienne contre la violence faite aux femmes, the Canadian Federation of Students and the College Student Alliance.

Colleges Ontario's strategic plan and business plan

Presidents reviewed a designed version of Colleges Ontario's upcoming strategic plan for 2015-18, along with the business plan that will support the directions in the strategic plan.

While the strategic plan has traditionally been an internal document, the new plan for 2015-18 will be publicly released in late April. Based on the decisions from the presidents' strategic retreat last fall, the plan includes a vision, mission and values for the sector, along with five strategic directions:

- Developing a new generation of innovators.
- Investing in learning and teaching excellence.
- Providing the right training and credentials for tomorrow's workforce.
- Increasing opportunities for student access and success.
- Providing strong community leadership.

The presidents provided feedback on the content, which will be incorporated into the final version of the plan. The presidents also provided feedback on Colleges Ontario's business plan, which will continue to be an internal document.

Provincial review of post-secondary credentials

Marie-Lison Fougère, an assistant deputy minister at the Ministry of Training, Colleges and Universities, provided an update on the work done by consultants to assess post-secondary credentials in Ontario.

The government appointed consultants last year to examine whether Ontario has an appropriate mix of post-secondary credentials to ensure graduates will have successful outcomes in the workforce.

While the draft report is still being reviewed by government, Fougère shared some of the areas that the consultants explored, including the employment rates for post-secondary graduates and related issues about salary levels and whether graduates are finding employment in their fields. She said it is clear in the report that people with post-secondary education do better in the job market than people who only have a high school education.

The consultants' work included reviewing proposals from Ontario's colleges to expand the range of degree programs at colleges. This would include approving a broader range of four-year degree programs at colleges and allowing colleges to offer three-year degrees in career-specific areas.

No date has been set for the release of the consultants' report.

Funding formula reviews

Fanshawe College president emeritus Howard Rundle and consultant David Trick met with presidents to have an initial discussion about the options for colleges in discussions with the provincial government about the funding formula for colleges.

Rundle is leading a special task force of retired college executives that is exploring changes the sector may wish to pursue for the distribution of provincial funding to ensure that all colleges are treated fairly. He said it will be a difficult discussion in a period of fiscal restraint.

The Ontario government is planning to change the funding formula for both colleges and universities and has started with a review of the universities' formula. Sue Herbert, a former deputy minister and the adviser who oversaw the strategic mandate negotiations for the colleges, has been appointed to conduct the review of the universities' formula.

In a separate part of the meeting, Training, Colleges and Universities assistant deputy minister Marie-Lison Fougère said colleges and others will be included in the review of the universities' formula. While funding decisions are currently driven by enrolment, she said the goal is to put a greater emphasis on quality and outcomes. She said differentiation in higher education and the long-term sustainability of the sector are also important parts of the discussions.

The government hasn't announced the timing for the review of the colleges' funding formula.

The college sector's partnerships with manufacturers

Jayson Myers, the president and CEO of Canadian Manufacturers & Exporters (CME), spoke to presidents about the current trends in manufacturing and some of the areas where manufacturers will continue to work in partnership with colleges.

He said the manufacturing sector is optimistic about the years ahead. Many of the job losses experienced in the sector in the period from 2002 to 2012 occurred before the recession hit and were due to the high Canadian dollar. However, with the Canadian dollar now lower and the U.S. market improving, he said the sector is seeing record sales and there is growth in a number of industries.

Myers spoke about the work that CME has done with colleges and other community leaders to promote awareness of the need for a more highly skilled workforce. Myers said the demand for highly qualified people is particularly important as advanced technology continues to transform the sector in areas such as 3D printing.

He said CME has created marketing efforts to promote careers in manufacturing and will work with colleges on promoting those careers.

He also praised the applied research work that many businesses and industries do in collaboration with colleges. He said CME supports the college sector's efforts to encourage governments to invest more funding into research that creates products that can be taken to the market.

College Mathematics Assessment Project

Laurel Schollen, the vice-president, academic, at Fleming College, spoke about a new project to help college students who need remedial work in math.

The College Mathematics Assessment Project will provide technology tools to colleges to help them assess students who need help and to provide remediation. The project follows the work that has been done by the sector in recent years to evaluate the challenges that many students entering college have in math.

Humber College will manage a request for proposals on behalf of the sector to find a technology partner to run the project. It is expected the RFP will be issued soon.



GOVERNMENT UPDATE

COLLEGES ONTARIO UPDATE – February-March 2015

Following is an update of government relations and policy work undertaken by Colleges Ontario from February and March that is not covered in our upcoming COP meeting

Apprenticeship

CO met with David Fulford, Marie-Lison Fougère and other ministry staff to brief them about the recommendations from the sector's Task Force on Apprenticeship. The ADMs commented positively on many of the recommendations, stating that apprenticeship reform is a priority for the Government and the Minister. The ministry noted the important role of the College of Trades(COT) and was pleased to learn that Colleges Ontario would be meeting with COT to discuss the sector's recommendations.

CO staff met with David Tsubouchi and his senior policy person to discuss the sector's apprenticeship recommendations and to talk about how the College of Trades and CO might work together to advance recommendations that both parties support. It was a very positive meeting that resulted in a recommendation to bring together the executive committees of both organizations for an initial discussion on areas of mutual interest around apprenticeship reform and how the organizations might work together to address these issues.

Applied Research

Discussions were held in late 2014 with Annie Cuerrier, Regional Executive Director, Industry Canada, to discuss opportunities for colleges, especially in the areas of innovation and entrepreneurship. This has led to further meetings in February with Alain Beaudoin, VP Policy, Fed-Dev Ontario, and with David Lisk, Executive Director – Ontario, Industrial Research Assistance Program (IRAP). These discussions in turn have led to potential opportunities with both Fed-Dev and IRAP. CO staff are following up with HAR to assess these ideas and to develop college system proposals where appropriate.

Employment and Training Services Integration

At the last WDCC meeting, MTCU staff provided an overview of the planned government-wide integration of employment and training services. The employment and training services integration (ETSI) process, first recommended by the Drummond Commission, will see employment services from various government ministries integrated into Employment Ontario, MTCU. The integration plan is still in development and MTCU has engaged an outside consultant to conduct a second round of stakeholder consultations over the coming months. Out of this process, it is expected that a new centre for workforce innovation will be created through which all literacy grants will be coordinated and employer focused pilots will be conducted.

HEQCO

Linda Franklin met with Harvey Weingarten to discuss HEQCO priorities over the coming months and the potential for access to college data through OCAS. Harvey agreed that it was unlikely they would pursue the part time issue as it was clearly a challenging issue for colleges for a number of reasons. CO and OCAS continue to work closely to evaluate requests for data, most recently turning down a request from OUAC (and COU) for data on college enrolment.

CO also joined a small group of civil servants at a reception hosted by HEQCO to celebrate the 10th anniversary of the Reaching Higher report. Bob Rae was there and said a few words about the report and the importance of continuing to support post secondary education.

KPIs

The KPI policy committee examined preliminary data from the new 2-year post-graduation outcomes survey. The initial data from the outcomes survey indicate that the employment rate of graduates 2 years after completing college is significantly higher than the rate at 6-months. The committee also discussed the implementation of a new work-integrated learning field on the graduate record file and reviewed next steps in the process of centralizing the calculation of the college graduation rate within MTCU. Full implementation of the graduation rate is not expected until 2021-22.

Meetings to discuss CO policy priorities

Senior staff from Colleges Ontario continued to meet with a range of deputy ministers, Chiefs of Staff, senior policy advisors, MPPs and PAs to discuss college priorities, including three year degrees, stand-alone nursing, fiscal pressures and funding issues, at risk student needs, youth unemployment, applied research requirements and apprenticeship reform. As well, CO is attending fundraisers for relevant members of all parties, which are in full swing in March.

New and Pending Legislation

Bill 64 - Protecting Interns & Creating a Learning Economy Act, 2015 is a private member's bill introduced by Peggy Sattler (London-Fawshawe and NDP's MTCU critic). This legislation would see the establishment of an Advisory Council on Work Integrated Learning to advise the Minister on integrated work relating learning opportunities and to establish a website publicizing the opportunities. The second part of the act is to provide greater protection for interns and vulnerable employees under the Employment Standards Act. The bill passed second reading and has been referred to the Standing Committee on the Legislation Assembly. It is unlikely the bill will be dealt with by the Committee until the fall 2015.

College and University Student Associations Act

The legislation would require student associations to be incorporated, identified a time frame for colleges and universities to remit collected student fees (in the absence of an agreement between the institution and association) and required institutions to provide student information to the associations. This was to be introduced when the House resumed in February by Daiene Vernille (Liberal member). CO has previously reported that Ms. Sattler might also sponsor this bill but she chose instead to bring forward Bill 64.

CO submitted a response to the draft bill identifying colleges' concerns with the proposed legislation which was distributed to Ms. Vernille, opposition critics and Minister's staff. Ministry staff has been directed to work with the member on the draft legislation and it has not yet been introduced. CO will continue to monitor the status of this legislation. CO also met with opposition critic Garfield Dunlop to alert him to our concerns and ensure that he did not join his name to this draft bill.

Nursing

Stand Alone Nursing

Linda Franklin met with Denise Cole, the new ADM Health Human Resources Strategy, whose portfolio includes nursing and a dual reporting structure to the Ministries of Health and MTCU that means she will have an important role to play in the stand alone nursing discussion. Denise, who is a former member of the Seneca College board, was well versed on the issue of stand alone nursing and the meeting provided a good opportunity for an update on the issue and a review of the reasons colleges believe this should be pursued. Information was also shared on the support from nursing associations for this proposal.

Internationally Educated Nurses

In its efforts to address the concerns of the Office of the Fairness Commissioner regarding the lengthy process internationally educated nurses must undergo to qualify for practice and weak results on the certification exams, the Ministry of Health and Long-term Care (MOHLTC) held another meeting of all stakeholders. Attendees included representatives from the Office of the Fairness Commissioner, MCIIT, MTCU, the College of Nurses of Ontario (CNO) and representatives of the college and university sectors.

Representatives of the Fairness Commissioner pressed CNO to make changes to the application process for internationally educated nurses to decrease the time and complexity associated with gaining entry to practice. There are also concerns with the pass rates on the certification exams for the bridging program graduates. The outcome of these discussions could have implications for college and university bridging programs and these implications should become clearer following the next meeting in April.

Pre-Budget Consultations

David Agnew and Linda Franklin met with Min. Deb Mathews, Chair of Treasury Board to review CO's budget recommendations and other key issues for the sector and to discuss the poverty agenda and how colleges might support this important issue. Minister Mathews had a number of her staff with her for the briefing and was particularly interested in apprenticeship recommendations, ideas to improve retention and the per student funding of colleges as it relates to high schools and universities.

CO made formal presentations on our budget recommendations to the Standing Committee on Finance and Economic Affairs and to Minister Sousa at his pre-budget consultations.

Sexual Assault

Sexual assault remains a priority issue for both government and the sector. Following the development of a draft sexual assault and sexual violence policy and protocol template for colleges, CO met with several representatives of the Ontario Women's Directorate (OWD), student associations and MTCU to receive their comments on the draft. They were very supportive and offered several suggestions, which are reflected in the final version. OWD led the development of the sexual assault action plan for the

province and is responsible for tracking its implementation. Both OWD and MTCU have been invited to remain on the College Sector Task Force on Sexual Assault.

CO has fielded several media interviews on the sector's sexual violence policy template and a number of colleges have also been interviewed in local media. Senior CO staff joined Tony Tilly, the President of Sir Sanford Fleming College, at the launch of the Premier's action plan on sexual assault on March 6th. The action plan picked up a number of recommendations from colleges, including looking at how to provide 24/7 support across the province and ensuring that education about sexual violence is not just undertaken during fall orientation.

Section 28

As previously reported, MTCU has established a joint working group on Sec. 28 with the college sector. One of the group's roles is to recommend processes for seeking approval or exemption under Sec. 28, given the range and volume of college contracts. The second meeting was on February 25, 2015 and the main purpose was to identify the types of transactions that should require individual approval under Sec. 28 and transactions that should be approved as a class.

The discussion focused on financing agreements and international contracts. The college representatives proposed that there should be class approvals for operational contracts and that a simpler process for loan renewals previously approved under Sec. 28 be implemented. Colleges also suggested that not all international contracts create a liability and that domestic and international contracts are the same in terms of financing arrangements and that the group should develop criteria that apply to all contracts.

MTCU noted that there are different definitions of contingent liability and indebtedness and that without the definitions it is difficult to discuss how transactions should be treated in terms of Sec. 28. MTCU will work with a college sector rep to develop a document that provides definitions of contingent liabilities and indebtedness, along with some examples.

Public Executive Committee Report No. 1 of 2014-2015
to the Durham College Board of Governors for consideration at its
public session meeting of April 19, 2015

THE EXECUTIVE COMMITTEE, AS A RESULT OF ITS IN-CAMERA MEETING HELD ON
APRIL 7, 2015 REPORTS AND RECOMMENDS AS FOLLOWS:

1. Semi-Annual Review of Progress Toward 2014-2015 Board Goals

The goals of following the annual Board Work Plan, aligning the majority of agenda items with the strategic and business plans and regular critiquing of meetings are being achieved and are effective. The goal of having at least two generative discussion will be addressed at the Board Retreat; others can still be held if necessary prior to the end of the Board meeting year.

2. Confirm Delegates for CIGan Conference

Using approved selection hierarchy based on Board business needs and the interest and availability of governors, the committee confirmed funding for governors Chatterton, Tremblay, Borowec, Bowen, and McKee Demczyk and for one Board staff member to attend the conference in Winnipeg.

The Committee also approved the president's expenses and confirmed the agenda items for the upcoming meeting of the Board of Governors.

All of which is respectfully submitted,



Ron Chatterton, chair
Executive Committee
April 7, 2015

BOARD REPORT

Public:
In-Committee:

Action Required:
Discussion
Decision

MEETING DATE: April 19, 2015

REPORT DATE: April 15, 2015

FROM: Don Lovisa, president

SUBJECT: Program Advisory Committee Meeting Minutes

A. Purpose

To inform the Board of Governors of the activities of the Program Advisory Committees (PAC) of Durham College.

B. Background

The Minister's Binding Policy Directive 3.0 Programs – Framework for Programs of Instruction, Section C: Advisory Committees provides for the Board of Governors 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.

The Durham College Board of Governors By-Law No. 2, a By-Law regarding Advisory Committees for Programs of Instruction, sets out in section 3.6, in part, that "...The Board of Governors will acknowledge receipt of the minutes [of PAC meetings] by resolution."

C. Discussion/Options

Minutes summaries of 7 PAC meetings held between January 22, 2015 and March 24, 2015 are provided for review.

D. Financial/Human Resource Implications

N/A

E. Implications for UOIT (if applicable)

N/A

F. Recommendation(s)

That the Durham College Board of Governors receives these minutes summaries from Program Advisory Committee meetings, for information.

Community Services (ADMH & SSW) Program Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
*Douglas Matheson	Senior Lead	CMHA Durham
External Committee Members		
Mark Graham		Peterborough CMHA
Kim Lepine	Director, Mental Health and Specialized Geriatrics	Community Care Durham
*Jennifer Iantomasi	Addiction Counsellor	Lakeridge Health
Krista Bull	Program Coordinator	Durham Mental Health Services
*Garfield Bembridge	Executive Lead	CMHA Toronto
Elected Student/Alumni Representatives		
*Krista Schmidt	ADMH Student	Durham College
Nicholas Ringwood	SSW Student	Durham College
*Erin DeMelis	ADMH Student	Durham College
Deanna Visconti	ADMH Alumni	Durham College
Alexis Roddau	ADMH Alumni	Durham College
Jaimee Rodrigues	SSW Student	Durham College
Elected Faculty/Staff Representatives		
*Judeline Innocent	Dean	School of Health & Community Services
Carol Burke	Associate Dean	School of Health & Community Services
Ken Lomp	Faculty/Coordinator	Addictions & Mental Health Program
*Randy Uyenaka	Faculty/Coordinator	Social Service Worker Program
*Donna Boyd	Program Coordinator	Continuing Education
*Dan Blomme	Faculty	Addictions & Mental Health Program
Guests/Unelected Faculty/Staff		
*Stephanie Tufts	Student Advisor/Practicum Officer	School of Health & Community Services
Mary Noble	Employment Advisor/ Internship Coordinator	Durham College

KEY POINTS OF DISCUSSION

1. Minutes of April 30, 2014, were approved by R. Uyenaka and seconded by J. Iantomasi. Carried.
2. J. Iantomasi – Pinewood Centre now has a counselor coming in to help with the Aboriginal population as well as women who are pregnant or with children.
3. G. Bembridge – CMHA Toronto has experienced some expansion with staff being hired to work with the homeless population with substance abuse. The Manager will probably be looking for placement students. Central East LHIN hope to improve access to mobile crisis and this should serve the student population a little better.
4. D. Matheson – Community Wellness day program has hired a chef to prepare daily meals for clients and staff. CMHA Durham provide a Community Safe Worker course – train the trainer, all day course, provides the front line staff with street smarts. ACT Team using step down approach for clients who have gone on in their recovery in the housing sector. A full person team with four case managers working with all of the clients in a certain area. The Team serves the Whitby area so the clients always have someone they are familiar with.
5. R. Uyenaka SSW updates: a very smooth start to the new Academic year with 120 students starting first year and there has been very low attrition (114 remaining). Very few interpersonal issues have been reported. This may be attributable to increased emphasis on student rights and responsibilities, new program specific student conduct expectation. 96 students have returned for second year and 94 of them are on placement. 93 first year students will start placement in the next two weeks. SSW Program Review continues. In October 2014 we hosted two focus groups involving community stakeholders and first and second year students. We are now looking at ways to incorporate the feedback into making curriculum changes. Two of the highlights from the Community Stakeholders Focus Group: overall pleased with graduate levels of knowledge and skillset and some need to work on interpersonal skills and professionalism. Among the highlights from the Student Focus Group were: overall, very pleased with the expertise and level of instruction. There is an increased competition for field placement and needing more support around this continues to be the greatest concern especially for first year students. Looking into the addition of value adds into the program to increase student readiness/marketability for placement and employment. Addition of SAFETALK Training and Certification into the Crisis Intervention Course in the winter semester. We have also received and reviewed a field placement readiness checklist developed by the Ontario Social Service Worker Educators Workgroup to help assist student's readiness to go out on placement. Program team feedback has been positive and we are considering where and how to best incorporate into the program. A. Cappon and R. Uyenaka attended the recent Trent BSW roundtable discussion to provide feedback to aid in the development of the program. Trent launched their BSW program in September 2014 and it has been very well received with high levels of interest from both Trent and Oshawa campuses. Among some of the issues being discussed are having a theme focus to the program i.e. geriatrics and the format of field placement. Currently working on developing formal articulation agreements with both Sir Sandford Fleming and Durham College SSW programs and this is expected to be in place for 2016-17.
6. D. Blomme ADMH updates: D. Blomme, J. Innocent and C. Burke met with Admissions and the pre-existing issues with the ADMH website have now been rectified. We are now in a position to start applying to the College of Registered Psychotherapists of Ontario (CPRO) in an effort to have our ADMH program recognized for meeting the academic requirements for those seeking certification with the new College. D. Blomme will begin the process during January and February of 2015. Recent graduates of the program are now eligible to apply to the CRPO for qualifying status. Working on a proposed plan to increase future ADMH enrolment numbers. The new Winter semester cohort has 26 students resulting in two sections of the Psychotherapy/Counselling I and Psychotherapy/Counselling II to allow for clinical practice. This will also affect clinical courses for this cohort's second semester in May (Wellness Counselling, Problem Gambling and Brief Therapies). In regards to Program Curriculum and Self-Study the following aspects are being addressed: the use of teleconferencing and the DC-LIVE platform addresses the team building goal in the self-study. D. Blomme will be working on hybridizing the Trauma-Informed Practice course in Jan/Feb 2015 which addresses the increased development of online content goal in self-study. D. Blomme will begin the application process for the CRPO which was a key goal for the program this year. K. Lomp is half way through his year-long sabbatical. There are continued positive employment trends in our program with approximately 20% of the last three cohorts securing employment prior to graduation. Since moving to the Pickering Learning Site there is now an extended reach of employment and placement opportunities for students and grads in the west end of Toronto.
7. J. Innocent updates: Durham College has welcomed more than 11,100 full time post-secondary and apprenticeship students to its Oshawa and Whitby campuses and Pickering Learning Site since classes for the 2014-15 academic year officially began on September 2nd - with the College being one of only three in Ontario to experience growth this year. Durham College now has 459 international students from more than 32 countries. Durham College's Spring Open House is on Saturday, March 21st. There is a proposal to fund a new Health Sciences building with UOIT and Trent. There is currently a Crowdfunding Campaign happening for the Centre for Food. The campaign is called "Field to Fork" Sowing the Seeds of the Community and is inspired by the College's goal to bring locally sourced, quality produce from field to

- table in Durham Region. The Campaign was launched in an effort to complete landscaping and planting needed at the Centre for Food. A new program, Activation Coordination in Gerontology, was launched in September with 31 students. The OTA/PTA program has now entered Year 2.
8. D. Boyd provided updates from the Continuing Education Department: last September they launched the SSW program on-line which has been very successful. Half of the courses are on-line now and early stages indicate this will take off.
 9. E. DeMelis is a student in Semester 2 of the ADMH program: the Pickering Learning Site is a good location because it is central, free parking is great and it is easier to get to than the Oshawa Campus. Because of the smaller campus you get to know people, there is more one-on-one. The downside is they are paying Oshawa Campus fees for services they will never use, for example, the gym. The female students do not like walking to their cars in the dark. There is one security guard and we are not sure of his capacity as the space is shared with Centennial College. Durham College does run ConEd courses at night but not Centennial. D. Blomme & J. Innocent will address this issue with A. Mundy, Site Manager. Suggestion was made that the students from the School of Justice could assist with this safety concern. Food services in the building are expensive so the students usually eat at the Mall.
 10. K. Schmidt is part of the Summer cohort so safety is not an issue at the PLS. Krista made some suggestions regarding the placement process - utilize first part as a way of researching different agencies, different avenues to explore, understanding what agencies offer and have them come into the classroom. Objectives to be met should be done at the beginning, have an advocate or research committee go out and say this is the ADMH program. We have two students at Ontario Shores.
 11. Review of the KPIs has been deferred until the Spring meeting.
 12. The Community Services & Child Studies Foundations (CSCSF) Program Advisory Committee will become part of this PAC as of the Spring April 28th meeting.

RECOMMENDED ACTIONS

1. D. Blomme & J. Innocent to address the safety concerns at the Pickering Learning Site.
2. Next meeting – April 28, 2015, 2:00 – 4:00 pm.
3. Adjournment 4:15 pm.

STATUS OF RECOMMENDATIONS FROM APRIL 30, 2014 MEETING

1. The ADMH Faculty met with Admissions on December 15th to talk about admission requirements for their Program.
2. C. Burke addressed concerns about students not being notified when classes are cancelled or changed at the Pickering Learning Site. There is now a process in place should a class be cancelled.

REPORT PREPARED BY: Sandra Thomson DATE: February 2, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent SIGNATURE: 

APPROVED BY CHAIR: Douglas Matheson SIGNATURE:

Hospitality Skills/Management, Special Events/Event Planning Membership List

Note: an asterisk in front of the name indicates the member was present for this meeting.

Name	Title	Organization
Committee Chair		
*Kelly O'Brien	Food and Beverage Director	Oshawa Golf Club
External Committee Members		
Don Andrews	Owner/Operator	Tin Mill Restaurant
Penny Johansen	Owner/Manager	Chatterpaul's
Penny Kertsos	President	PennyKertsos.com
*John Kerr	Director of Food Services	Aramark Food Services
Doug McKay	Industry Member	College Board of Governors
*Jacque Macmillan	Director of Sales and Marketing	Residence Inn by Marriott Whitby
Kelly Ing	Industry Relations Manager	Central Counties Tourism
George Ogston	Owner	Gervais Party and Tent Rental
Kim Tafertshofer	Marketing & Events Coordinator	Town of Whitby
*Jason Weir	General Manager	Quality Suites Whitby
*Lynda Hoff	Global Account Manager	Conference Direct
Dean Cantwell	Hospitality Supervisor	The Village at Taunton Mills
*Shruti Suppiah	Project Manager	Informa Canada Inc.
Elected Student/Alumni Representatives	Year/Program/Alumni	
*Jessica Matys	2, Special Events Planning	Durham College - Centre for Food
*Alexandra Sullivan	2, Special Events Planning	Durham College - Centre for Food
*Abe Alexander	1, Special Events Planning	Durham College - Centre for Food
*Leanne Gardner	1, Event Management	Durham College - Centre for Food
Elected Faculty/Staff Representatives		
*Robert Grieve	Program Coordinator /Professor	Centre for Food
*Tricia Wiseman	Professor	Centre for Food
*Kolleen Brunton	Professor	Centre for Food
Guests/Unelected Faculty/Staff		
*Pam Stoneham	Associate Dean	School of Skilled Trades, Apprenticeship & Renewable Tech./Centre for Food
*Val Gilham	Program Officer	School of Continuing Education
*Amy Serrano	Administrative Support	Centre for Food
*Ryan Johansen	Business Owner	Tetra Kitchen and Vines
*Emma Cronin	Admissions and Recruitment Officer	Student Recruitment & Admissions Services
*Darrin Caron	Dean	School of Skilled Trades, Apprenticeship & Renewable Tech./Centre for Food

*Michelle Cole (6 p.m.)	Manager, Program Development and Quality Initiatives	Office of Research Services and Innovation-DC
*Samantha Sinclair (6p.m.)	Research & Planning Analyst	Office of Research Services and Innovation-DC

KEY POINTS OF DISCUSSION

- The minutes from November 4, 2014 were accepted by K. Brunton and R. Grieve. The agenda was accepted by T. Wiseman and R. Johansen.
- Industry trends indicate:** Customers are interested in local sourcing and quality of products. They want to know where their food comes from. Different lifestyle choices (i.e. vegetarian) are expanding. Students need to be aware of the different demographics in potential customers. They need to be cognizant of what people want, even in small niche markets. Servers should know what is in each dish; product knowledge among staff is crucial. The ability of front of house staff to understand the menu and answer any questions from patrons shows great customer service. In event planning, customers are more focused on providing great food for guests rather than focusing on decor.
There are many international and national events happening locally over the next couple of years. This summer Toronto and the surrounding area are hosting the Pan Am and Para Pan Am Games. Whitby and Cobourg will host the 2015 World Junior A Challenge Hockey tournament in December. Durham Region was selected to host the 2016 Canada Deaf games in 2016. Working with franchises has been a challenge to help change their way of doing things. Due to large numbers it is hard to depend on resources from one farm. The Greenbelt is being looked at; source from several farms for sufficient quantity.
Out of town hotel guests want to eat at local restaurants, not big chains. Do the local restaurants have information that can be shared with local hotels?
- College/school update and program update:** September 2015 offers for students have been sent out. The Town of Whitby is interested in speaking with faculty regarding the potential to create a convention centre in the area. There are vacant positions on the Durham Board of Governors; looking specifically for hospitality members.
FastStart DC – joint with Fleming, Spark Centre, DC, UOIT – offers entrepreneurial support within the college community. Students and alumni are given assistance in having their ideas started with funding support from government agencies. Thirty to forty projects have come out of food and hospitality sector.
- Continuing Education update:** Event Planning online program through Algonquin College is currently suspended due to changes. Hospitality is currently not offered online but may be offered in future.
- Student voice:** Serving styles are taught in SEVP but not menu planning; adding menu planning to the program would be valuable; continuity issues between semesters one and two; students want to plan an event in second semester; and, students appreciate the hands-on experience. There is the possibility to incorporate this into the sustainability course (i.e. participating in a trade-show). There will be field trips and other events that second year students will need first-year student volunteers for as well. Site visits would be great. Students are learning lots in placement. Grad cert – just started capstone; issue is that students are hesitant to dive in because they do not know what they are doing; learning about execution would be beneficial. Field trips and hands-on experiences would be great. Some feel lost in event design component; industry appropriate computer programs (power point, excel) would be valuable. Students are having difficulty in finance courses; basic math skills are lacking. Section size of finance class needs to be controlled. Possibly look at module delivery; continuation in semester 2 would be great – possibly offer “Finance 2”. Finding field placement is a struggle. Career Planning course is offered in semester 1 as field placement prep. Maybe if they had one class/deadline in Career Planning. Learning interview skills would be helpful. We have career services; students need to be made more aware of the services and support available to them within the College. Although students want an industry person to conduct the interview.
- Canada’s 150th birthday in 2017: Festivals and Major Events Canada (FAME) –** looking to create opportunities for events across the country for the span of the 12-month period. It is also the 50th anniversary of Durham College. This gives DC a good opportunity to be involved with partnerships, vendors, and the community.

RECOMMENDED ACTIONS

- Future meeting date: TBA Location: TBA
- Adjournment: 6:20p.m.

STATUS OF RECOMMENDATIONS FROM *November 4, 2014* MEETING

- Completed. Send PAC members a copy of the current handbook – A. Serrano

2. Will be discussed during focus group. Pursue HMGMT program split and continue to investigate the possibility of compressing two semesters
3. Completed - 9 confirmed projects currently being worked on. Please keep DC in mind if you have projects that need to be completed. Membership – Please contact R. Grieve/T. Wiseman/K. Brunton for Capstone projects
4. Completed. Attach program split information from R. Grieve – A. Serrano
5. Completed. Red Global Group simulation – hotel operations simulation – semester 2, small groups, running a hotel, decisions on food and beverage. HOTS Description to be sent with minutes (get from T. Wiseman) – A. Serrano
6. Career fair – 10 businesses participated. Resorts, golf courses, Canadian forces, and Canada’s wonderland came to recruit. It was a successful day.

REPORT PREPARED BY: A. Serrano

DATE: February 4, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE:  _____

APPROVED BY CHAIR:

SIGNATURE: via email _____

Occupational Therapist Assistant/Physiotherapist Assistant Program Advisory Committee

Membership List

Name	Title	Organization
Committee Chair		
*Matt Sanchez	Director of Rehab and Tech	Aim 2 Walk
External Committee Members		
Amy Maebræ-Waller	District Stroke Coordinator	Lakeridge Health Oshawa
*Charlene Perrin	Rehab Assistant	Lakeridge Health
*Jennifer Leo	Director, Research	Abilities Centre
Meghann Lloyd	Assistant Professor	UOIT
Robert Balogh	Assistant Professor	UOIT
*April Moir	Rehab Assistant	Lakeridge Health Oshawa
Cindy Malachowski	Phd Candidate	University of Toronto
Jennifer Townsend	Physiotherapist	Active Recovery
Linna Tam	Occupational Therapist	Ontario Shores
Carole Barbe	Occupational Therapist	One Kids Place
Krista Griffin	Director of Rehab & Recreation	Revera
Cherie Kerr	PTA/Occupational Therapy	Grandview Children's Centre
Andrea McCartney	Occupational Therapist	Lakeridge Health Oshawa
Cathleen Edwards	Director of Research	Abilities Centre
Elected Student/Alumni Representatives		
*Elaine Searle	Student	OTA/PTA Program
*Lindsay Seaton	Student	OTA/PTA Program
Sarah Smart	Student	OTA/PTA Program
*Madison Taillon	Student	OTA/PTA Program
Elected Faculty/Staff Representative		
Dr. Judeline Innocent	Dean	School of Health & Community Services
*Carol Burke	Associate Dean	School of Health & Community Services
*Teresa Avvampato	Faculty/Coordinator	OTA/PTA Program
*Laura Maybury	Faculty/Coordinator	OTA/PTA Program

**Guests/Unelected
Faculty/Staff**

Mary Noble	Employment Advisor/ Internship Coordinator	Durham College
Lisa West	Student Advisor/ Placement Officer	Durham College

KEY POINTS OF DISCUSSION

1. Amendment to Minutes of November 28, 2014: Item #2 should read 38 students returning to Year 2 and 58 Year 1 students started in September 2014. Minutes were then approved by L. Maybury and seconded by E. Searle. Carried.
2. M. Sanchez is planning on opening up a new facility in Durham Region so more placements may be available in the Fall.
3. J. Leo from the Abilities Centre cannot accept placements. They have a Kinesiologist on site. They have community space available to hold activities and also provide tours and this is a good opportunity for field trips.
4. C. Perrin from Lakeridge Health will work on finding placements for our students for the March 23rd start and will try and let us know by March 10th.
5. A. Moir (Carter) joined by phone. The one day per week placement is difficult especially if a Monday as the students need to make up stat holidays i.e. Family Day. Easter Monday is not a holiday at the College so students are expected to be at placement. Students need to complete their hours so in an attempt to help students with this T. Avvampato will assign a project which is one way the student can make up their hours – for example, prepare a pamphlet.
6. T. Avvampato/L. Maybury updates: throughout the Winter semester Justin Christie from Communications & Marketing has filmed 5 student interviews, 2 faculty interviews and 2 labs. Three additional labs will be filmed over the next month to obtain the raw footage required. This video will be posted on the main website as well as YouTube to highlight the program. Durham College and Grandview have partnered to provide the Fine Motor Skills Clinic. Criteria: ages 4-10, able to participate in group, not currently receiving OT, fine motor delay or suspected – no exclusion based on diagnosis. The Clinic generates 6 placements and students are paired 1:1 with clients. The first clinic is currently running and the second clinic is scheduled to run March 23-May 9. A post-clinic survey to parents has been developed and will be administered by us. The Clinic was also featured in a Metro Land article this winter and positive community response has been received. For the OT block placement, partnerships have been established with Stewart Homes and Nova's Arc. We will have therapists provide service with a group of 6 students. The students will be assigned an independent case load and the therapist will complete assessment and oversee the treatment provision. We are very thankful for these partnerships. We continue to seek OT and PT placements and are very grateful for the support and any suggestions, contacts and recommendations provided. There will be a new Program of Study for the September 2015 cohort. The main changes include moving PTA skills into Semester 1, flipping Semester 3 and 4 to allow more instruction time for Neuro, eliminating one 1-day per week placement in response to community partner feedback. The new Advisor role is intended to support the Preceptor and student in placement to identify and address any placement related issues. This is intended to facilitate community connections, support and to assist in retaining placements for the next placement blocks. Accreditation Candidacy was achieved in November 2014; Annual Report submitted January 2015. OTA/PTA Faculty will review the self-study report requirements in Spring 2015 and develop a working plan with timelines. The OTA/PTA program was involved in an interdisciplinary research proposal to SIM-one for a grant of \$100,000 focusing on developing cross-discipline education regarding best practices for working with at risk older adults in their homes. Some of the OTA labs have been run out of the Whitby bungalow which simulates the home environment and some unique environmental barriers. A simulation was also run for all first year OTA students at Lakeridge Health. Beginning to integrate more video-taping of actual hands-on skills to provide objective feedback to students and to encourage critical self-evaluation of communication skills, soft skills and practical skills. The Durham College OTA/PTA program met with UOIT regarding a bridge to the Kinesiology program with a follow-up planned for June with the intention to submit for approval in the Fall 2015. In response to our last PAC meeting regarding placements, a letter was written and forwarded to all Community partners in December 2014, outlining changes in response to their feedback including: POS changes, elimination of one 1 day per week placement and addition of the advisory role. Copy of letter is attached.
7. C. Burke provided the College/School updates: Durham College has welcomed more than 11,100 full-time post-secondary and apprenticeship students to its Oshawa and Whitby campuses and Pickering Learning Site since classes for the 2014-15 academic year officially began on September 2nd. Durham

College is one of only three colleges in Ontario to experience growth this year. Durham College now has 459 international students from more than 32 countries. A new program, Activation Coordination in Gerontology was launched in September 2014 with an enrolment of 31 students for this post-graduate one year certificate program. Durham College's Spring Open House is being held Saturday, March 21st and this is an opportunity to convert applicants to actual students. We had a lot of student volunteers at the Fall Open House. OTA/PTA is a very popular program (over-subscribed) and has now entered Year 2 with our first graduating class in the Fall of this year. There is a proposal to build a new Health Sciences Building with UOIT and Trent University – hopefully funding will come through and an announcement may occur this Spring/Summer. There is currently a Crowdfunding Campaign happening for the Centre for Food. The campaign is called "Field to Fork" Sowing the Seeds of the Community and is inspired by the College's commitment to bring locally sourced, quality produce from field to table in Durham Region. The Campaign was launched in an effort to complete landscaping and planting needed at the Centre for Food. Members were provided with a flyer promoting Culinary Classes and Demonstrations held at the Centre for Food in Whitby.

8. Student Updates: E. Searle talked about how the Faculty extended due dates which is helpful and the students find it easier to have a Preceptor for direction and feedback. L. Seaton and E. Searle are involved in the Fine Motor Skills Clinic. The students are very happy that funding was received for equipment. M. Taillon's main concern is with the timing of placements – would it be possible to have the placements lined up ahead of time. Students were not notified in a timely manner regarding placements occurring on Saturday. Madison also indicated that Lakeridge Health Whitby love to have our students so perhaps we could reconnect with them. Students would prefer to be advised before Reading Week if they have any documentation outstanding. Our students are competing with other Colleges such as Fleming and Humber. The students do not feel it is fair for some people to get more than one hospital placement – this is based on Academics. The promotional video should be a big help in developing community partnerships.

RECOMMENDED ACTIONS

1. A recommendation was made for there to be earlier communication with students on outstanding documentation i.e. prior to Reading Week.
2. Next meeting October 2, 2015, 8:30 – 10:30 am.
3. Adjournment 3:30 pm.

STATUS OF RECOMMENDATIONS N/A

REPORT PREPARED BY: Sandra Thomson

DATE: March 19, 2015

DRAFT REVIEWED BY ASSOCIATE DEAN: Carol Burke

SIGNATURE: 

APPROVED BY CHAIR: Matt Sanchez

SIGNATURE:

Power Engineering Technician Membership List

Name	Title	Organization
Committee Chair		
*John Souther	Plant Manager	GTAA Central Utilities Plant and Cogen - SNC Lavalin

External Committee Members

Name	Title	Organization
Todd Brillinger	Chief Operating Engineer	Eastern Power Limited
*Lori Cater	HR Specialist	Cameco
Greg Cornett		OPG
Paul Fraser	Consultant for Tech Ed	Durham Catholic District SB
*Kirk Gowdy		OPG
Paige Marlow	Researcher	Durham Workforce Authority
Howard Titus		Covanta
Dave Servos		OPG
Leon Simeon		OPG
Julian Watts		OPG

Elected Student/Alumni Representatives

Name	Year/Program/Alumni
*Andrew Damant	Year 1
Enzo Vizza	Year 2

Elected Faculty/Staff Representatives

Name	Title	Organization
*David Beals	Power Engineering Program Coordinator	Durham College
*Mike Gambier	Power Engineering Faculty	Durham College
*Darrin Caron	Dean/Principal	Durham College
*Pam Stoneham	Associate Dean	Durham College

Guests/Unelected Faculty/Staff

Name	Title	Organization
*Ralph Trauzzi	Faculty	Durham College
*Emma Cronin	Admissions & Recruitment Officer	Durham College

KEY POINTS OF DISCUSSION

The “Binder” was submitted the first week of January. First feedback will be in 3 or 4 months. The Binder Review process takes approximately 12 – 18 months. It was noted that questions on the status of the binder will **not** be answered during the review process. TSSA will not come on site to review the shop plans at this time.

There is a budget of \$1.15 M allocated for the remainder of the install. Construction to install boiler will begin this April. Fall 2016 is the goal to start the program with the boiler. This is not a firm start. Second Power Engineering Lab is planned as part of the construction. There are no other colleges in the GTA offering Power Engineering. Mohawk is the closest college offering the program. One of DC’s SMA strengths is the Power Engineering Program.

SNC Lavalin took on 4 co-op students; however a labour strike interrupted the term and the students were pulled out of their coop as soon as the strike started. Durham College may want to have a plan if there are co-op opportunities in the future.

More labour moving back to the area from out west due to the downturn in the Western oil economy.

Kirk Gowdy commented on an excellent Durham College intern student who has just returned to school. Kirk recommends that students can use the application for the internship as a learning process for the full-time application process.

CAMECO – 2nd class operators are being hired. One new operator starting in April.

The committee members were advised that Durham College does not have official internships any more. Students can withdraw themselves from the program to work for a year with employers, but their spot is not held. DC – Whitby Campus needs to look at how to support students with internship/co-op opportunity and respond to the employer’s needs.

OPG prefers the one year internship over the summer co-op model due to the time it takes to get a student into the station co-op does not provide enough time have a rich experience when their term is less than a year.

Darrin provided an update to the group regarding the growth of the College at 14% over the last 3 years. Including the Centre for Food students, there are approximately 2500 students on campus on any given day. Over the next 5 years DC will see a leveling-off of applicants. The overall college system is flat.

Post-secondary machining program and the machinist apprenticeship could not get numbers for the last few years. Therefore the shop space will be repurposed.

Darrin informed the group of the Vice President of Academic, Judy Robinson’s retirement in the spring as well as his own retirement at the end of June.

Students expressed concern regarding the availability of summer employment. Andrew Damant is enjoying the program and finds the courses are full of content. Students are interested in a plant tour.

Pixalyard software no longer required due to the new curriculum. John Souther provided information on the DeltaV Simulator software to Dave Beals which will require further discussion with dean prior to purchase.

RECOMMENDED ACTIONS

Darrin recommends that the Program Team review placement options during the spring.

Dave Beals recommends that Howard Titus be removed from the PAC membership list.

Ralph Trauzzi recommends that a TSSA list of facilities with boilers be provided to the students as employment opportunities.

STATUS OF RECOMMENDATIONS FROM PREVIOUS MEETING

Funding is approved for Boiler installation. The Binder has been submitted to TSSA.

Next Meeting Date: September 21, 2015

REPORT PREPARED BY: Pam Stoneham

DATE: March 16, 2015

DRAFT REVIEWED BY: Darrin Caron

SIGNATURE:



APPROVED BY CHAIR: John Souther

SIGNATURE:

Pre-Service Firefighter Education & Training Program Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
*Gord Weir	Director of Emerg. Serv./Fire Chief	Clarington Fire Service
External Committee Members		
Mark Berney	Deputy Chief	Clarington Fire Service
*Steve Boyd	Deputy Chief	Oshawa Fire Services
Derrick Clark	Deputy Chief	Oshawa Fire Service
Richard Craibbe	Chief Training Officer	Oakville Fire
Michael Gamba	Deputy Chief	Town of Ajax Fire
*Gord Hampson	Chief Training Officer	Whitby Fire & Emerg. Serv.
Rick Harrison	Fire Chief	Brock Township
Bill Hesson	Deputy Chief	Clarington Fire Service
Dwayne MacIntosh	Deputy Chief	GTAA Fire & Emergency
*Steve Meringer	Fire Chief/Emergency Services	Oshawa Fire Service
*Mariano Perini	Deputy Fire Chief	Whitby Fire & Emerg. Serv.
*Jim Sales (rep. R. Barrow)	Fire Chief	Toronto Fire Service
*Scott Siersma	Deputy Fire chief	Whitby Fire & Emerg. Serv.
*Dave Speed	Fire Chief	Whitby Fire & Emerg. Serv.
Don Trylinski		Ontario Power Generation
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
None		
Elected Faculty/Staff Representatives		
Name	Title	Organization
*Stephanie Ball (rep. Moreen Tapper)	Dean Professor	Durham College
Tim Calhoun	Coordinator/Professor	Durham College
*Ralph Hofmann	Professor	Durham College
*Rick Bowler		Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
None		

KEY POINTS OF DISCUSSION

1. The minutes of June 11, 2013 were amended with changes to the membership list and approved by S. Meringer and seconded by D. Speed. CARRIED
2. **Industry Trends:** The Operations Firefighter Recruitment process: firefighter career access program and general access stream is a testing service offered by Ontario Fire Inc. (OFI). It provides candidates who want to attain certification in OFA/CTS for application for employment in participating municipalities.
3. **Regulatory Changes and Implications:** The program is now regulated under the National Fire Protection Association (NFPA) with a two-year transitional period to comply with their standards. It provides the ability to enhance the program by increasing communication instruction, more rigorous evaluations and scheduled regulatory testing for our students. The entrance requirements, program costs and assessment tools need to be reviewed and addressed to meet the NFPA standards as well as meet the needs in the fire services.
4. **Program Changes:** The practical hours were increased from 6 to 9 hours for two semesters with the third semester (7 weeks) dedicated to live fire training. The sites include Norwood, Wesleyville and Oakville. The program cost is high and the students must pay an additional \$3000 for gear/uniforms while attending the program. Currently there is a buy-back program with the suppliers if the students wish to sell their bunker gear after graduation.
5. **Strategic Mandate:** This program has no direct pathway to university. One of the mandates is to develop new programs and we are looking at a 4-semester diploma program in Fire. It would require a 4th semester with specialized training which provides them with the skills to move up in the service.
6. **Enrolment:** To date, there are 174 applications for 75 seats for fall 2015. The demographics are basically made up of those within the region. Orientation is held once the students are confirmed and the hiring standards are outlined as well as students being measured for their uniforms/gear.
7. **Job Opportunities:** The Oshawa Fire Service' hiring cycle always begins in January and is currently looking to hire 8 new candidates.
8. **Skills Retention:** There is a strong need for a refresher course (weekends or night school) for those graduates who need to refresh their skills while waiting possibly years for job opportunities in the field. It could be marketed to all our alumni. There is also a need for a program for those who wish to move up in the organization such as captain, platoon chief, deputy chief and chief.

RECOMMENDED ACTIONS

1. Discussions will be held regarding bunker gear costs, admission requirements and criminal checks with Admissions, faculty team and R. Hofmann.
2. Centennial College has a unique selection process to address diversity in the classroom and will be investigated by R. Hofmann.
3. A request to have the link to MTCU's Strategic Mandate Agreement will be attached to the minutes by M. Bartosik.
4. Committee members are asked to submit any input or feedback on the skills needed in the fire service field for the future to R. Hofmann.
5. Refresher courses for graduates will be discussed further by R. Hofmann and the program team.
6. A focus group that includes R. Hofmann, G. Weir, S. Boyd and R. Barrow will be set up to discuss programs for those pursuing managerial positions in the field.

STATUS OF RECOMMENDATIONS FROM JUNE 11, 2013 MEETING

1. A copy of the newsletter will be attached to the minutes. COMPLETED
2. The members are asked to review the membership list and forward the names of any of proposed new members to S. Ball who will contact them and invite them to join the committee. COMPLETED

3. A proposal was made to offer a refresher course through night school for those graduates who need to maintain their skill levels while searching for a position which will be investigated by the faculty team. ONGOING
4. The selection process for entrance into the program will be discussed with our Admissions and faculty team by S. Ball and J. Webster. ONGOING
5. A proposal for DriveWise training will be forwarded by T. Calhoun to S. Meringer to take to the Fire Service Board. ONGOING

REPORT PREPARED BY: M. Bartosik

DATE: January 29, 2014

DRAFT REVIEWED BY ASSOCIATE DEAN:

SIGNATURE:



APPROVED BY CHAIR: G. Weir

SIGNATURE:



Sport Management Program Advisory Committee Membership List

Note: an asterisk in front of the name indicates the member was present for this meeting.

Name	Title	Organization
Committee Chair		
*Judy Spring – Acting Chair	Dean	School of Business, IT & Management

External Committee Members		
Sandy Black	Program Supervisor	City of Oshawa
*Ross Clark	Manager, Game Day Operations	Oshawa Generals Hockey Club
*Mike Cvitkovic	Senior Advisor, Marketing and Communications	Toronto Pan Am Sports Centre
Andrew Edwards	Account Executive	MacLaren McCann
Steve Harrington	President	Dispute Resolution Services
*Laura Iontamasi	Program Coordinator	Legends Centre
*Trevor Jackson	Vice President of Sales	Frameworth Sports Marketing
Evan Lycklama	Account Executive	Thom Parnters Inc.
Garry Maclean	Program Support	Special Olympics Ontario
Bruce Newton	Director, Business Development	Hockey Canada
John Pugsley	Regional Program Manager	Ontario Trillium Foundation
*Chris Reed	Senior Consultant/Project Lead	Partnership between – Sponsorship Specialists
Brett Taylor	Director of Sales	Adidas Group
Don Terry	Chair	Sport Durham

Elected Student/Alumni Representatives	
Name	Year, Program
*Michael Chilvers	1, Sport Administration
*Christine Edwards	2, Sport Management
*Sean Kerr	Graduate Certificate
Christian Skirdine	3, Sport Management

Elected Faculty/Staff Representatives		
Name	Title	Department
Matt Akler	Professor	School of Business, IT & Management
*Kate Houze	Professor	School of Business, IT & Management
*Jan Robinson	Program Coordinator/Professor	School of Business, IT & Management

Guests/Unelected Faculty/Staff		
Name	Title	Organization/Department
Jackie Bathe	Associate Dean	School of Business, IT & Management
*Donna Boyd	Program Officer	School of Continuing Education
*Victoria Kee	Secretary	School of Business, IT & Management

KEY POINTS OF DISCUSSION

1. **Agenda:** accepted by consensus of membership.
2. **Minutes** from October 7, 2014 were approved by consensus of membership.
3. **External Membership Information Sharing:**
 - Lots of events coming up this year in Oshawa including the Pan Am and ParaPan Am games. The Pan Am events will be held at the General Motors Centre, which will be called the Oshawa Sport Centre during the two week period game time. 38,000 spectators are expected based on an estimate of just under 4000 people each day. The City of Oshawa is currently in planning stages for multiple events.
 - Sport tourism is strong. The Toronto Pan Am Sports Centre (TPASC) is a world-class venue that is operational seven days a week. It is in high demand from the City of Toronto and the University of Toronto, as well as many Durham Region clubs, and its own members. Currently working with Ontario Colleges Athletic Association in membership review and sport model review. A challenge across the province is the OCAA influx of participating satellite campuses. Recently held a ParaPan Am test event and where a world record was achieved.
 - A busy area in sports is negotiating sports contracts and working with municipalities for sponsorship.
 - Oshawa Generals Hockey Club has had a lot of recent media requests and has several prospects for NHL drafted players. It is a busy and exciting time of year because there is a short turnaround time between regular season and playoffs. There are approximately eight Durham College student volunteers at each game. Currently promoting in game and through social media such as twitter and e-newsletters.
 - Growing trend of tracking statistics in sports by using programs to record hits, shots, block shots, face offs and where shots are located on the ice. The programs allow emails to be sent to the coaches to help with game strategies.
 - Retail for sports equipment and memorabilia is growing despite the soft retail market. Durham College graduates have been hired and have done very well.
 - There are volunteer opportunities during the Pan Am games with the municipality. L. Iantomasi to forward information to K. Houze so that it can be passed on to students.
4. **College/School and Program update:**
 - The School of Business, IT & Management has just under 2000 students and moving forward will be introducing several new programs including Accounting and Payroll, Insurance and two new embedded bridges to UOIT for Human Resources and Computer Systems students. A two and three year Finance program has passed preliminary stages of approval and is likely to be offered in 2016.
 - An increased enrolment is expected for Sport Administration and Sport Management in September to approximately 115 students from 90. This increase is based on a high demand for the program as not all Ontario colleges offer sports programs and very few offer a three year diploma.
 - University pathways include University of Windsor and, more recently, Hartpury College in England. A meeting with Brock University will take place this year to discuss the development of a new articulation agreement.
 - Will be undergoing the process of mapping out the events courses to ensure minimal overlap. Also will be examining ways to more efficiently implement human resources topics into courses.
 - Ernie Rainbow will be retiring as full time professor; however, he will continue teaching part-time.
5. **Continuing Education:**
 - The current trend is towards an increased enrolment for online courses. Most courses in the first two semesters have in class equivalencies offered through Continuing Education. Discussed offering Managerial Accounting or an equivalent so that students are able to pick this course up more easily.
6. **Student voice:**
 - General consensus from second year students is that the program is good and has a high teaching standard.
 - There is some repetition around the subjects of event management and event planning.
 - Students are interested in the inclusion of a greater proportion of Human Resources course material as well as more emphasis on current computer trends and social media marketing.
 - Many students are taking advantage of the opportunity to volunteer for the Pan Am events this summer; however, there is a large time commitment required of volunteers and this can conflict with work schedules.
 - The communication course was really helpful as it provided guidance with building an effective resume and cover letter as well as developing good interview skills.
 - The Sports Conference was successful. It was stressful and very difficult to work with so many different personalities; however, this is a great experience to prepare students for the workplace. \$3300 was raised.
 - Business of Sport is very demanding with the number of projects and the length of time required to complete them. A reduced number of projects would be beneficial.
 - Please keep the interview process.
 - The sales class that is a component of the graduate certificate, was difficult for many students.
7. **Additional Agenda Items:**
 - Elect chair – Dan Quinn has resigned as chair of this committee and a letter of appreciation will be sent to him. The committee was asked to put forward a nomination for a new chair. J. Robinson nominated T. Jackson for chair, which was seconded by C. Edwards. All committee members were in favour.

RECOMMENDED ACTIONS

1. Investigate the possibility of an equivalent for the Managerial Accounting course through Continuing Education.
2. Review the results from the learning activity for financial courses.
3. Discuss potential software that could be used to offer students a more applied learning experience.
4. Next Meeting: Tuesday, October 6, 2015 Location: CFF
5. Adjournment: 7:45pm

STATUS OF RECOMMENDATIONS FROM October 7, 2014 MEETING

1. Engage in learning outcome activity for financial courses –
 - Learning activity was done for Financial Management of Sports Organization I, Managerial Accounting and Sport Finance. Members were asked to indicate on learning outcomes whether they should be kept, discarded or discussed. The results showed that members felt the majority of learning outcomes should be kept.
 - The committee discussed that Sport Finance currently does not have any prerequisites; however, it was suggested that Financial Management of Sports Organization I should be a prerequisite because basic accounting knowledge is needed to be successful.
 - The only area flagged for discussion was the learning outcome in the Sport Finance course which states “describe issues and financial challenges faced by the two most visible segments of the sports industry, namely colleges and professional sports”. The textbook used for this course is largely U.S. based and these two areas differ quite significantly between the U.S. and Canada. Discussion was made regarding the possibility of using a supplemental Canadian book due to the difficulty of finding a Canadian textbook to replace the current one.
 - The least feedback was given for the Managerial Accounting course; however, it was commented that although managerial accounting may not be required early on in a student’s career, it will likely be important later on and therefore is definitely relevant to the program. There are currently no equivalents to this course. Students can have difficulty re-taking the course if they are not successful, especially as it was not offered this year due to being moved from semester 2 to semester 4. Membership discussed whether it would be possible to include some human resources material in this course, which may also allow it to be equivalent to the HR managerial accounting. This would allow greater flexibility for students who are unsuccessful or who want to take the course in an alternate format.
 - There is a gap in the course material with regards to covering information about grants, specifically those from a non-profit perspective.
 - The faculty will review feedback from the learning activity and report back at the fall meeting.
2. Result of the software investigation to offer a more applied learning experience – no current suggestions from membership; however, will leave this as an action item for the fall meeting as a prompt to follow up again.
3. Update on Durham Sport – D. Terry was not able to attend this meeting but sent an update via email. Durham Region is increasingly recognized as a premier location for hosting sporting events because of the availability of fantastic facilities, sports officials, volunteers and a strong sports culture. There are many upcoming events supported by Sport Durham. An extensive facilities inventory is available at www.durhamtourism.ca and next month the Sport Durham website will be revamped. Another “Play-Shoot-Win” photo contest is being planned through social media and the annual Sport Durham Convergence will be held in October.

REPORT PREPARED BY: V. Kee

DATE: March 24, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE:



APPROVED BY CHAIR:

SIGNATURE: _____

Program Name Membership List

Name	Title	Organization
Committee Chair		
*Donna Barnard	President/Owner	Canadian Elite Welding Products

External Committee Members

Name	Title	Organization
*Barry Budd	Training Tech - Mechanical	OPG
*Joe Cacioppo	Managing Director	Indalco Alloys
Tony Comella		Stratus DMI
Conrad Cousineau	Operations Manager	Hampton Regal
*Paul Fraser	Technology Program Coordinator	Durham Catholic School Board
Jill Frazer	OYAP Program Facilitator	Durham District School Board
*Currie Pecarski		Eco-Tec Inc.
*Chris Reilly	Manufacturing Manager	Koch Heat Transfer Canada
*Mark Scott	Operations Manager	Nordock Inc.
Tom Stack	Owner	Anchor Shoring
*Brian Werner	Owner	Flash Powder Coating/NuLook Metals

Elected Student/Alumni Representatives

Name	Title	Organization
Sean Rose	Alumni	
*Tyson Tyukodi	Year 1 student	

Elected Faculty/Staff Representatives

Name	Title	Organization
*Gregg Peel	Welding Faculty	Durham College
*Wes Hanzuk	Welding Faculty	Durham College
*Pam Stoneham	Associate Dean	Durham College
*Joshua Dykes	Welding Faculty	Durham College

Guests/Unelected Faculty/Staff

* indicates attendance

KEY POINTS OF DISCUSSION

Gregg Peel advised the members that the two year welding program had been approved by the ministry after adding some additional hours. Hours in fitting, rigging and hoisting as well as more time in the shop were added.

Discussion regarding the decline in integrity of the welding profession took place without any solutions to the problem. It was identified that the employees today do not have the work ethic of the past. Entry level positions are scarce and employers are looking for a higher level of entry skills as they don't have the time, money or resources to take on the training and mentoring of a less skilled worker.

PAC members discussed the types of training they would find beneficial incorporated in our Welding program. They confirmed the following would be desirable in a new hire; fork lift training, lock out/tag out training, confined space training, violence (harassment) in the workplace training, WHMIS, and potential hazard assessment training.

Gregg Peel put out a request to our industry members for guest speakers, Brian Werner and Chris Reilly volunteered. Gregg will follow up with Brian and Chris to book specific dates.

Pam Stoneham announced the Board of Governors has an opening for an industry member to sit on the committee. Mary Pearce to send out the application form to the members before the deadline of March 2, 2015 at 9:00am.

RECOMMENDED ACTIONS

To implement the following training into the two year program:

- Fork lift
- Lock out/tag out
- Confined space
- WHMIS
- Violence (harassment) in the workplace
- Hazard assessment training

STATUS OF RECOMMENDATIONS FROM PREVIOUS MEETING

Not applicable.

NEXT MEETING DATE: June 16, 2015

REPORT PREPARED BY: Mary Pearce DATE: February 11, 2015

DRAFT REVIEWED BY ASSOCIATE DEAN: Pam Stoneham



APPROVED BY CHAIR: Donna Barnard SIGNATURE:

BOARD REPORT



Public
In-camera

Action Required:
Information/Discussion
Decision

MEETING DATE: April 19, 2015

REPORT DATE: April 1, 2015

FROM: Judy Robinson, vice president, Academic

SUBJECT: **New Post-secondary Programs of Instruction**

A. Purpose

To obtain approval from the Board of Governors for the following postsecondary programs of instruction for the September 2016 intake:

1. Business Finance
 - Duration: 4 semesters
 - Credential: Ontario College Diploma
 - School: Business, IT & Management
2. Business Administration - Finance
 - Duration: 6 semesters
 - Credential: Ontario College Advanced Diploma
 - School: Business, IT & Management

B. Background

The proposed Business Finance diploma and Business Administration – Finance advanced diploma programs will complement the current offering of business programs and will be an enhancement to the program mix for the School of Business, IT & Management. The students in the proposed programs will share a common first semester with other business programs, providing them with a foundation in accounting, human resources, marketing, and operations management and begin the specialization in finance in semester two.

The proposed programs in Finance align with Durham College’s Strategic Mandate Agreement (SMA) in the area of Jobs, Innovation and Economic Development. As indicated in the SMA, one of the College’s program areas of institutional strength includes the following sectors: Business/ Accounting/Financial/Materials Management.

The SMA also highlights Business/Accounting/Financial/Materials within the Program Offerings section as a proposed area for growth. The proposed Finance programs will increase the total number of programs offered at Durham College.

The two proposed programs also support student mobility and will offer graduates of the advanced diploma a direct pathway to UOIT's Bachelor of Commerce (Honours) degree with the option of majoring in Finance. Graduates of both programs will also be eligible to transfer into relevant Diplomas and Graduate Certificates offered at Durham College.

It is anticipated that these proposed Finance programs will provide enhanced access to further study options for recent graduates, international students and mature students with work experience in related industries. A communications strategy will be implemented to market this new suite of credentials to a broad range of eligible students from across the province.

As per Minister's Binding Policy Directive 3.0 Programs, Framework for Programs of Instruction, a board of governors is responsible for approving programs of instruction a college will offer.

It is the role of the Durham College Board of Governors to ensure that programs of instruction are developed and implemented consistent with provincial standards where they exist; ensuring that all new and modified postsecondary programs of instruction lead to one of the following credentials – Durham College Certificate, Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, Ontario College Graduate Certificate or Bachelor Degree.

The Board will request validation that the programs of instruction conform to the Credentials Framework and are consistent with accepted college system principles, and that such credentials are awarded to students on successful completion of their respective programs of instruction, and are consistent with the Credentials Framework.

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

C. Discussion/Options

1. Business – Finance, Ontario College Diploma

The diploma program in Business Finance will provide students with a solid foundation in business processes with a focus on finance starting in the second semester. Upon completion of this two-year program, graduates will have the knowledge required to seek entry level employment in various financial industry related businesses and institutions. Also, graduates of this program may be prepared to complete numerous related certificates and licenses or be eligible for advanced standing into year three of the Business Administration – Finance advanced diploma (once approved). Students interested in pathways options may apply for acceptance into the bridging courses required for entry into UOIT's Bachelor of Commerce or to complete semester two of Durham College's Insurance diploma. Both of these options support the marketability of the graduates in this growing employment sector.

The Business-Finance program supports Durham College's strategic direction in terms of responsible growth targets, student mobility, and community relations. Graduates from these program will support the economic well-being of the community through local and regional employment opportunities.

A proposal for the Business-Finance diploma program was developed and submitted to the Credential Validation Services (CVS). On **January 27, 2015** the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01242**.

The full submission for this program is attached to this Board Report.

2. Business Administration – Finance, Ontario College Advanced Diploma

Similar to the diploma in Business-Finance, the advanced diploma in Business Administration-Finance will provide graduates with the skills and knowledge required to enter the business sector with a strong finance foundation. Students in the three year advanced diploma program will benefit from the additional curriculum/learning and advance their knowledge and skills of financial services in areas such as: financial project management, call centre operations, financial analysis, planning and control, and preparation of financial plans. Students will develop foundational knowledge in international trade finance.

In the final semester, students will complete a four-week placement which will give them a work integrated learning experience and the opportunity to apply the theories and concepts learned throughout the program.

Graduates will be eligible to complete various industry related certificates and licenses and will also have options to complete further studies including various Durham College Graduate Certificate programs. Successful graduates would also be eligible to apply into year three of UOIT's Bachelor of Commerce (Honours) degree in Finance.

A proposal for the Business Administration – Finance program was developed and submitted to the Credential Validation Services (CVS). On **January 27, 2015** the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01243**.

The full submission for this program is attached to this Board Report.

D. Financial/Human Resource Implications

There are no significant financial implications for the delivery of the finance programs. There is a need to develop curriculum for eight new courses at a cost of approximately \$5,000 combined for both programs. A new faculty member will be hired in the second year of the Business Administration-Finance program and will instruct both the diploma and advanced diploma students.

E. Implications for UOIT (if applicable)

Graduates of the Business Administration – Finance, Advanced Diploma program will be eligible to apply into the third year of UOIT's Bachelor of Commerce (Honours).

F. Recommendation(s)

That the Durham College Board of Governors approves the postsecondary programs of instruction for the Business-Finance, Diploma and Business Administration-Finance, Advanced Diploma programs.

Ontario College Diploma: Business-Finance

Proposed program title: Insurance					
Proposed credential:	Diploma				
Funding Unit:	2.0				
Weight:	1.0				
MTCU Code:	50201				
Name of dean submitting the request:	Judy Spring, School Business, IT & Management				
Proposed date of implementation:	September 2016				
Date of review by PPRC committee:	November 19, 2014				
Year 1 enrolment:	15 students (2 allocated to international students)				
Number of Semesters	4 semesters				
Number of faculty required:	N/A – One new faculty member has been requested for the second year of Business Administration – Finance				
Space requirements:	N/A				
Capital costs:	N/A				
Budget Projections:					
Proposed Tuition	\$ 2,686				
Net Contribution - % of Gross Revenue	34.6%	30.0%	63.5%	69.9%	70.8%
TARGET Net Contribution	n/a	Breakeven	40.0%	40.0%	40.0%

1.0 APPROVAL STAGES:

Check (√)	Approval Stage
√	Labour Market Assessed
√	Student Demand Assessed
√	New Program Proposal Document Reviewed by Manager, Program Development and Quality Initiatives and Dean
√	Budget reviewed by Manager, Planning and Reporting; Manager, Program Development and Quality Initiatives; Dean;
√	Budget approved by Vice President, Corporate Services and Chief Financial Officer
√	Reviewed by Program Proposal Review Committee, January 15, 2014
√	Approved by Vice President - Academic
√	Approved by Credentials Validation Service
√	Reviewed by President
	Approved by Board of Governors

2.0 PROGRAM OVERVIEW:

Description:

The Business – Finance diploma will provide students with the skills and training required to work in the field of financial services. In addition to a foundation in business, areas of study include personal financial management, tax and retirement planning, investments and estate planning. Emphasis will be placed on key skills and knowledge in financial services. Graduates of this program will be able to collaborate on activities including financial analysis, planning and control.

Career Outcomes:

There are opportunities for graduates to pursue further education qualifications. They may complete one additional year of study to complete the Advanced Diploma in Business Administration-Finance.

Students may also be prepared to seek related licenses in finance. Specifically, this program may prepare students to complete the following exams and certifications:

- Canadian Securities Course exam.
- Financial Planning Exam 1 – a required step toward obtaining a Certified Financial Planner (CFP) designation.
- Canadian Investment Funds (IFSE) mutual funds licencing exam and
- Students will also receive some preparation to write the Life Licence Qualification Program (LLQP) exam certificate required for selling life insurance products.

Note: The requirements for each designation/certification listed above are determined by the granting/licensing body and not by Durham College. In order to qualify for any of these designations/certifications, students need to follow and meet the required processes.

Graduates will be prepared for customer service roles and other entry level positions leading to employment in the following types of institutions:

- Deposit taking institutions such as banks and credit unions
- Finance and credit card companies
- Insurance providers
- Asset management firms dealing with pension plans, scholarships, educational savings plans, investments funds, etc.
- Securities
- Mortgage Brokers and other independent financial advisors
- Business & Professional Services such as credit bureaus, foreign exchange, professional associations

The Ministry of Training, Colleges and Universities Employment Profile questionnaire asks graduates what type of occupation they currently have. The table below lists the five most common occupations secured by graduates of Business – Finance programs in Ontario. This information is based on graduate responses to a question asking what type of occupation they currently have, and is a combination of the top responses over the last five years. As indicated in the table below, 28% of Business – Finance graduates are in employment directly related to their field of study. The related employment falls under three different categories which suggests that the Business – Finance program does prepare students to follow a variety of paths into the Finance and Insurance sector

Table 7: Top Five Occupations for Business – Finance Graduates	
%	Occupation
14	Customer services representatives – financial institutions
13	Retail salespersons
9	Other financial officers
6	Cashiers
5	Accounting and related clerks

Vocational Program Learning Outcomes:

The graduate has reliably demonstrated the ability to:

1. Process and maintain financial records in compliance with relevant policies, procedures and regulations for individuals and/or organizations.
2. Prepare and present financial information in compliance with relevant legislation and regulations for individuals and/or organizations.
3. Generate financial reports for individuals and/or organizations by applying financial mathematics and statistics.
4. Contribute to the development and the implementation of a financial plan to meet individuals’ and/or organizations’ needs and objectives.
5. Contribute to the development and the implementation of marketing strategies to promote financial products and services and to enhance customer service.
6. Develop and implement strategies to establish and maintain professional networking and business relationships in the finance sector.

7. Analyze, within a Canadian context, the impact of economic variables, legislation, ethics, technology and the environment on individuals' and/or organizations' operations.
8. Develop and implement ongoing strategies for personal and professional development, highlighting ethics, values and standards in the finance sector.

Admission Requirements:

- Ontario Secondary School Diploma (OSSD), or equivalent, or 19 years of age or older
- Grade 12 English, C or U or equivalent
- Grade 12 Mathematics, C or U or equivalent

3.0 PROGRAM OF STUDY

Semester	Course hours/week	Course Code	Course title and brief course description
1	3	ACCT 1200	<p>Accounting I</p> <p>This course introduces students to fundamental accounting concepts. With these concepts students learn how to keep a simple set of books for a small business; including: journalizing, posting, trial balance, adjusting entries and the preparation of financial statements. Other topics include petty cash, bank reconciliations and internal control.</p>
1	3	COMP 1209	<p>Business Computer Applications I</p> <p>This course is the first part of an introduction to the computer skills required in business today. It provides the first year business student the necessary skills in Microsoft Word and Microsoft PowerPoint to be successful in the business community.</p>
1	3	HRM 1200	<p>Human Resource Management I</p> <p>This course introduces students to the management aspects of Human Resources. Specific focus is on the factors that affect the overall atmosphere in the workplace and that which contributes to an environment conducive to maximum productivity. Students will be introduced to effective strategies for hiring, motivating, managing, training, and retaining staff. Students will study the following topics: the strategic importance of Human Resources and the role of the H.R. Manager; competitive challenges facing Human Resources; job analysis and design; Human Resources planning; recruitment and selection; orientation and training; and employee relations.</p>
1	3	MGMT 1209	<p>Introduction to Business Management</p> <p>This course will cover a wide variety of introductory topics that relate to the management of a company or other organization. The course will focus on the</p>

Semester	Course hours/week	Course Code	Course title and brief course description
			factors that affect the success of businesses in Canada. It will review the entrepreneurial spirit and character it takes for individuals to start their own business. It will explore different kinds of business types and the way they compete in the global economy today. The course introduces management techniques, business planning, as well as ethical business practices. There will be brief coverage of the successful management of financial resources.
1	3	MKTG 1200	<p>Marketing I</p> <p>This foundational business course is aimed at giving students a practical introduction and understanding of the marketing process and the activities of marketers. The material covered will teach the student the basis of marketing planning and principles which are necessary for any type of successful business decision and enterprise – product or service, large or small, profit or not-for-profit. The creation of customer value, an analysis of the changing business environment and its impact, identification of the customer and an understanding of their decision making, as well as marketing research methods and their linkage to effective marketing strategies will be examined and applied.</p>
1	3	OPER 1200	<p>Operations Management I</p> <p>This course introduces students to the role of Operations Managers in any business – service provider or manufacturer – and begins to explore the wide range of contributions that these people make to the organization. Operations managers are involved in helping manage resources effectively so that the organization can, in an efficient and competitive way, supply products and/or services that meet the needs of its customers. By the end of the course, students will have developed an awareness of some of the activities and decisions that Operations Managers are involved with as they strive to continuously improve all aspects of the way the organization designs, produces, and</p>

Semester	Course hours/week	Course Code	Course title and brief course description
			delivers the products or services that its customers demand.
1	3	GNED 0000	General Education Elective
2	3	FIN XXXX	<p>Financial Planning</p> <p>This course is an introduction to the components of personal financial planning, including personal financial statements, taxation, credit, risk management, investment, retirement, and estate, and an introduction to the financial planning process. Upon completion, students will demonstrate knowledge of terminology and features of financial products and strategies. They will be able to create and follow up relevant financial goals that are specific, measurable, actionable, realistic and time-sensitive. They will be able to apply financial tools including present value/future value calculations, and personal financial statement analysis to identify constraints and opportunities specific to individual situations. Students will combine these processes to complete a simple financial plan.</p>
2	3	MATH 1202	<p>Business Mathematics</p> <p>This is a fundamental course in Business Mathematics. Topics covered include: Mathematics of Merchandising, Simple Interest, Compound Interest, Annuities, Loan Amortization, and Cost-Volume-Profit Analysis. The course is designed to develop the student's base knowledge in these specific topics and, at the same time, reinforce the generic skills appropriate for this material. The use of a pre-programmed financial calculator is required in this course.</p>
2	3	COMM 2204	<p>Communications for Business I</p> <p>This course reviews and enhances students' communication skills (reading, writing, listening, speaking). Students</p>

Semester	Course hours/week	Course Code	Course title and brief course description
			respond to and write effective messages for different purposes and audiences. In addition, students research, evaluate, analyse, organize, and document information. Communicating effectively in diverse teams and across cultures is emphasized. Students prepare, deliver and evaluate short oral presentations on a variety of business-related topics.
2	3	COMP 2209	Business Computer Applications II This course will introduce students to Excel spreadsheets and how to plan and use Excel to solve business problems. Students will develop the skills to prepare and format spreadsheets using functions and formulas, and charts. A variety of business and financial applications will be explored. This introductory course will prepare students for more advanced applications in their business areas of interest.
2	3	ECON 1201	Economics for Canadian Business This course introduces the student to the study of economics. The social science of economics explains how countries, businesses, and individuals tackle the problem of scarce resources in order to satisfy needs and wants. The course introduces economic principles such as opportunity cost, demand, supply, and elasticity. The course also covers macroeconomic topics such as unemployment, inflation, economic growth, determination of national income, money and banking, and stabilization policies. In addition, the course reviews the structure of government in Canada with respect to taxation and spending.
2	3	GNED 0000	General Education Elective
3	3	FIN XXXX	Financial Systems in Canada This introductory course attempts to shape the understanding and perspective of the student towards an appreciation of the integrative, intricate nature of the financial and economic landscape. The key elements

Semester	Course hours/week	Course Code	Course title and brief course description
			of the Canadian Financial System are explored in this course; how they work, and the various organizations involved in the delivery of financial products and services, as well as an understanding of the resulting financial marketplace. This will further increase awareness and expectations for the roles and responsibilities of the financial advisor.
3	3	COMM 3202	Communications for Business II The techniques and documents required to execute an effective job search will be developed in this course. Report writing skills involving detailed problem solving and research will also be applied. Finally, this course will allow students to further fine-tune the oral presentation skills that are invaluable to career development.
3	3	FIN XXXX	Canadian Securities I This course will instruct students on the most important concepts covered in the Canadian Securities Course Volume One Textbook in order to help prepare them to write the CSC One Exam at the Canadian Securities Institute.
3	3	SALE XXXX	Client Management & Sales In this introductory course students will learn what it takes to sell, understand consumer buying behaviour and communicate for successful selling. They will also learn the importance of sales knowledge especially in regards to customers, products and technologies. Additionally, students will develop an understanding of how and where to find new prospects and develop the specific skills needed to make effective sales calls.
3	3	FIN XXXX	Retirement Planning

Semester	Course hours/week	Course Code	Course title and brief course description
			This course provides students with a detailed outlook at the many sources of retirement income available to Canadians and how individuals can plan for their retirement, considering income needs, alternative savings/retirement income vehicles and taxation issues. Students will learn how financial planners can provide assistance to clients in retirement planning.
3	3	GNED 0000	General Education Elective
4	3	ACCT 3208	Taxation for Entrepreneurs The course deals with the liability for individuals in small business. The determination of net income for tax purposes, taxable income and taxes payable for individuals, will be examined in detail. This will form the basis for understanding the taxation for operating a small proprietorship or partnership. The course will also revisit the advantages and disadvantages of incorporating a business which were discussed in Accounting I and the tax implications of reporting income from such operations. The laptop computer will be used throughout this course to enhance delivery and application of the subject material, along with the use of Profile T1 software.
4	3	HRM XXXX	Organizational Behaviour This course deals with the ways in which individuals, groups, and entire organizations function and interact within the overall organizational context. Topics at the individual employee level include personality, attributions, attitudes, emotions, values, ethics, learning, and motivation. Further topics include team and group processes, leadership, conflict management, interpersonal

Semester	Course hours/week	Course Code	Course title and brief course description
			<p>communication, organizational design, and organizational culture. Financial advisors will benefit from knowledge of leading edge organizational practices such as employee involvement, employee teams, knowledge management, ensuring adherence to ethical business practices, and ensuring an effective and healthy organizational culture. Management development efforts must reflect the changing requirements of successful managers and leaders and include a focus on key competencies such as emotional intelligence and transformational leadership.</p>
4	3	COMP XXXX	<p>Money Management and Software Applications</p> <p>This course deals with instructing students in the use and understanding of two different money management software programs, QuickBooks and In Sync.</p> <p>After completing this course, students will be comfortable using many of the features in QuickBooks including the ability to perform transactions, keep track of sales and expenses and create financial reports. Students will gain experience applying this knowledge by using case studies to complete transactions and create month-end financial statements.</p> <p>Students will also gain experience working with a retirement planning software package, In Sync. They will be able to forecast retirement scenarios for different situations or clients. Students will practise using In Sync software by entering information from case studies provided to develop and present retirement plans.</p>

Semester	Course hours/week	Course Code	Course title and brief course description
4	3	FIN XXXX	<p>Life and Health Insurance Planning</p> <p>This course introduces students to the Canadian Insurance Industry and is a preparatory course for provincial licensing requirements for those who wish to sell life insurance and other life insurance products in Canada. Topics discussed in this course include various insurance products, such as individual and group life as well as accident and sickness products. Also covered are topics such as underwriting and claims processes, the risk management process, including needs analysis and legal and professional standards. Students who wish to complete the Life License Qualification Program (LLQP) can register through www.IFSE.ca.</p>
4	3	FIN XXXX	<p>Mutual Funds in Canada</p> <p>This introductory course is designed to prepare students to write the mutual funds licensing exam, successful completion of which is often considered by employers to be a mandatory first step in an investment industry career. Successful candidates will be eligible to provide mutual fund advice and product in Canada. The content very broadly covers the mutual fund investment industry in areas such as regulation, mutual fund mechanics, management styles, advisor requirements, private and public retirement plans and taxation of mutual funds. Students will register through www.IFSE.ca for access to course materials and industry exams.</p>
4	3	FIN XXXX	<p>Canadian Securities II</p> <p>This course will instruct students in the most important concepts covered in the Canadian Securities Course Volume One</p>

Semester	Course hours/week	Course Code	Course title and brief course description
			Textbook, enabling them to prepare to write the CSC Two Exam at the Canadian Securities Institute.
	Total Hours 1036		

4.0 STRATEGIC ALIGNMENT

Strategic Fit

The Business – Finance diploma broadens the program options currently available to business students. Historically, Durham College students who have an interest in careers in finance have had to leave the region for their studies or elect to take another business major currently offered and Durham College. Some graduates have acquired finance skills and training through employment opportunities with banks or other employers, or through certification programs offered in Toronto, or online. This diploma addresses a current gap in Durham College’s program mix and will support enrolment growth. Graduates from this program will support the economic well-being of the community through local employment opportunities.

Fit with Existing Programs

Programs that could feed into the proposed program	Other complementary programs within School	Advanced programs which graduates of this program may consider
<p>Business Fundamentals</p> <p>General Arts & Science</p> <p>Graduates of Accounting, Entrepreneurship & Small Business, Insurance, Marketing, Human Resources, and Operations Management would be eligible for advanced standing in Finance.</p>	<ul style="list-style-type: none"> • Accounting & Payroll • Accounting University Transfer • Business – Accounting • Business Admin – Accounting • Business – HR • Business Admin – HR • Business – Marketing • Business Admin – Marketing • Business – Operations • Business Admin – Operations Management • Entrepreneurship & Small Business • Insurance <p>Graduates of the Insurance program would be encouraged to seek a double major in Finance and Insurance.</p> <ul style="list-style-type: none"> • Business Admin-Finance (once approved) 	<p>Project Management or International Business Management graduate certificate programs.</p>

5.0 LABOUR DEMAND:

- 41% of finance and insurance sector employers, are situated in Ontario and are providing 360,000 people with employment. The GTA alone directly employs 229,380 people in this sector, and supports an additional 300,000 ancillary jobs.
- Of the 360,000 people employed in this sector in Ontario, nearly half are in banking, 30,000 are chartered accountants, 9,000 are certified financial planners and 7,000 are charter-holding financial analysts. Employees in Ontario’s Finance and Insurance sector are highly educated, with 68% having completed a post-secondary degree, diploma or certificate.
- Direct positions include bank tellers and insurance agents, while ancillary jobs are positions generated to support the sector’s services such as security and office administration.
- Finance and Insurance occupations are included in the Finance, Insurance, Real Estate and Leasing Services classification. Within this industry, Finance and Insurance accounts for 71% of all employment, and 45% of all employment is concentrated in Ontario.

- Job openings for related occupations are projected to be generated by retirements over the 2011-20 period and the labour supply and demand will be relatively balanced. The rate of employment growth is expected to be lower (averaging 0.5% annually) than in the previous decade due to weaker economic activity and restraints caused by technological changes.
- The increased use of online banking is expected to weaken growth of entry level employment in this sector over the next few years.
- There may be an increased need for retirement and investment planning for the baby boomers expected to retire.
- Employment in Ontario’s Finance and Insurance sector has steadily grown since 2000, having risen 31% by 2010. It is evident that Finance and Insurance sector employers are largely centralized in Toronto and the surrounding area. 5% of these employers are in the Durham census division, many of which are small enterprises but a fair number are employers of 20-49 employees and there is one organization with over 200 employees. It is also noteworthy that the GTA is projected to be the fastest growing region in Ontario between 2012 and 2036. This population growth will create a need for more finance and insurance services to support residents of the GTA.
- The table below summarizes 2012-13 outcomes for graduates of Business – Finance programs in Ontario. Results are based on the Key Performance Indicator (KPI) Graduate Satisfaction Survey for 2011-12 graduates, administered six months after graduation.

Table 6: Summary of 2012-13 Business – Finance Graduates		
Outcome	Business – Finance	All Programs
Total Graduates	89	82,402
Total Graduates in Survey	65-70%	65-70%
Graduate Satisfaction	55-60%	75-80%
Labour Force Participation	85-90%	75-80%
Employment Rate	75-80%	80-85%
Employed Part-Time	10-15%	15-20%
Employed Full-Time	65-70%	60-65%
Average Annual Income	\$30,000-\$34,999	\$30,000-\$34,999
Related Employment	40-45%	45-50%
Average Annual Income – Related Employment	\$35,000-\$39,999	\$35,000-\$39,999
Unemployment Rate	20-25%	15-20%

Source: MTCU Employment Profile

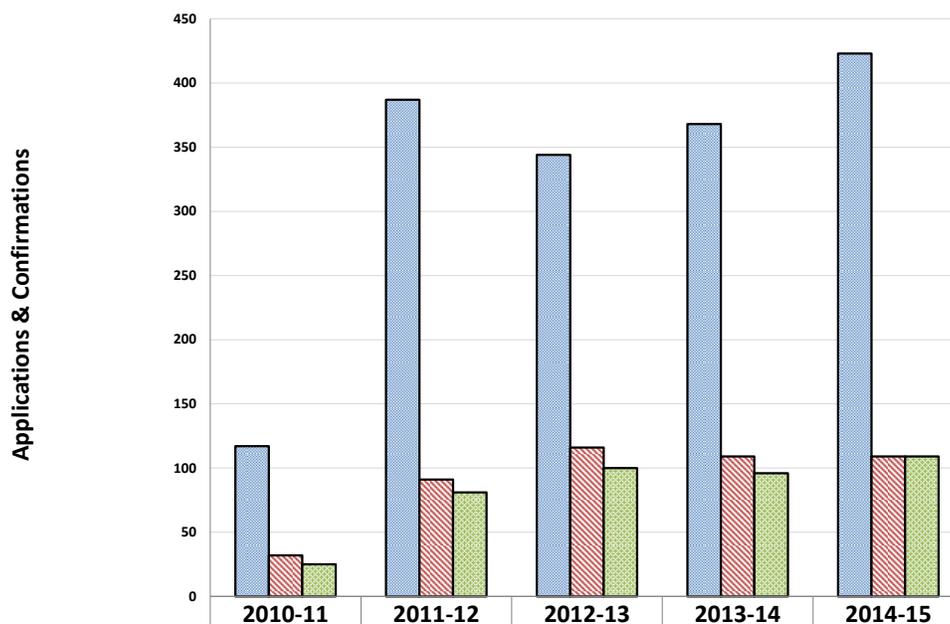
- When compared to the provincial average of 75-80%, graduate satisfaction of Business – Finance graduates is relatively low at 55-60%. Related employment of Business – Finance graduates is also slightly lower than the provincial related employment average of 45-50%. On the other hand, full-time employment is slightly higher for Business – Finance graduates at 65-70%, compared to only 60-65% of all graduates. Overall, employment outcomes for Business – Finance graduates are slightly lower than the provincial average. This may be a result

of data collection occurring at six months after graduation, at which point graduates of Business – Finance may be pursuing certifications that are required for many of the occupations in the Finance and Insurance sector.

6.0 STUDENT INTEREST:

- The cumulative growth¹ between 2010 and 2015 for total applications was: 262%
 - The average growth² between 2010 and 2015 for total applications was: 60%
 - The cumulative growth between 2010 and 2015 for first choice applications was: 241%
 - The average growth between 2010 and 2015 for first choice applications was: 51%
 - The cumulative growth between 2010 and 2015 for confirmations was: 336%
 - The average growth between 2010 and 2015 for confirmations was: 64%
- Overall, total applications, first choice applications and confirmed acceptances have increased over the past five years, with the average growth of each indicator falling between 50-60%.

**Figure 1: Business - Finance (MTCU 50201):
Total and First Choice Applications, and Confirmations; Fall data**



Total Applications	117	387	344	368	423
First Choice Applications	32	91	116	109	109
Confirmed Acceptances	25	81	100	96	109
Number of colleges	1	3	2	2	3
Confirmed acceptances per college	25	27	50	48	36

¹ Cumulative Growth refers to the percent change when comparing 2014-15 to 2010-11

² Average Growth refers to the average change each year.

7.0 ANALYSIS OF COMPETITION:

- The table below identifies all colleges that offer the Business - Finance program, the program name at each particular college, and the year that the program was started.

Table 1: Business – Finance (MTCU: 50201) Programs at Ontario CAAT Colleges		
College	Program Name	Program Approval
Confederation	Aboriginal Financial and Economic Planning	09-2001
Fanshawe	Business - Finance	09-1996
Sheridan	Business - Finance	09-2009

8.0 TARGET MARKET:

- Target market will include direct entry students, students transferring from year 1 of related business programs, and graduates of the Business Fundamentals program. There aren't many colleges in the system offering this program which may attract students from eastern and central regions. Mature and international students may also be interested in this program.

9.0 MONITORING AND EVALUATING DURING THE FIRST YEAR OF OPERATION:

<i>Year 1</i>		
	Expected Enrolment:	15 students
	KPI Student Satisfaction Rate:	Meets or exceeds the college average
	Financial:	On budget

10.0 OPERATING REVENUE AND EXPENSES:

Please see *Appendix A* for the detailed 5-year budget projection.

Start-up Costs	Year 1	Year 2
Curriculum development	\$5,000 **Costs split between both finance diploma and advanced diploma	Nil
New dedicated space (lab, shop, clinic) which will remove a current learning space from the current scheduling mix.	Nil	Nil
Capital investment	Nil	Nil
Library Resources	Nil	Nil
Marketing	\$5,000	Nil
Additional software to the college's IT budget	Nil	Nil
TOTAL	\$10,000	Nil

Appendix A – Business-Finance 5 Year Budget Projection

DURHAM COLLEGE		MTCU Code: 50201	weight	1.0	F.U.	2.0	# Yrs
Projected Budget		Program: Business Finance	Per Year	1,000	Grant / WFU	\$4,160	2
BUDGET YRS	2014-19						
			2016-17 Projection	2017-18 Projection	2018-19 Projection	2019-20 Projection	2020-21 Projection
Student Enrolment - Nov. 1							
	Year 1	15	20	20	20	20	20
	Year 2	0	10	15	15	15	15
	Total	15	30	35	35	35	35
REVENUE							
	Tuition Fees - per academic year	\$2,686	\$2,793	\$2,905	\$3,021	\$3,142	\$3,142
	Set-Aside Fee Removed	\$282	\$293	\$305	\$317	\$330	\$330
	Tuition Fee realized by college	\$2,404	\$2,500	\$2,600	\$2,704	\$2,812	\$2,812
	Total Tuition Fees	36,060	75,004	91,005	94,645	98,431	98,431
	Other Revenue - Contract Training	0	0	0	0	0	0
	Total Other Revenue	0	0	0	0	0	0
	Program Wtd Funding Unit (Wt X FU / Dur)	1.00	1.00	1.00	1.00	1.00	1.00
	Grant - MTCU Operating (assume \$4160/wfu)	\$0	\$31,200	\$93,600	\$135,200	\$145,600	\$145,600
TOTAL REVENUE		\$36,060	\$106,204	\$184,605	\$229,845	\$244,031	\$244,031
EXPENDITURES							
	Salaries - Faculty (FT)	0	28,333	29,183	30,059	30,961	30,961
	Salaries - Co-ordinator Allowance	1,000	1,030	1,061	1,093	1,126	1,126
	Salaries - PT Teaching	17,100	30,600	23,400	24,102	24,825	24,825
	Salaries - PL Teaching	0	0	0	0	0	0
	Salaries - Sessional Teaching	0	0	0	0	0	0
	Contract Teaching	0	0	0	0	0	0
	Total Teaching Salaries	18,100	59,963	53,644	55,254	56,911	56,911
	Benefits - Faculty - FT 25%	250	7,341	7,561	7,788	8,022	8,022
	Benefits - Faculty - PT 13.0%	2,223	3,978	3,042	3,133	3,227	3,227
	Benefits - Admin 25%	0	0	0	0	0	0
	Benefits - SS (FT) 28%	0	0	0	0	0	0
	Total Employee Benefits	2,473	11,319	10,603	10,921	11,249	11,249
	Total Labour	20,573	71,282	64,247	66,175	68,160	68,160
	Instructional Supplies	1,000	1,030	1,061	1,093	1,126	1,126
	Instructional Other Costs	0	0	0	0	0	0
	Field Work	0	0	0	0	0	0
	Membership & Dues	0	0	0	0	0	0
	Professional Development	1,000	1,000	1,000	1,000	1,000	1,000
	Travel/accommodation/meals	500	500	500	500	500	500
	Promotion/Public relations	0	0	0	0	0	0
	Maintenance- Equipment	0	0	0	0	0	0
	Telecommunications	0	0	0	0	0	0
	Software Costs	0	0	0	0	0	0
	Office supplies/Other Expenses	500	500	500	500	500	500
	Rental	0	0	0	0	0	0
	Total Other Expenditure	3,000	3,030	3,061	3,093	3,126	3,126
TOTAL DIRECT PROGRAM EXPENSES		23,573	74,312	67,308	69,267	71,285	71,285
TOTAL REVENUE FOR PROGRAM		36,060	106,204	184,605	229,845	244,031	244,031
Net Contribution \$		12,487	31,892	117,296	160,577	172,745	172,745
Net Accumulated Contribution / (Deficit)		12,487	44,378	161,675	322,252	494,997	494,997
Net Contribution - % of Gross Revenue		34.6%	30.0%	63.5%	69.9%	70.8%	70.8%
TARGET Net Contribution		n/a	Breakeven	40.0%	40.0%	40.0%	40.0%
Capital Requirement		0	0	0	0	0	0

Note: Salary costs for FT and PT faculty, are split with Business Administration - Finance

Ontario College Advanced Diploma: Business Administration-Finance

Proposed program title: Business Administration - Finance					
Proposed credential:	Advanced Diploma				
Funding Unit:	2.90				
Weight:	1.00				
MTCU Code:	60201				
Name of dean submitting the request:	Judy Spring, School Business, IT & Management				
Proposed date of implementation:	September 2016				
Date of review by PPRC committee:	November 19, 2014				
Year 1 enrolment:	30 students 2 allocated to international students (common first two years with Business – Finance – 45 students total)				
Number of Semesters	6 semesters				
Number of faculty required:	1 Full-time faculty in year two				
Space requirements:	N/A				
Capital costs:	N/A				
Budget Projections:					
Proposed Tuition	\$2,686				
Net Contribution - % of Gross Revenue	41.7%	29.3%	37.4%	50.4%	54.7%
TARGET Net Contribution	n/a	Breakeven	40.0%	40.0%	40.0%

1.0 APPROVAL STAGES:

Check (√)	Approval Stage
√	Labour Market Assessed
√	Student Demand Assessed
√	New Program Proposal Document Reviewed by Manager, Program Development and Quality Initiatives and Dean
√	Budget reviewed by Manager, Planning and Reporting; Manager, Program Development and Quality Initiatives; Dean;
√	Budget approved by Vice President, Corporate Services and Chief Financial Officer
√	Reviewed by Program Proposal Review Committee, January 15, 2014
√	Approved by Vice President - Academic
√	Approved by Credentials Validation Service
√	Reviewed by President
	Approved by Board of Governors

2.0 PROGRAM OVERVIEW:

Description:

Graduates of the Business Administration-Finance advanced diploma program will be provided with the skills and knowledge required to work in the broad-based field of financial services. In addition to a foundation in business, areas of study would include personal financial management, tax and retirement planning, investments and estate planning. Emphasis will be placed on training in financial services in various areas including, financial project management, call centre operations, financial analysis, planning and control, and preparation of financial plans. Students will also learn a foundation in international trade finance.

In the final semester, students will complete a four-week placement that will provide them with a work integrated experience in the business finance sector and the opportunity to apply the theories and concepts learned throughout the program.

There are opportunities for graduates to pursue further education qualifications and related licenses. Specifically, this program may prepare students to complete the following exams and certifications:

- Canadian Securities Course exam.
- Financial Planning Exam 1 – a required step toward obtaining a Certified Financial Planner (CFP) designation.
- Canadian Investment Funds (IFSE) mutual funds licencing exam and
- Students will also receive some preparation to write the Life Licence Qualification Program (LLQP) exam certificate required for selling life insurance products.

Note: The requirements for each designation/certification listed above are determined by the granting/licensing body and not by Durham College. In order to qualify for any of these designations/certifications, students/graduates will need to follow and meet the required processes.

Career Outcomes:

Employers would include banking institutions, finance and credit companies, insurance and securities providers, asset management firms and mortgage brokers where graduates would be prepared for entry level positions leading to the following careers:

- Accounting clerk
- Customer Service Representative
- Credit officer
- Budget co-ordinator
- Insurance representative
- Investment advisor or broker
- Financial analyst
- Loan officer
- Portfolio manager
- Security analyst
- Financial planner
- Investment banker

The Ministry of Training, Colleges and Universities Employment Profile questionnaire asks graduates what type of occupation they currently have. The top responses from the last five years are listed in the table below. As indicated in the table, 35% of Business Administration – Finance graduates are in employment directly related to their field of study. The related employment falls under four different categories which suggests that the Business Administration – Finance program does prepare students to follow a variety of paths into the Finance and Insurance sectors.

%	Occupation
16	Customer services representatives – financial institutions
8	Retail salespersons
7	Other financial officers
6	Banking, insurance and other financial clerks
5	Accounting and related clerks

Vocational Program Learning Outcomes:

The graduate has reliably demonstrated the ability to:

1. Co-ordinate the processing and maintaining of financial records in compliance with relevant policies, procedures and regulations for individuals and/or organizations.
2. Co-ordinate the preparation and the presentation of financial information in compliance with relevant legislation and regulations for individuals and/or organizations.
3. Analyze financial reports for individuals and/or organizations by applying financial mathematics and statistics.
4. Develop and evaluate a financial plan to meet individuals’ and/or organizations’ needs and objectives.

5. Develop, implement, evaluate and co-ordinate marketing strategies to promote financial products and services and to enhance customer service.
6. Develop, implement and evaluate strategies to establish and maintain professional networking and business relationships in the finance sector.
7. Analyze and evaluate, within a Canadian context, the impact of economic variables, legislation, ethics, technology and the environment on individuals' and/or organizations' operations.
8. Develop, implement and evaluate ongoing strategies for personal and professional development, highlighting ethics, values and standards in the finance sector.
9. Co-ordinate the planning, implementation, management and evaluation of team projects by applying project management principles.

Admission Requirements:

- Ontario Secondary School Diploma (OSSD), or equivalent, or 19 years of age or older
- Grade 12 English, C or U or equivalent
- Grade 12 Mathematics, C or U or equivalent

3.0 PROGRAM OF STUDY

Semester	Student contact hours/week	Course Code	Course title and brief course description
1	3	ACCT 1200	<p>Accounting I</p> <p>This course introduces students to fundamental accounting concepts. With these concepts students learn how to keep a simple set of books for a small business; including: journalizing, posting, trial balance, adjusting entries and the preparation of financial statements. Other topics include petty cash, bank reconciliations and internal control.</p>
1	3	COMP 1209	<p>Business Computer Applications I</p> <p>This course is the first part of an introduction to the computer skills required in business today. It provides the first year business student the necessary skills in Microsoft Word and Microsoft PowerPoint to be successful in the business community.</p>
1	3	HRM 1200	<p>Human Resource Management I</p> <p>This course introduces students to the management aspects of Human Resources. Specific focus is on the factors that affect the overall atmosphere in the workplace and that which contributes to an environment conducive to maximum productivity. Students will be introduced to effective strategies for hiring, motivating, managing, training, and retaining staff. Students will study the following topics: the strategic importance of Human Resources and the role of the H.R. Manager; competitive challenges facing Human Resources; job analysis and design; Human Resources planning; recruitment and selection; orientation and training; and employee relations.</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
1	3	MGMT 1209	<p>Introduction to Business Management</p> <p>This course will cover a wide variety of introductory topics that relate to the management of a company or other organization. The course will focus on the factors that affect the success of businesses in Canada. It will review the entrepreneurial spirit and character it takes for individuals to start their own business. It will explore different kinds of business types and the way they compete in the global economy today. The course introduces management techniques, business planning, as well as ethical business practices. There will be brief coverage of the successful management of financial resources.</p>
1	3	MKTG 1200	<p>Marketing I</p> <p>This foundational business course is aimed at giving students a practical introduction and understanding of the marketing process and the activities of marketers. The material covered will teach the student the basis of marketing planning and principles which are necessary for any type of successful business decision and enterprise—product or service, large or small, profit or not-for-profit. The creation of customer value, an analysis of the changing business environment and its impact, identification of the customer and an understanding of their decision making, as well as marketing research methods and their linkage to effective marketing strategies will be examined and applied.</p>
1	3	OPER 1200	<p>Operations Management I</p> <p>This course introduces students to the role of Operations Managers in any business –</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			service provider or manufacturer – and begins to explore the wide range of contributions that these people make to the organization. Operations managers are involved in helping manage resources effectively so that the organization can, in an efficient and competitive way, supply products and/or services that meet the needs of its customers. By the end of the course, students will have developed an awareness of some of the activities and decisions that Operations Managers are involved with as they strive to continuously improve all aspects of the way the organization designs, produces, and delivers the products or services that its customers demand.
1	3	GNED 0000	General Education Elective
2	3	FIN XXXX	<p>Financial Planning</p> <p>This course is an introduction to the components of personal financial planning, including personal financial statements, taxation, credit, risk management, investment, retirement, and estate, and an introduction to the financial planning process. Upon completion, students will demonstrate knowledge of terminology and features of financial products and strategies. Understanding the needs of the client, they will be able to create and follow up relevant financial goals that are specific, measurable, actionable, realistic and time-sensitive. They will be able to apply financial tools including present value/future value calculations, and personal financial statement analysis to identify constraints and opportunities specific to individual situations. Students will combine these processes to complete a</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			simple financial plan.
2	3	MATH 1202	<p>Business Mathematics</p> <p>This is a fundamental course in Business Mathematics. Topics covered include: Mathematics of Merchandising, Simple Interest, Compound Interest, Annuities, Loan Amortization, and Cost-Volume-Profit Analysis. The course is designed to develop the student's base knowledge in these specific topics and, at the same time, reinforce the generic skills appropriate for this material. The use of a pre-programmed financial calculator is required in this course.</p>
2	3	COMM 2204	<p>Communications for Business I</p> <p>This course reviews and enhances students' communication skills (reading, writing, listening, speaking). Students respond to and write effective messages for different purposes and audiences. In addition, students research, evaluate, analyze, organize, and document information. Communicating effectively in diverse teams and across cultures is emphasized. Students prepare, deliver, and evaluate short oral presentations on a variety of business-related topics.</p>
2	3	COMP 2209	<p>Business Computer Applications II</p> <p>This course will introduce students to Excel spreadsheets and how to plan and use Excel to solve business problems. Students will develop the skills to prepare and format spreadsheets using functions and formulas, and charts. A variety of business and financial applications will be explored. This introductory course will prepare students for more advanced applications in</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			their business areas of interest.
2	3	ECON 1201	<p>Economics for Canadian Business</p> <p>This course introduces students to the study of economics examining how countries, businesses, and individuals tackle the problem of scarce resources in order to satisfy needs and wants. The course introduces economic principles such as opportunity cost, demand, supply and the function of markets, and government intervention in markets. The course emphasizes macroeconomic topics such as unemployment, inflation, economic growth, determination of national income, money and banking, and government fiscal and monetary policy with an emphasis on the Canadian economy. The course also introduces microeconomics of cost and profit for firms in perfect and imperfect competition.</p>
2	3	GNED 0000	General Education Elective
3	3	FIN XXXX	<p>Financial Systems in Canada</p> <p>This introductory course attempts to shape the understanding and perspective of the student towards an appreciation of the integrative, intricate nature of the financial and economic landscape. The key elements of the Canadian Financial System are explored in this course; how they work, and the various organizations involved in the delivery of financial products and services, as well as an understanding of the resulting financial marketplace. This will further increase awareness and expectations for the roles and responsibilities of the financial advisor.</p>
3	3	COMM 3202	Communications for Business II

Semester	Student contact hours/week	Course Code	Course title and brief course description
			The techniques and documents required to execute an effective job search will be developed in this course. Report writing skills involving detailed problem solving and research will also be applied. Finally, this course will allow students to further fine-tune the oral presentation skills that are invaluable to career development.
3	3	FIN XXXX	Canadian Securities I This course will instruct students on the most important concepts covered in the Canadian Securities Course Volume One Textbook in order to help prepare them to write the CSC One Exam at the Canadian Securities Institute.
3	3	SALE XXXX	Client Management & Sales In this introductory course students will learn what it takes to sell, understand consumer buying behaviour and communicate for successful selling. They will also learn the importance of sales knowledge especially in regards to customers, products and technologies. Additionally, students will develop an understanding of how and where to find new prospects and develop the specific skills needed to make effective sales calls.
3	3	FIN XXXX	Retirement Planning This course provides students with a detailed outlook at the many sources of retirement income available to Canadians and how individuals can plan for their retirement, considering income needs, alternative savings/retirement income vehicles and taxation issues. Students will learn how financial planners can provide assistance to clients in retirement planning.

Semester	Student contact hours/week	Course Code	Course title and brief course description
3	3	GNED 0000	General Education Elective
4	3	ACCT 3208	<p>Taxation for Entrepreneurs</p> <p>The course deals with the liability for individuals in small business. The determination of net income for tax purposes, taxable income and taxes payable for individuals, will be examined in detail. This will form the basis for understanding the taxation for operating a small proprietorship or partnership. The course will also revisit the advantages and disadvantages of incorporating a business which were discussed in Accounting I and the tax implications of reporting income from such operations. The laptop computer will be used throughout this course to enhance delivery and application of the subject material, along with the use of Profile T1 software.</p>
4	3	HRM XXXX	<p>Organizational Behaviour</p> <p>This course deals with the ways in which individuals, groups, and entire organizations function and interact within the overall organizational context. Topics at the individual employee level include personality, attributions, attitudes, emotions, values, ethics, learning, and motivation. Further topics include team and group processes, leadership, conflict management, interpersonal communication, organizational design, and organizational culture. Financial advisors will benefit from knowledge of leading edge organizational practices such as employee involvement, employee teams, knowledge management, ensuring adherence to ethical business practices, and ensuring an effective and healthy organizational culture. Management</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			development efforts must reflect the changing requirements of successful managers and leaders and include a focus on key competencies such as emotional intelligence and transformational leadership.
4	3	COMP XXXX	<p>Money Management and Software Applications</p> <p>This course deals with instructing students in the use and understanding of two different money management software programs, QuickBooks and In Sync.</p> <p>After completing this course, students will be comfortable using many of the features in QuickBooks including the ability to perform transactions, keep track of sales and expenses and create financial reports. Students will gain experience applying this knowledge by using case studies to complete transactions and create month-end financial statements.</p> <p>Students will also gain experience working with a retirement planning software package, In Sync. They will be able to forecast retirement scenarios for different situations or clients. Students will practise using In Sync software by entering information from case studies provided to develop and present retirement plans.</p>
4	3	FIN XXXX	<p>Life and Health Insurance Planning</p> <p>This course introduces students to the Canadian Insurance Industry and is a preparatory course for provincial licensing requirements for those who wish to sell life insurance and other life insurance products in Canada. Topics discussed in this course include various insurance products, such as individual and group life as well as accident</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			and sickness products. Also covered are topics such as underwriting and claims processes, the risk management process, including needs analysis and legal and professional standards. Students who wish to complete the Life License Qualification Program (LLQP) can register through www.IFSE.ca .
4	3	FIN XXXX	<p>Mutual Funds in Canada</p> <p>This introductory course is designed to prepare students to write the mutual funds licensing exam, successful completion of which is often considered by employers to be a mandatory first step in an investment industry career. Successful candidates will be eligible to provide mutual fund advice and product in Canada. The content very broadly covers the mutual fund investment industry in areas such as regulation, mutual fund mechanics, management styles, advisor requirements, private and public retirement plans and taxation of mutual funds. Students will register through www.IFSE.ca for access to course materials and industry exams.</p>
4	3	FIN XXXX	<p>Canadian Securities II</p> <p>This course will instruct students in the most important concepts covered in the Canadian Securities Course Volume One Textbook, enabling them to prepare to write the CSC Two Exam at the Canadian Securities Institute.</p>
5	3	PROJ XXXX	<p>Project Management in Finance</p> <p>This course provides an understanding of the principles of project management. It combines theory and practical assignments while introducing students to current</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			accepted project management methods and terminology, as outlined by the Project Management Institute (PMI). Students will plan, manage, execute, and close a project, taking into consideration all project constraints. Students will also learn how to create and monitor a project using computer software.
5	3	FIN XXXX	<p>Contact Centre Operations</p> <p>This course introduces students to working in a financial call centre environment. Students receive training on employee engagement including sales and services, relationship management, and customer acquisition and retention.</p>
5	3	STAT 2200	<p>Statistics for Business</p> <p>This course is designed to equip the student with a working knowledge of descriptive statistical methods. Emphasis is balanced among theoretical concepts, calculations, and data interpretation. Major topics covered include: frequency distributions; graphic presentation of data; measures of central tendency and variation; probabilities; normal probability distribution; sampling and central limit theorem; estimation and confidence intervals; and, linear correlation and regression. The course makes extensive use of the statistical capabilities of Excel.</p>
5	3	MKTG 2202	<p>International Business</p> <p>Through this course the student will come to understand the global business environment from both national and global perspectives. Topics include an overview of international business patterns and social systems and their effect on business. Different government systems, market</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			structures and economic and legal systems will be examined along with the institutions that provide an international oversight. Culture and ethics, and their effect on business, will be discussed as well as various trade theories and currency exchanges that facilitate global trade. This will provide a framework for the creation of international business strategies necessary for success in the global marketplace.
5	3	FIN XXXX	Consumer Credit Throughout this course students are provided with an in-depth knowledge of consumer and mortgage lending from a lender's perspective. Topics include the types of credit available to match consumers' needs, the application and assessment process and investigation, documentation and collection methods.
5	3	FIN XXXX	Financial Management This course provides students with an understanding of individual and corporate investment and financing decisions. The issues of time and risk to the valuation of individual securities such as stocks and bonds, and to capital investments undertaken by corporations. Students will gain an understanding of financial markets and the process by which companies make their investment decisions. .
6	3	ES XXXX	Leadership and Career Management This course introduces participants to the role of a leader in a business, whether that is as a formal front-line supervisor or manager, or as an informal leader of a work team. Through class discussions, case

Semester	Student contact hours/week	Course Code	Course title and brief course description
			studies, and independent reading, the participant will explore and develop his/her own leadership philosophy. Strategies for managing one's own career path as a business leader will be explored, including the role of mentors, continuing education, professional networking, and professional accreditations. Participants will explore how a leader's interactions with front-line employees have a direct impact on organizational effectiveness. Legislation that affects a front-line leader's decision-making will be introduced, including key aspects of employment standards, health and safety, and human rights. The impact of unions on a business leader's role will be explored.
6	3	FIN XXXX	<p>International Trade Finance</p> <p>This course will provide students with detailed knowledge on Foreign Trade finance in relation to various modes of payment (ie. traditional vs. non-traditional and special letters of credit). Students will also explore the application of various trade documents used by importers, exporters, commercial banks and other players in the international business system. Other topics will include bills of exchange, banker's acceptance, trader's acceptance, bill discounting as well as specialized documentary credits. Advanced case studies and topics will be analyzed based on real-life situations in relation to various players in the trade-finance sector.</p>
6	1	FWKF XXXX	<p>Field Placement Seminar</p> <p>Field Placement is a mandatory component of the Business Administration – Finance program. All students will complete 20</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			<p>days of unpaid Finance Field Placement with a company that has been approved by the Field Placement Coordinator. The Field Placement will be arranged by the student based on their skills and career interests and must be approved by the Field Placement Coordinator. The Field Placement Coordinator will assist the student in the identification and matching with the sponsor organization, as required, but the primary responsibility for securing a placement rests with the student.</p>
6	160 hours of field placement	FWKF XXXX	<p>Field Placement</p> <p>Field Placement is a mandatory component of the Business Administration – Finance program. All students will complete 20 days of unpaid Finance Field Placement with a company that has been approved by the Field Placement Coordinator. The Field Placement will be arranged by the student based on their skills and career interests and must be approved by the Field Placement Coordinator. The Field Placement Coordinator will assist the student in the identification and matching with the sponsor organization, as required, but the primary responsibility for securing a placement rests with the student. A wide variety of positions are available, including accounting, auditing, tax, financial analysis, etc. It is up to the student to find the appropriate employer and placement for their interests.</p> <p>Students’ work experience in accounting will depend on the employers’ needs and will be evaluated by the employer upon the completion of the 20 day period. Students will be expected to prepare for this work experience by preparing a formal professional resume and attending field</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			placement seminars. (FWKF XXXX) At the end of the Field Placement students must prepare a formal report about their experience. Students will be evaluated by their employer as part of the overall evaluation criteria.
6	3	LAW XXXX	<p>Business and Family Law</p> <p>This course examines the legal issues, related to both business and family law, which impact the development of a personal financial plan. Following an introduction to the Canadian legal system, the course analyzes the fundamentals of contract law. Students will examine the advantages and disadvantages associated with various legal forms of business organization and the incorporation process. Students then discuss the legal implications of one's marital status, including issues pertaining to common law and same sex partners. This leads to a consideration of different ways of assuming title to property.</p>
6	3	FIN XXXX	<p>Comprehensive Financial Plan</p> <p>Students in this course will examine financial planning on a more inclusive and comprehensive scale. Comprehensive financial planning involves the process of collecting client information and analysing that information for the purpose of making recommendations to the client. The six areas under examination are financial management, risk management, retirement planning, tax planning, estate planning and asset management. The intent of this course is to provide students with the ability to draw on the financial knowledge they have gained throughout the program and tie the analysis together</p>

Semester	Student contact hours/week	Course Code	Course title and brief course description
			in order to develop a single financial plan for the client.
	Total hours 1510		

4.0 STRATEGIC ALIGNMENT

Strategic Fit

Business Administration – Finance broadens the options currently available to business students and aligns well with UOIT’s Bachelor of Commerce (Honours)-Direct Entry pathway program. Historically, college students who have had an interest in careers in finance have had to leave the region for their studies or elect to take another business major currently offered at Durham College. Some graduates have acquired finance skills and training through employment opportunities with banks or other employers, or through programs and certifications offered in Toronto, or online. This advanced diploma program addresses a current gap in Durham College’s program mix and will support enrolment growth. Graduates from this program will support the economic well-being of the community through local employment opportunities.

Fit with Existing Programs

Programs that could feed into the proposed program	Other complementary programs within School	Advanced programs which graduates of this program may consider
<p>Business Fundamentals</p> <p>General Arts & Science</p> <p>Graduates of Accounting, Entrepreneurship & Small Business, Insurance, Marketing, Human Resources, Operations Management and Business Finance diploma (once approved) would be eligible for advanced standing in the Business Admin – Finance program.</p>	<ul style="list-style-type: none"> • Accounting & Payroll • Accounting University Transfer • Business – Accounting • Business Admin – Accounting • Business – HR • Business Admin – HR • Business – Marketing • Business Admin – Marketing • Business – Operations • Business Admin – Operations Management • Entrepreneurship & Small Business • Insurance <p>Graduates of the Insurance program would be encouraged to seek a double major in Finance and Insurance.</p>	<p>Human Resources Management, Project Management, or International Business Management graduate certificate programs.</p>

5.0 LABOUR DEMAND:

- Toronto has been deemed the financial capital of Canada and the GTA is the third largest financial services hub in North America, following New York City and Chicago. The GTA alone directly employs 229,380 people in this sector, and supports an additional 300,000 ancillary jobs.¹ Banking, insurance and securities account for over 90% of Toronto’s financial services employment
- 41% of finance and insurance sector employers, are situated in Ontario² and are providing 360,000 people with employment.³ Of these, nearly half are in banking, 30,000 are chartered accountants, 9,000 are certified financial planners and 7,000 are charter-holding financial analysts.⁴ Employees in Ontario’s Finance and Insurance sector are highly educated, with 68% having completed a post-secondary degree, diploma or certificate.

¹ The Conference Board of Canada. 2013. Understanding the Importance of Toronto’s Financial Services Sector. <http://www.tfsa.ca/storage/reports/Ensuring%20the%20Future%20-%20Understanding%20the%20Importance%20of%20Toronto%E2%80%99s%20Financial%20Services%20Sector.pdf>

² Industry Canada. 2012. Finance and Insurance (NAICS 52): Establishments. <https://www.ic.gc.ca/app/scr/sbms/sbb/cis/establishments.html?code=52&lang=eng>

³ Toronto Financial Services Alliance. 2012. 2012 Ontario Pre-Budget Submission. http://www.tfsa.ca/resources/pdf/Pre_budget_provincial_version_9_Mar_01.pdf

⁴ Ontario Investment and Trade Centre. 2011. Invest in Ontario. <http://www.investinontario.com/Documents/English/financialservices.pdf>

- Direct positions include bank tellers and insurance agents, while ancillary jobs are positions generated to support the sector's services such as security and office administration.
- Job openings for related occupations are projected to be generated by retirements over the 2011-20 period and the labour supply and demand will be relatively balanced. The rate of employment growth is expected to be lower (averaging 0.5% annually) than in the previous decade due to weaker economic activity and restraints caused by technological changes.
- The increased use of online banking is expected to weaken growth of entry level employment in this sector over the next few years.
- There may be an increased need for retirement and investment planning for the baby boomers expected to retire.
- It is evident that Finance and Insurance sector employers are largely centralized in Toronto and the surrounding area. 5% of these employers are in the Durham census division, many of which are small enterprises but a fair number are employers of 20-49 employees and there is one organization with over 200 employees. It is also noteworthy that the GTA is projected to be the fastest growing region in Ontario between 2012 and 2036.⁵ This population growth will create a need for more finance and insurance services to support residents of the GTA.
- The table below summarizes 2013-14 outcomes for graduates of Business – Finance and Business Administration – Finance programs in Ontario. Results are based on the Key Performance Indicator (KPI) Graduate Satisfaction Survey for 2012-13 graduates, administered six months after graduation.

Table 6: Summary of 2012-13 Business Administration – Finance Graduates

Outcome	Business Administration – Finance	Business Finance	All Programs
Total Graduates	203	166	87,129
Total Graduates in Survey	60-65%	55-60%	60-65%
Graduate Satisfaction	80-85%	70-75%	75-80%
Labour Force Participation	70-75%	85-90%	75-80%
Employment Rate	80-85%	80-85%	80-85%
Employed Full-Time	60-65%	60-65%	60-65%
Average Annual Income	\$30,000-\$34,999	\$30,000-\$34,999	\$30,000-\$34,999
Related Employment	45-50%	35-40%	40-45%
Average Annual Income – Related Employment	\$35,000-\$39,999	\$30,000-\$34,999	\$35,000-\$39,999
Unemployment Rate	15-20%	15-20%	15-20%

- When compared to the average of all programs (75-80%), graduate satisfaction of Business Administration – Finance graduates is slightly higher at 80-85%. Related employment of Business Administration – Finance graduates is also slightly higher than the related employment average of 40-45%. On the other hand, average annual income, related employment income, and full-time employment are on par with the average for all programs.
- Graduate outcomes for the advanced diploma are generally similar to the Business – Finance diploma outcomes. The average income for related employment is slightly higher for graduates of Business Administration – Finance, as is the proportion of graduates working in related occupations. However, average annual income and full-time employment is equivalent for graduates of both programs.

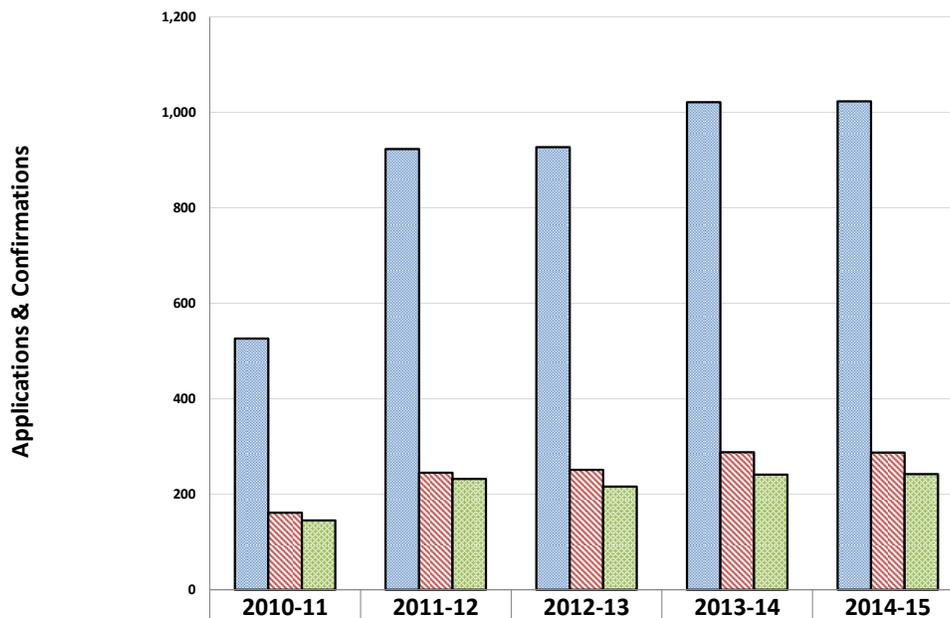
⁵ Ontario Ministry of Finance. 2013. Ontario Population Projects Update. <http://www.fin.gov.on.ca/en/economy/demographics/projections/>

6.0 STUDENT INTEREST:

The figure below displays system wide applications, first choice applications and confirmed acceptances to Business Administration – Finance programs in Ontario for fall terms only.

- The cumulative growth⁶ between 2010 and 2015 for total applications was: 94%
 - The average growth⁷ between 2010 and 2015 for total applications was: 22%
 - The cumulative growth between 2010 and 2015 for first choice applications was: 30%
 - The average growth between 2010 and 2015 for first choice applications was: 7%
 - The cumulative growth between 2010 and 2015 for confirmations was: 67%
 - The average growth between 2010 and 2015 for confirmations was: 16%
- Overall, total applications, first choice applications and confirmed acceptances have steadily increased over the past five years, with the average growth of each indicator ranging from 7% to 22%. Neither growth nor decline was experienced between 2013-15 and 2014-15.

**Figure 1: Business Administration- Finance (MTCU 60201):
Total and First Choice Applications, and Confirmations; Fall**



Total Applications	526	923	927	1,021	1,023
First Choice Applications	161	245	251	288	287
Confirmed Acceptances	145	232	216	241	242
Number of colleges	3	4	4	4	4
Confirmed acceptances per college	48	58	54	60	61

Source: OCAS Data Warehouse, accessed September 2014

⁶ Cumulative Growth refers to the percent change when comparing 2014-15 to 2010-11

⁷ Average Growth refers to the average change each year.

7.0 ANALYSIS OF COMPETITION:

- There are currently five colleges in Ontario’s CAAT college system offering Business Administration – Finance
- The table below identifies the colleges that offer the Business Administration – Finance program, the program name at each particular college, and the year that the program was started. Since 2009, four Ontario CAAT colleges have cancelled the program.

Table 1: Business Administration – Finance (MTCU: 60201) Programs at Ontario CAAT Colleges		
College	Program Name	Program Approval
Algonquin	Business Administration - Financial Services	01-1987
George Brown	Business Administration - Finance	09-2006
La Cite	Business Administration - Financial Services	01-1992
Sheridan	Business Administration - Finance	
St. Clair	Business Administration - Finance	09-2001

8.0 TARGET MARKET:

Target market will include direct entry students, students transferring credits from year 1 of related business programs, and graduates of related programs such as Business Fundamentals. Students from the Business-Finance diploma will be given advance standing for completion of semesters 1 to 4. A limited number of colleges in the system offer this program and it is anticipated that this program may appeal to students from eastern and central regions of the province. Mature and international students may also be interested in this program.

9.0 MONITORING AND EVALUATING DURING THE FIRST YEAR OF OPERATION:

<i>Year 1</i>		
	Expected Enrolment:	30 students
	KPI Student Satisfaction Rate:	Meets or exceeds the college average
	Financial:	On budget

10.0 OPERATING REVENUE AND EXPENSES:

Please see *Appendix A* for the detailed 5-year budget projection.

Start-up Costs	Year 1	Year 2
Curriculum development	\$5,000	Nil
New dedicated space (lab, shop, clinic) which will remove a current learning space from the current scheduling mix.	Nil	Nil
Capital investment	Nil	Nil
Library Resources	Nil	Nil
Marketing	\$5,000	Nil
Additional software to the college's IT budget	Nil	Nil
TOTAL	\$10,000	Nil

Appendix A – Business Administration - Finance 5 Year Budget Projection

DURHAM COLLEGE		MTCU Code: 60201	weight	1.0	F.U.	2.9	# Yrs
Projected Budget		Program: Business Admin Finance	Per Year	0.967	Grant / WFU	\$4,160	3
BUDGET YRS	2014-19						
			2016-17 Projection	2017-18 Projection	2018-19 Projection	2019-20 Projection	2020-21 Projection
Student Enrolment - Nov. 1							
	Year 1		30	30	30	30	30
	Year 2		0	25	25	25	25
	Year 3		0	0	20	20	20
	Total		30	55	75	75	75
REVENUE							
	Tuition Fees - per academic year		\$2,686	\$2,793	\$2,905	\$3,021	\$3,142
	Set-Aside Fee Removed		\$282	\$293	\$305	\$317	\$330
	Tuition Fee realized by college		\$2,404	\$2,500	\$2,600	\$2,704	\$2,812
	Total Tuition Fees		72,119	137,507	195,010	202,810	210,923
	Other Revenue - Contract Training		0	0	0	0	0
	Total Other Revenue		0	0	0	0	0
	Program Wtd Funding Unit (Wt X FU / Dur)		0.97	0.97	0.97	0.97	0.97
	Grant - MTCU Operating (assume \$4160/wfu)		\$0	\$60,320	\$170,907	\$261,387	\$301,600
TOTAL REVENUE			\$72,119	\$197,827	\$365,917	\$464,197	\$512,523
EXPENDITURES							
	Salaries - Faculty (FT)		0	56,667	141,667	141,667	141,667
	Salaries - Co-ordinator Allowance		2,000	2,060	2,122	2,185	2,251
	Salaries - PT Teaching		31,920	55,680	40,320	41,530	42,775
	Salaries - PL Teaching		0	0	0	0	0
	Salaries - Sessional Teaching		0	0	0	0	0
	Contract Teaching		0	0	0	0	0
	Total Teaching Salaries		33,920	114,407	184,108	185,382	186,693
	Benefits - Faculty - FT 25%		500	14,682	35,947	35,963	35,979
	Benefits - Faculty - PT 13.0%		4,150	7,238	5,242	5,399	5,561
	Benefits - Admin 25%		0	0	0	0	0
	Benefits - SS (FT) 28%		0	0	0	0	0
	Total Employee Benefits		4,650	21,920	41,189	41,362	41,540
	Total Labour		38,570	136,327	225,297	226,744	228,233
	Instructional Supplies		1,000	1,030	1,061	1,093	1,126
	Instructional Other Costs		1,000	1,030	1,061	1,093	1,126
	Field Work		0	0	0	0	0
	Membership & Dues		0	0	0	0	0
	Professional Development		1,000	1,000	1,000	1,000	1,000
	Travel/accommodation/meals		0	0	0	0	0
	Promotion/Public relations		0	0	0	0	0
	Maintenance- Equipment		0	0	0	0	0
	Telecommunications		0	0	0	0	0
	Software Costs		0	0	0	0	0
	Office supplies/Other Expenses		500	500	500	500	500
	Rental		0	0	0	0	0
	Total Other Expenditure		3,500	3,560	3,622	3,685	3,751
TOTAL DIRECT PROGRAM EXPENSES			42,070	139,887	228,919	230,429	231,984
TOTAL REVENUE FOR PROGRAM			72,119	197,827	365,917	464,197	512,523
Net Contribution \$			30,050	57,940	136,998	233,768	280,538
Net Accumulated Contribution / (Deficit)			30,050	87,990	224,988	458,756	739,294
Net Contribution - % of Gross Revenue			41.7%	29.3%	37.4%	50.4%	54.7%
TARGET Net Contribution			n/a	Breakeven	40.0%	40.0%	40.0%
Capital Requirement			0	0	0	0	0

BOARD REPORT



Public
In-camera

Action Required:
Information/Discussion
Decision

MEETING DATE: April 19, 2015
REPORT DATE: April 8, 2015
FROM: Don Lovisa, President
SUBJECT: Durham College 2015-2016 Business Plan

A. Purpose

To present the Durham College 2015-2016 Business Plan.

B. Background

The Business Plan allows Durham College to plan its operations for the fiscal year within the framework outlined in its Strategic Plan and its mission, vision and values. The Business Plan identifies to the public and provincial government the operational outcomes that the college expects to achieve in a given fiscal year. The Ministry of Training, Colleges and Universities (MTCU) uses the information provided in college business plans to advise and inform government planning and policy-making.

Section 8 of O. Reg. 34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 requires that Durham College make the Business Plan available to the public and submit it to the post-secondary accountability branch director, at the Ministry of Training, Colleges and Universities, by June 30 of each year. An annual Business Plan is a requirement of all Ontario colleges, as described in the Minister’s Binding Policy Directive 1.0 – Governance and Accountability, Business Plan.

C. Discussion/Options

The Durham College 2015-2016 Business Plan sets out 33 strategic objectives spread across the college’s four pillars: Our Students, Our People, Our Business and Our Community. From the highest level, these objectives will collectively strengthen the college’s teaching and learning operations, deliver innovative new services to students and ensure the college is planning near- and long-term.

The Business Plan has been prepared with input from all departments and academic schools on campus and coincides with the second year of the college’s Strategic Mandate Agreement with the government, and the third year of its Strategic Plan. Responsibility for the delivery of the plan will be shared amongst the Durham College

Leadership Team through the performance planning process, which will ensure consistency of leadership direction across all business operations for the coming year.

A new dashboard report has been developed to provide the Board of Governors with regular updates on Business Plan progress. The dashboard will be shared four times during the coming year, including a year-end report. The college is also required by the provincial government to publically report on the success of the plan through its Annual Report by July 31 of each year.

Following approval by the Board of Governors for the Business Plan and annual Budget, the documents will be designed by Communications and Marketing, posted to the college website and distributed otherwise.

D. Financial/Human Resource Implications

Business Plan goals are accounted for in the annual budget being presented to the Board of Governors at the April 19 meeting.

E. Implications for UOIT (if applicable)

Two objectives in the plan pertain to UOIT.

F. Recommendation(s)

That the Board of Governors approves the Durham College 2015-2016 Business Plan.

Mission

The student experience comes first at Durham College.

Vision

Durham College is the premier post-secondary destination for students who succeed in a dynamic and supportive learning environment. Our graduates develop the professional and personal skills required to realize meaningful careers and make a difference in the world.

Values

Our values drive our organizational culture and behaviour in delivering our vision and mission.

We value:

Integrity and transparency – we behave and communicate sincerely and honestly.

Respect – we treat everyone with dignity, deliver superior service and offer a safe environment.

Equal access and diversity – we embrace diversity, ensure accessibility and champion all learners.

Personal and team accountability – we do what we say we will do and are creative and innovative in how we conduct our business.

Introduction

Durham College enters 2015-2016 with significant momentum. It has been one of the fastest growing colleges in Ontario over the past five years in terms of enrolment, new programs and reputation, while its connection to students and the broader community is stronger than ever. The year ahead provides a number of opportunities for the college to continue to innovate, collaborate and show leadership on campus, within the college system and in the broader community.

The 2015-2016 Business Plan identifies 35 objectives spread across the college's four core pillars: Our Students, Our People, Our Business and Our Community. These objectives call for the college to take the next steps in launching its first-ever degree program, and build greater capacity in the process for planning for and developing five additional degree programs in the years ahead. The Business Plan also identifies new investment in online/hybrid education, and the pilot of a three-day school week model that is designed to compress studies into a shorter block of days, creating relief in scheduling for both students and the college. The year ahead will also see the pilot for an innovative coaching project, the beginning of preparations toward achieving accreditation status, and completion of a joint Campus Master Planning process with UOIT. Finally, the college will begin to look ahead to its 50th anniversary in 2017, with the development of a strategy, committee structure and other details. Taken together, these objectives and the others within the plan will strengthen the college's teaching and learning operations, deliver innovative new services to students and ensure the college is planning near- and long-term.

The year ahead represents the second year for the college's Strategic Mandate Agreement (SMA) with

the government, along with the third year of its Strategic Plan. Actions and activities to date, along with objectives in the 2015-2016 Business Plan are positioning the college to achieve all the goals established in both the SMA and Strategic Plan.

The 2015-2016 Business Plan and budget were approved by the Board of Governors in April 2015.

Objectives

Our Students

Objective	Metrics	Responsibility
Prepare for the successful launch of the first-ever Durham College degree program and improve efficiency and length of time in moving from a degree program concept to ministry approval.	<ul style="list-style-type: none"> ▪ Achieve ministry approval for the college's first-ever four-year degree program. ▪ Target enrolment at 40 students. ▪ Submit second degree program application to the Ministry of Training, Colleges and Universities. ▪ Complete environmental scan to confirm the next two four-year degree programs. 	VPA
Increase flexible delivery of courses and/or programs to provide students with greater access and options for learning.	<ul style="list-style-type: none"> ▪ Implement new Office Administration Certificate curriculum using three-day delivery model and increase enrolment by 50 per cent. ▪ Revise and redevelop curriculum for 10 existing OntarioLearn courses. ▪ Introduce at least 10 new Continuing Education programs, with a primary focus on online delivery. ▪ Complete the development of nine courses plus one module (funded by the Ontario Online initiative) by September 2015 and implement delivery in January 2016. Market online courses through the Ontario Online portal beginning in Fall 2015. ▪ Resource a business unit to increase the number of online courses by 10 per cent and increase student access to learning, domestically and internationally. The college currently has approximately 250 courses delivered in day programs and through Continuing Education. 	VPA
Install and commission the boiler for the Power Engineering Technician Program and review the Pixelyard Simulation software for adoption to advance the experiential learning component of the curriculum.	<ul style="list-style-type: none"> ▪ Obtain approval from TSSA for the installation of the boiler and the PET program steam component certification. ▪ Complete 75 per cent of boiler installation by March 31, 2016. ▪ Target enrolment increase to a total of 80 students. 	VPA

Support retention at Durham College through the introduction of the coaching pilot project in the Access and Support Centre (ASC) and then expand campus-wide.	<ul style="list-style-type: none"> Reduce number of crisis incidents for mental health support in ASC by 10 per cent. For 2014-2015, ASC supported 289 students with a mental health diagnosis. 	VPSA
Introduce Customer Relationship Management system into recruitment initiatives and map communications.	<ul style="list-style-type: none"> Software installation and training completed by summer 2015. Use of first modules in fall 2015. Mapping of student contact to demonstrate continuity and frequency to build solid relationship with students. 	VPSA
Introduce new Financial literacy program.	<ul style="list-style-type: none"> Forty per cent of all OSAP students and 80 per cent of all students in college coaching program to access financial literacy program. 	VPSA
Merge Student Life and Access and Support Centre transitions programs to realize greater efficiencies.	<ul style="list-style-type: none"> Delivery of new transition program to 80 per cent of all new-to-DC students in 2015. 	VPSA
Expand current credit transfer database.	<ul style="list-style-type: none"> Eighty per cent of currently approved credit transfers to be built into database. Database to be accessible to students in 2016. 	VPSA
Implement full-year campus recreation program.	<ul style="list-style-type: none"> Increase participation rates by 100 per cent over 2013-2014, from 448 to 900. 	VPSA
Recalibration of Student Academic Learning Services (SALS) courses to support hybrid and online learning.	<ul style="list-style-type: none"> Improve online learner access rates by 10 per cent. At the end of 2014-2015, there were 7,129 DC Connect online learners in total. 	VPSA

Our People

Objective	Metrics	Responsibility
Develop and deliver proactive emergency management awareness training.	<ul style="list-style-type: none"> Phase 1—Training for Office of Campus Safety staff and members of the Emergency Management Response Team EMRT – completion by December 31, 2015. Phase 2 – Video training provided for all staff – completion by March 30, 2016. 	VPADM
Introduce an additional mass	<ul style="list-style-type: none"> Completion by September 1, 2015. 	VPADM

emergency notification system.		
Increase emergency preparedness awareness by conducting at least two emergency management exercises (lock down/secure and hold exercises).	<ul style="list-style-type: none"> Exercises to be completed at Oshawa and Whitby campuses – completion by March 30, 2016. 	VPADM
Acquire and implement a new HR applicant tracking system.	<ul style="list-style-type: none"> Completion by December 1, 2015. 	VPADM
Develop and implement new attendance management program.	<ul style="list-style-type: none"> Fully implemented by December 31, 2015 	VPADM
Develop and implement HR complement control system for full-time and part-time employees.	<ul style="list-style-type: none"> Workforce tracking program to be developed to track full-time and part-time staff by department and school – completion by June 30, 2015 	VPADM
Introduce new phase of DC Experience campaign to include Durham College employees and alumni.	<ul style="list-style-type: none"> Inclusion of up to 10 employees and up to five alumni. Targeted number of Experience Twitter followers will increase from 1,805 to 1,920 by March 31, 2016, bringing the corporate baseline Twitter followers from 8,940 to 18,860; Targeted number of Experience Facebook likes will increase from 1,153 to 1,230 by March 31, 2016 bringing the corporate baseline Facebook likes from 11,846 to 13,076; Targeted number of Experience Facebook engagements will increase from 19,422 to 20,500 by March 31, 2016 bringing the corporate baseline Experience engagements from 164,806 to 185,306; Targeted number of Experience Youtube views will increase from 152,404 to 163,000 for a cumulative total combined corporate video views of 315,404 by March 31, 2016. 	VPADM
Conduct a work study analysis in the academic schools at Durham College with a view of establishing a best practices approach, ensuring	<ul style="list-style-type: none"> Review and make recommendations with respect to the organizational structure, defining accountabilities, authorities, roles and responsibilities. Develop and evaluate various options to align organizational structure with strategic goals while streamlining operations. 	VPADM



<p>optimum utilization of administrative resources and identifying opportunities for efficiencies.</p>	<ul style="list-style-type: none"> ▪ Identify opportunities to optimize decision-making processes and facilitate effective workflow in a decentralized environment. ▪ Identify any industry best practices that may be applicable. ▪ Consider opportunities for operation efficiencies and institution-wide cost savings. ▪ Identify potential training and development opportunities. ▪ Complete the review by June 30, 2015. ▪ Commence implementation of accepted recommendations in September 2015. 	
<p>Implement recruitment plans to address retirements from the senior leadership team.</p>	<ul style="list-style-type: none"> ▪ As each retirement occurs, take the opportunity to review current organization structure with a view to consider alternatives and opportunities for improved efficiencies. ▪ Conduct national search for candidate(s). ▪ Complete the recruitment process prior to incumbent(s) retirement date to ensure a smooth and seamless transition. ▪ Provide onboarding support for new leaders transitioning into new roles at Durham College. 	<p>VPADM</p>

Our Business

Objective	Metrics	Responsibility
<p>Prepare for Durham College’s first accreditation review by establishing an accreditation plan.</p>	<ul style="list-style-type: none"> ▪ Implement cross-college communication plan to educate college stakeholders on the importance of their role in contributing to the college’s accreditation status. ▪ Develop and implement process for collection of evidence and narrative for self-study report. ▪ Measure perceived level of preparation and perceived role of cross-college stakeholders in contributing to the accreditation process prior to communication/education and post-communication/ education. ▪ Submit a letter of intent for accreditation by March 31, 2016 with a proposed date for the college’s self-study and campus site review in Fall 2016. 	<p>VPA</p>

Develop and implement a Program Score Card to establish the metrics to measure individual program performance.	<ul style="list-style-type: none"> ▪ Confirm and approve metrics for the Program Score Card and discontinue the use of the current Program Health Matrix Report. ▪ Office of Research Services, Innovation and Entrepreneurship to create and publish reports to be utilized by academic school deans in decision-making about their program portfolio/mix. 	VPA
Implement next stage of Strategic Enrolment Services (SES) reorganization.	<ul style="list-style-type: none"> ▪ Realignment of PLAR and credit transfer activities will allow for more applications being processed in shorter turnaround times. In the year ahead will improve processing and response times from 1,326 applications in Fall 2014 and an average response time of 11 days, to 1,458 (10-per cent change) and 10 days (10 per cent improvement) in Fall 2015. ▪ Amalgamation of front-line services with back office ‘records’ functions increases capacity for cross-functionality of all related staff. In the year ahead, we will improve the average response times for transcript requests during peak periods from five days in Fall 2014 to four days in Fall 2015 for non-complex requests (20 per cent improvement), and from 10 days to nine days in complex requests (10 per cent). We will also improve average response times for enrolment verifications during peak periods to 1.5 days in Fall 2015 from two days (25 per cent), and the average front-line service wait times from 16 minutes to 15 minutes (5.5 per cent). ▪ Creation of the Reporting and Student Information Systems department brings the opportunity to place renewed focus on accuracy and timing of reporting requirements in the coming year and also create new reporting tools, including a Prior Term Report, Applicants in Prior Term/Program, Missing Information Report, Incorrect Records Reports, and Transfer Credit Reports. 	VPSA
Completion of the Joint Campus Master Plan (CMP) with UOIT.	<ul style="list-style-type: none"> ▪ CMP approved by the DC Board of Governors and published before December 31, 2016. 	VPCS
Grow international enrolment to exceed six per cent of domestic enrolment.	<ul style="list-style-type: none"> ▪ Completion by March 31, 2016. 	VPCS
International education development projects:		VPCS



<ol style="list-style-type: none"> 1. Explore opportunities and develop a proposal for a downtown Toronto campus for international students 2. Develop new winter intake and online program opportunities for international students. 3. Development of new international articulation and collaboration programs. 	<ol style="list-style-type: none"> 1. Completion of a request for information (RFI) for partnership with a private career college for a downtown Toronto campus. Development of a proposal and partnership agreement. 2a. Offering of additional winter intakes for at least four academic programs. 2b. Marketing of nano-certificate programs. 2c. Marketing of at least two new online programs. 3. Development of at least two new articulation agreement and collaboration programs with international post-secondary institutions. 	
Progress with virtual separation (MEP) of DC and UOIT data in Banner.	<ul style="list-style-type: none"> ▪ Successful completion of Banner HR MEP project ▪ Realize 70 per cent progress with Banner Student MEP project 	VPCS
Implementation of Computerized Maintenance Management System Project (CMMS)	<ul style="list-style-type: none"> ▪ Completion by March 31, 2016. 	VPCS
Develop facilities plan, including recommendations, for future use of squash court areas.	<ul style="list-style-type: none"> ▪ Completion by December 31, 2015. 	VPCS

Our Community

Objective	Metrics	Responsibility
Collaborate with employers, community partners to secure external funding to support student learning through applied research and entrepreneurship and to advance the college's role in supporting the needs of the local economy and labour market.	<ul style="list-style-type: none"> ▪ Secure funding and hire an Industrial Research Chair to establish at least two applied research projects with the local agricultural community that utilizes the College's Growth Chamber and provides experiential/applied research learning opportunities for four students. ▪ Secure funding and implement at least three applied research projects with the Craft Brewery Industry and provide experiential/applied research learning opportunities for six students. ▪ Implement the OCEA 'Fast Start' Entrepreneurship Program and host five events and 	VPA



	<ul style="list-style-type: none"> one competition; have 100 student participants; and engage 10 mentors. ▪ Track and report student and employer satisfaction with applied research and entrepreneurship learning. 	
Expand value of high-potential clients in Corporate Training Services.	<ul style="list-style-type: none"> ▪ Five-per cent growth with these clients. 	VPA
Complete fundraising capacity study.	<ul style="list-style-type: none"> ▪ Completion by June 30, 2015. 	VPADM
Develop fundraising strategy with related goals and milestones.	<ul style="list-style-type: none"> ▪ Completion by August 3, 2015. 	VPADM
Development of the college's 50 th Anniversary strategy, committee structure and celebration planning.	<ul style="list-style-type: none"> ▪ Completion by March 31, 2016, followed by ongoing work leading up to the 50th anniversary in 2017. 	VPADM

Challenges to the realization of Business Plan objectives

The success of the 2015-2016 plan will be realized through engagement and commitment by all faculty and staff, while its success will be tracked in regular reviews of deliverables and through reports to the Board of Governors.

As required by the provincial Minister's Binding Policy Directive, colleges must identify potential challenges to realizing success with the business plan objectives. These challenges are recognized as being outside the direct control of DC and could potentially result in one or more objectives not being achieved.

These include:

- Competition – with Durham Region one of the fastest growing areas of Ontario and with DC's enrolment growing at a faster rate than any other in the system over the past number of years, other colleges have increasingly been targeting the region for recruitment.
- Economic climate – slow economic growth would have an impact on college operations.
- Enrolment – failure to realize enrolment targets, both domestically and internationally, would impact on the college's budget.
- Funding levels – less than budgeted or anticipated funding would result in the college not being able to fully deliver its agenda.
- Provincial approvals for new programs – failure by the provincial government to provide timely approval for new programs and related funds would impact the college's ability to introduce new programs in areas of demand by employers.



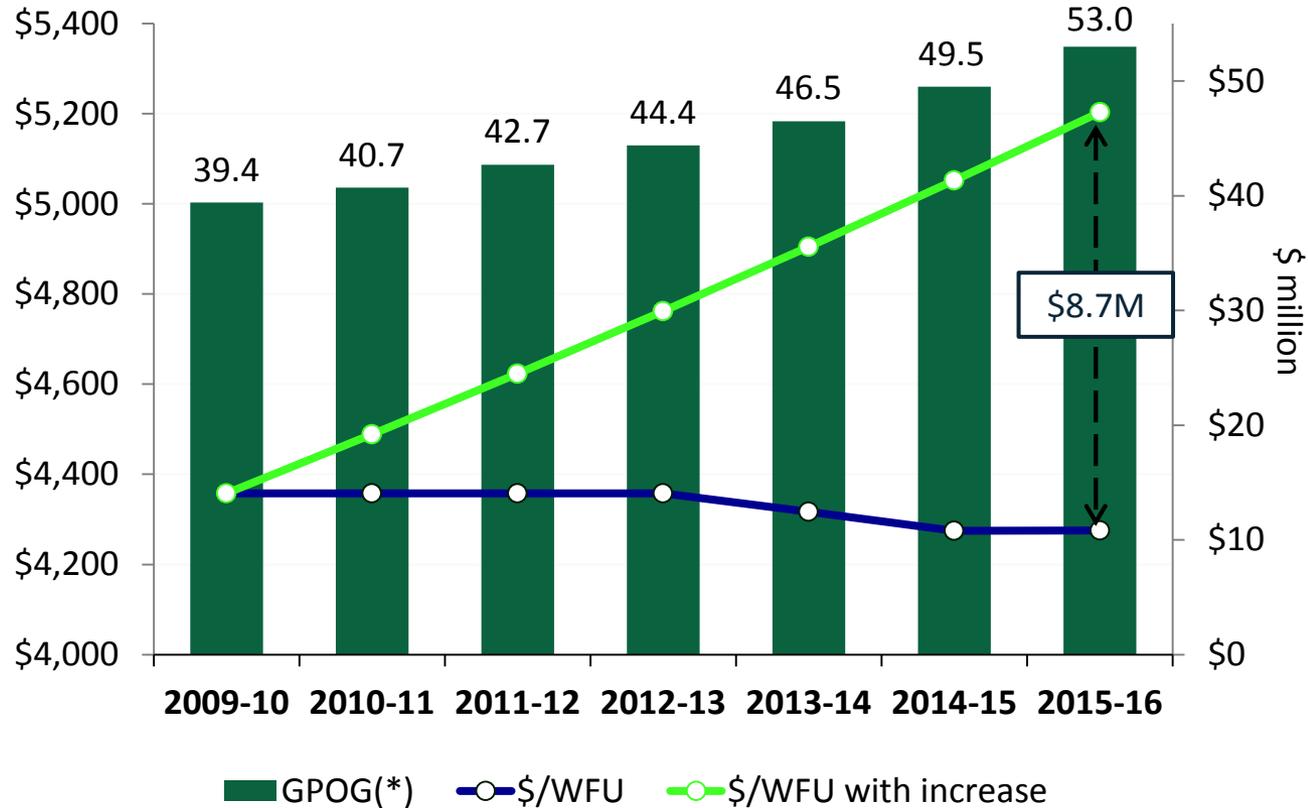


Durham College presents a small surplus budget

- The funding per WFU(*) has remained unchanged since 2014-15
 - In addition to the WFU, Small, Northern and Rural Grant was eliminated in 2013-14 and an international student recovery deduction was introduced also in 2013-14.
- Budget provides funding for:
 - Expanding college programs and operations
 - Improving the quality of academic programs and student services
 - Supporting curriculum renewal and new program development
 - Supporting the business plan initiatives
- First surplus budget after six consecutive balanced budgets since 2009-10



Impact of flat/decreasing operating grant will be \$8.7 million in 2015-2016



(*) GPOG: General Purpose Operating Grant



Despite funding issues, 2015-16 budget supports college expansion

- Three new post-secondary programs
- Fall semester enrolment increases to 10,694 students
- Six new faculty and 13 staff
- \$8.7 million allocation to capital expenditures

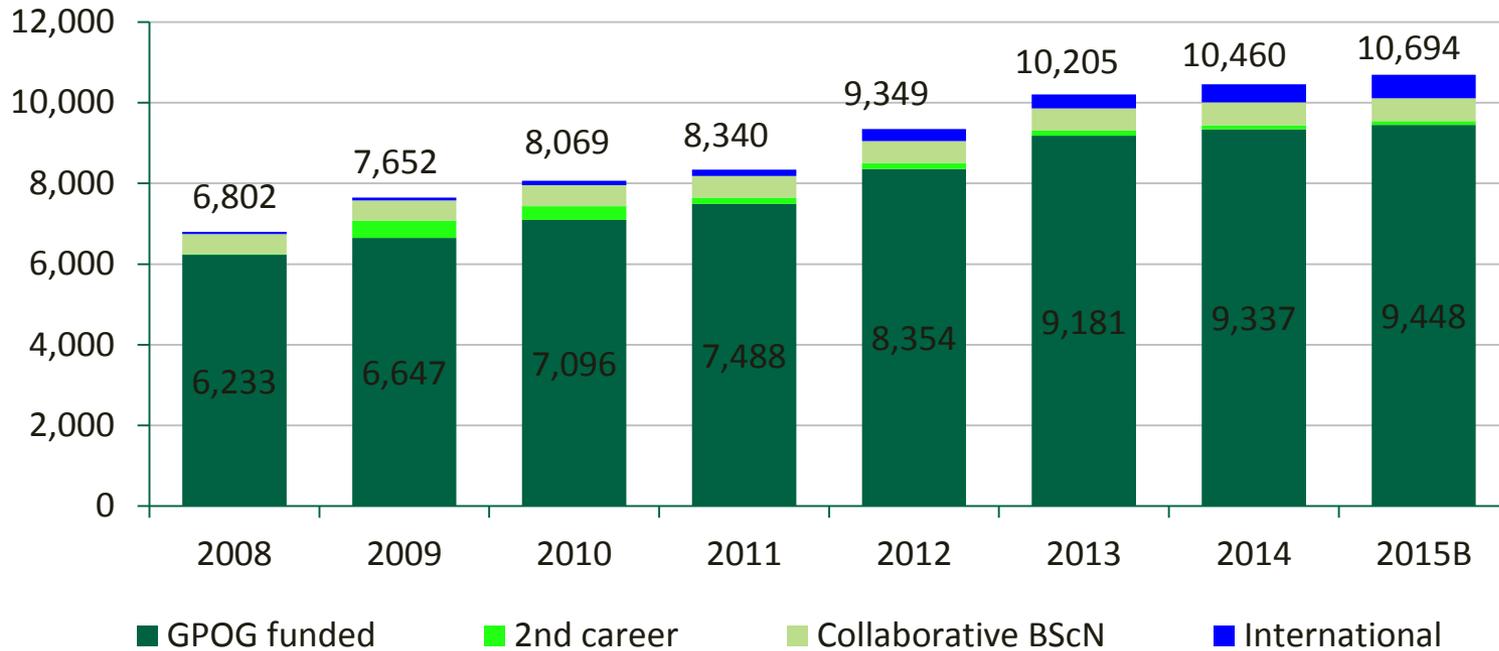


New programs

Program	Duration	Credential
Accounting and Payroll	Two years	Ontario College Diploma
Insurance	Two years	Ontario College Diploma
Media Fundamentals	One year	Ontario College Certificate



Enrolment growth

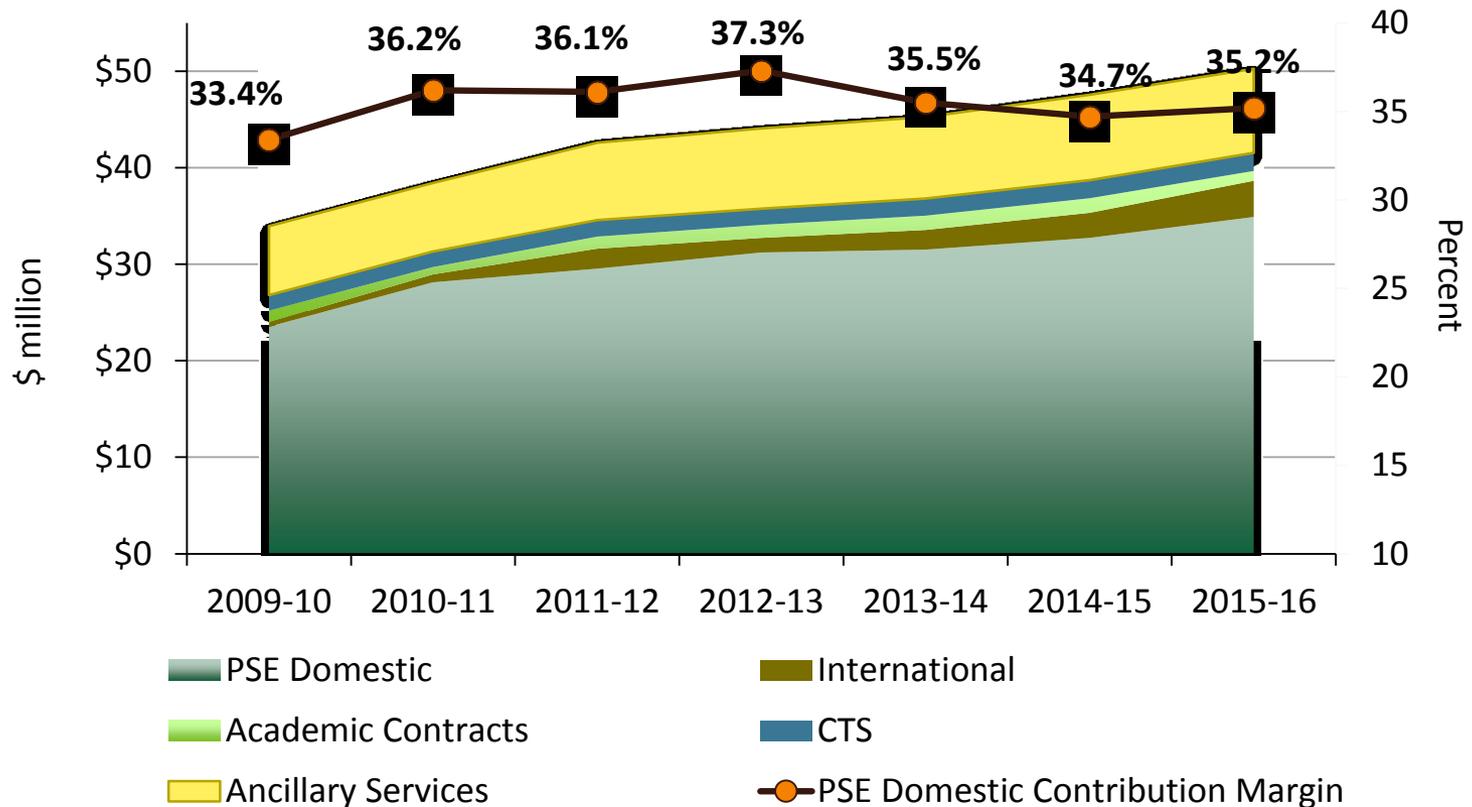


- 111 (1.2%) increase in GPOG funded students
- Second career program declines to 96 students
- 570 students in Collaborative Nursing Degree program
- 580 international students represent 6.1% of GPOG funded students
- 1,130 apprenticeship, 722 academic upgrading, 1,865 secondary school students and 16,000 continuing education registrants (not included in the chart).



Budget contribution from academic and ancillary operations

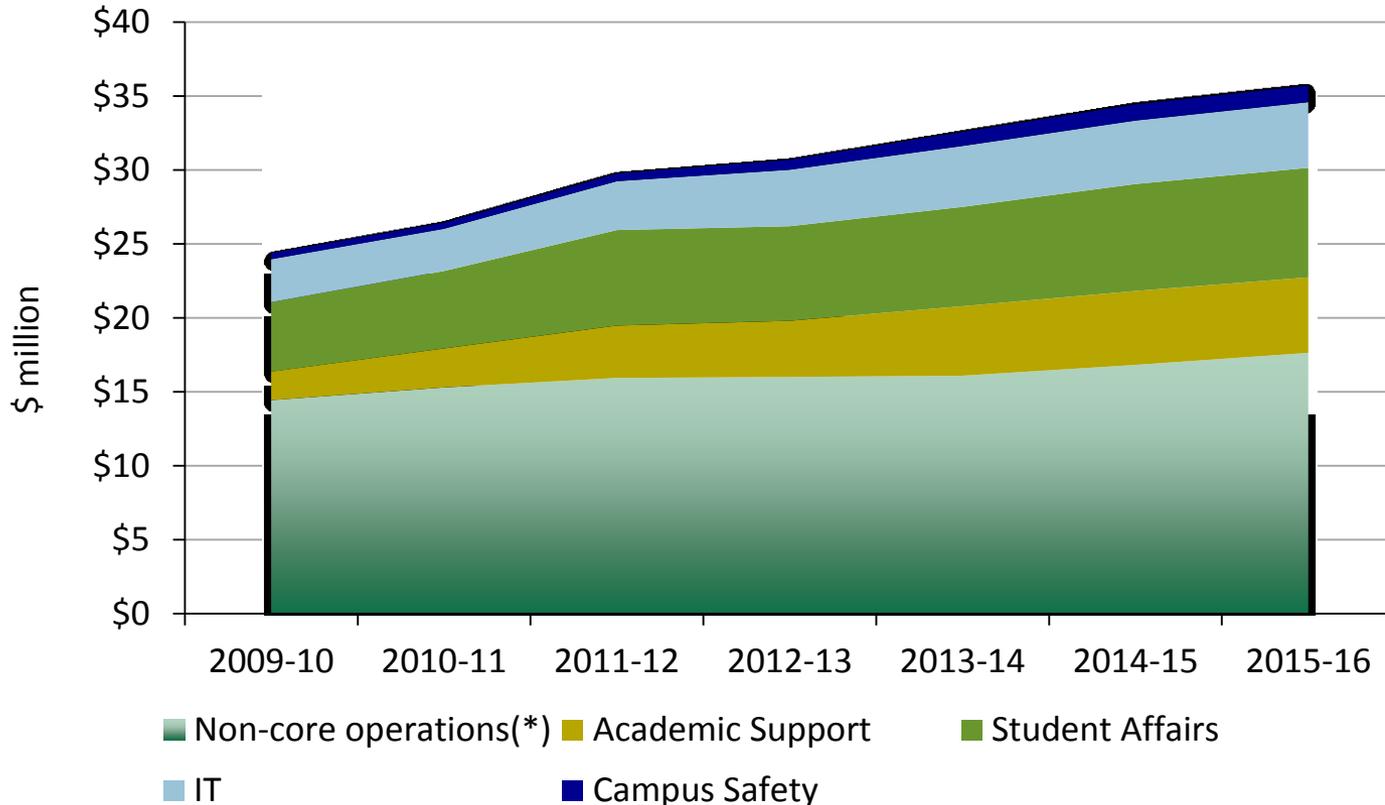
Share of post-secondary domestic education in total contribution is 69%.
International education increased its share from 1% to 5% since 2009.





Budget allocations to college operations

Allocations to academic support, student affairs, IT and campus safety increased by 82% since 2009-10. Allocations to non-core operations increased by 22% during the same period. Share of non-core operations in total allocations reduced from 59% in 2009-10 to 49%.

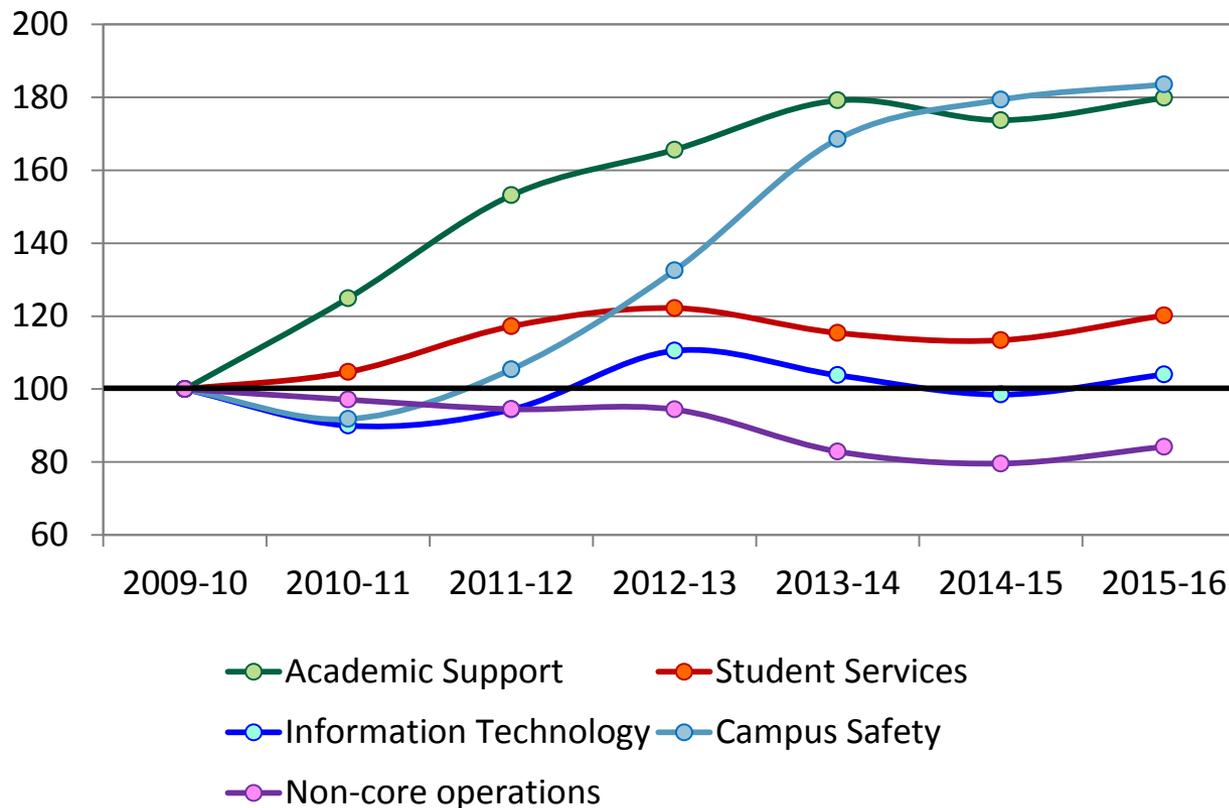


(*) Non-Core operations include Facilities Management, Finance, Academic Support, Marketing & Communication, Office of Development & Alumni, and President's Office



Budget allocations per enrolment

College managed to increase its per-enrolment budgets in key functional areas despite extraordinary enrolment growth



Budgeted spending per enrolment (indexed to 2009-10)



Budget assumptions

Budget variable	Assumption
Operating grants	Funding for base and growth funding according to the current formula with no change in the amount per WFU
Tuition fees	3 % overall increase for all programs in line with the tuition fee policy of the ministry
Salaries and benefits	<ul style="list-style-type: none">• Faculty: 1.5% adjustment and step increases as per collective agreement• Contract faculty: inflationary adjustment• Support staff: 1% adjustment and step increases as per collective agreement• Administration: estimated pay-band adjustment and for progress in pay-band based on performance
Annual cost of interest	3.8% per annum



Operating Budget

\$'000	Actual 2013-14	Forecast 2014-15	Budget 2015-16	Variance Budget vs. Forecast
Total academic revenues	107,653	114,057	121,010	6,953
Total academic expenses	(70,706)	(75,581)	(79,465)	(3,884)
Academic contribution	36,947	38,476	41,545	3,070
Contribution margin	34.3%	33.7%	34.3%	NA
Net funds allocated for services	(30,810)	(32,420)	(35,710)	(3,290)
Ancillary operations	8,411	7,950	8,717	768
Corporate revenues/(expenses)	(2,024)	(2,704)	(2,643)	61
Net amortization expense	(7,896)	(8,319)	(9,157)	(838)
Interest expense	(3,867)	(2,930)	(2,548)	382
In-year surplus/deficit)	760	53	204	151



Capital Budget

\$6.7 million of the \$8.7 million budget will be sourced from the college's operating cash flow

	(\$'000)	
Academic	2,235	Boiler for the PETC program. Instructional and academic lab equipment for apprenticeship and post-secondary programs
Student services and general administration	655	Implementation of CRM software, recruitment booth, HR recruitment software
Information Technology	2,000	Banner Document Management and Workflow implementation, Banner revitalization and MEP, core network and storage upgrade, new internal ticketing system, computer equipment and lab refresh.
Facilities	3,067	Renovations to Gordon Willey building C wing, Autocad lab and dental clinic. Heating for FITS lab, deferred maintenance projects, CFF landscaping
Residence renovations	471	Renovations (funded from the residence reserve)
Accessibility pool and contingency	250	Pool for accessibility improvements and contingency
Total	8,678	



Cash flow forecast

Cash flow projection shows a net outflow of \$0.6 million. The college has a total of \$11 million line of credit.

	\$'000
Cash flow from operations	10,211
Cash flow from working capital	850
Investing activities	(8,678)
Deferred contributions	2,818
Re-payment of long-term debt	(5,765)
Net cash flow	(564)



Assessed risks with 2015-16 budget

- Domestic and international enrolment targets
- Change in tuition payment process
- Enrolment decline in apprenticeship programs
- Negotiations with UOIT on shared services and collaborative BScN program



Conclusion

- Durham College presents a small surplus 2015-16 budget; the first surplus budget after six consecutive balanced budgets since 2009-10.
- Budget supports the college's business plan priorities
- Enrolment approaches to 11,000 students
- Budget supports the expansion of the college with three new programs and new hires of six faculty and thirteen staff
- Budget funds \$8.7 million of capital expenditures
- Budget allows for \$5.8 million reduction in the long-term debt.

QUESTIONS?





Board of Governors Goals for 2014-2015

1. Board of Governors discharges all responsibilities required in the Board Work Plan. Monitor Board performance semi-annually via a responsibility matrix.
Target: 100% of Board responsibilities to be completed on time.
2. Effective Board of Governors meetings should have the majority of the agenda aligned to the 2013-2016 Strategic Plan, and linked to the 2013-2014 Business Plan.
Target: 60% of Agenda items tied to Strategic Plan. 100% of the Strategic Plan Goals will be covered in the 2013-2014 agenda.
3. In addition to their fiduciary and strategic duties, Governors will have generative sessions where potential issues, opportunities, advocacy, partnership, and blue-sky ideas can be explored.
Target: At least two times per year.
4. Opportunities for improvement. Each Board of Governors meeting will have a critique, assessment or opportunity for improvement segment.
Target: 100% of Board of Governors meetings will have an opportunity for improvement agenda item.

Durham College Board of Governors Work Plan 2014-2015

Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
Each Meeting	Programs	Receive Program Advisory Committee meeting minutes by resolution	BOG	X				Academic	Our Students	Student-focused teaching and learning		Every public session BOG meeting for which PAC minutes have been received
Each Meeting	Governance and Accountability	Receive HR report for information	BOG				X	Admin - HR	Our People	All four goals		In-Camera BOG
Each meeting	Accountability and Monitoring	Receive 2014-2015 budget and cash flow update for information	A&F				X	Corp Serv - Finance	Our Business	Core institutional priorities		
September	Governance	Provide DC internal Board orientation	Admin		X			BOG Admin	Our People	All four goals	COMPLETE	September 10
September	Subsidiaries	Provide Board orientation on Durham College Foundation and its business	BOG	X	X		X	Admin - DC Fdn	Our People	Core institutional priorities	COMPLETE	September 10
September	EVENT	Hail & Farewell Dinner - recently retired and current BOG, VPs and spouses									COMPLETE	Thanking out-going and welcoming in-coming governors - Sept 10
September	Governance	Consider need for policy to address future requests for leaves of absence	GRC				X	BOG Sec	Our Business		IN-PROGRESS	Action Item from June 2/14 Exec meeting
September	Governance	Governance Review Committee to appoint committee vice-chair	GRC					BOG Sec	Our Business Our People		COMPLETE	Timing linked to LGIC appointments and conclusion of leave-of-absence.
September	Governance	Identify and develop recommendation for professional development opportunities for the current Board year	GRC				X	BOG Sec	Our People		IN-PROGRESS	Are there any special items/topics of interest to enhance governance expertise?
September	Governance	Review and approve Board Policies	GRC BOG					BOG Sec	Our Business		COMPLETE	Principles of Governance, Committee Principles, President's Job Description Revise and recommend GRC Sept 15
September	Governance	Initiate Board Retreat Planning	Exec				X	BOG Sec	Our People		IN-PROGRESS	September 15
September	OCAATA 2002	MOU with Students' Association	Exec					Student Affairs	Our Students		COMPLETE	For information - Sept 15
September	Governance & Accountability	Recommend Annual Board Goals for 2014-2015	Exec BOG	X				President, Chair and Vice-Chair	Our Business		COMPLETE	Confirm at Sept 15 Exec Approve at Oct 8 BOG Public session
September	Governance	Annual Board Work Plan for 2014-2015	Exec BOG	X		X		BOG Admin	Our Business		COMPLETE	Confirm at Sept 15 Exec Approve at Oct 8 BOG Public session
September	Governance and Accountability - BOG	Confirm attendance at CO Board Orientation, HES and CIC Conference	Exec BOG					BOG Sec	Our People Our Business		COMPLETE	Confirm at Sept 15 Exec Approve at Oct 8 BOG Public session

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September	Governance and Accountability - BOG	Assess recruitment and reappointment needs for 2015-2016	Nom	X	X			BOG Sec	Our People		COMPLETE	On Aug 31/15 - 2 LGIC (Donna & Dan), 1 direct (Joanne), support staff (Darren) & student (Doug) first terms conclude; 1 direct (Ron) and faculty (Kevin) 2nd terms conclude. Assess effectiveness of Recruitment of External Governors policy.
September	Governance & Accountability; Planning and Reporting	Receive 2015-2016 budget process update for information	A&F BOG	X			X	Corp Serv - Finance	Our Business	Core institutional priorities	COMPLETE	Receive at Sept 25 or Nov 3 A&F Report at Oct 8 or Dec 10 BOG
September	Finance and Administration	Endorse Major Capacity Expansion Application	A&F BOG	X				Corp Serv.	Our Business	Responsible strategic growth	COMPLETE	Application due to MTCU by September 26. A&F Sept 25; BOG Oct 8
October	Governance and Accountability	Receive 2014-2015 enrolment report for information	BOG				X	Student Affairs	Our Students	Responsible, strategic growth	COMPLETE	Twice per year - Oct & Feb Public session
October	Finance and Compliance	Endorse Annual Report on Accessibility Plan	BOG	X		X		Student Affairs	Our Students, People, Community	Core institutional priorities	COMPLETE	Oct 8 - public session
October		Receive Student Association 2013-2014 Audited Financial Statements and 2014-15 Operating Budget for information	BOG				X	Student Affairs	Our Students		COMPLETE	Oct 8 BOG - public session
October	Governance & Accountability - Planning and Reporting	Receive Business Plan update for information (moved from December)	BOG	X			X	President's Office	Our Business	All four goals	COMPLETE	Oct 8 - public session
October	Finance and Administration	Receive 2014-2015 DC Foundation Business Plan for approval	BOG	X		X		Admin - DC Fdn	Our Business Our Community	Core institutional priorities	COMPLETE	Oct 8 - in-camera
October	Finance and Administration	Receive 2014-2015 DC Foundation Board membership for approval	BOG	X		X		Admin - DC Fdn	Our Business Our Community	Core institutional priorities	COMPLETE	Oct 8 - in-camera
October	Finance and Administration	Receive 2013-2014 DC Foundation Annual Report for information	BOG			X	X	Admin - DC Fdn	Our Business Our Community	Core institutional priorities	COMPLETE	Oct 8 - in-camera
October	EVENT	Convocation - governors in platform party	BOG					BOG Sec & Admin	Our Students		N/A	October 30
November	Governance & Accountability - Planning and Reporting	Approve 2014-2015 external audit plan	A&F	X				Corp Serv - Finance	Our Business	Core institutional priorities	COMPLETE	Invite BDO rep to Nov 3 A&F
November	Governance & Accountability	Receive risk management report	A&F BOG				X	Corp Serv - Finance	Our People	All four goals	COMPLETE	Nov 3 A&F Dec 10 BOG in-camera Twice/year - Dec & May
November	Governance and Accountability	Receive President's mid-year performance update for information	Exec	X	X			Admin - HR, President's Office, Chair	Our People	All four goals	COMPLETE	November 17
November	Governance and Accountability - BOG	Colleges Ontario New Board Member Orientation session (s)	Other	X	X		X	BOG Sec	Our People		COMPLETE	November 23-24, Royal York Hotel, Toronto

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Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
November	Governance and Accountability	Recommend approval of CMP Concept Plan, Campus Master Plan outline and Plan completion schedule	CMP Ctte 2014 BOG					Corp. Serv.	Our Business Our Community	Responsible strategic growth Dynamic partnerships	COMPLETE	Consultant presentations at CMP Ctte mtg Nov 26; recommendation to BOG Dec 10
December	Finance and Compliance	Endorse MYAA	BOG		X		X	Academic	Our Students, Our Business	Student-focused teaching and learning	COMPLETE	SMA reporting will replace MYAA report-back in subsequent years. Dec 10 - public session
February	Accountability and Monitoring	Update on the progress of the 2015-16 budget process	A&F				X	Corp Serv - Finance	Our Business	Core institutional priorities	COMPLETE	February 2
February	Governance & Accountability - Planning and Reporting	Approval of interim 2014-2015 budget	A&F BOG	X		X		Corp Serv - Finance	Our Business	Core institutional priorities	COMPLETE	Confirm at Feb 2 A&F Approve at Feb 11 BOG - public session Requires submission to MTCU in Jan.
February	Finance and Administration	Approve 2015-2016 ancillary fees	A&F BOG	X		X		Student Affairs Registrar	Our Students	Responsible, strategic growth Core institutional priorities	COMPLETE	Confirm at Feb 2 A&F Approve at Feb 11 BOG public session Ancillary fees only, as tuition confirmed for 3 years in 2012-2013
February	Governance and Accountability	Receive enrolment update for information	BOG					Student Affairs	Our Students	Responsible, strategic growth	COMPLETE	February 11 - public session Twice per year - Oct & Feb
February	Governance and Accountability	Receive progress update on PQAPA recommendations for information	BOG				X	Academic	Our Students	Student-focused teaching and learning	DEFERRED	Feb 11 - Public session
February	OCAATA 2002 O.R. 34/03 O.Reg. 301/10	Internal Governor Nominations & Election	BOG	X	X			BOG Sec	Our People		IN-PROGRESS	Timing TBC
March		Receive Employee Engagement strategies, actions and plans	Exec BOG					Admin - HR	Our People	Core institutional priorities		Exec March 2 BOG April 19
March		College Sector Scorecards	Exec BOG				X	Pres Office	Our Business			Exec March 2 BOG April 19
March	OCAATA 2002 O.R. 34/03 O.Reg. 301/10	Nominations & Election for DC Student Governor	BOG	X	X			BOG Sec	Our Students		IN-PROGRESS	dates TBD
March	Governance and Accountability - BOG	Direct Appointment Candidate Interviews; Recommend appointment for Sept 1/15 start	Nom BOG	X				BOG Sec	Our People		IN-PROGRESS	Mar 23-25 Interviews and Nom mtg To April BOG - in-camera
March	Board Appointments	Annual election of Chair and Vice Chair of the Board	Nom BOG	X	X	X		BOG Sec	Our People			Confirm at March Nom mtg (23, 24 or 25) Implement in April, prior to Retreat
March	Board Appointments	Confirm standing committee surveys for 2015-2016 year	Nom					BOG Sec	Our Business Our People			Confirm at March Nom mtg (23, 24 or 25) Implement in April
March	Finance and Compliance	Recommend 2015-2016 annual budget for approval	A&F BOG	X	X	X		Corp Serv - Finance	Our Business	Core institutional priorities		Confirm at March 30 A&F Approve at April BOG public session at Retreat
March	President's Evaluation	President's Performance Appraisal	Exec BOG					Admin - HR President's Office Chair	Our People	All four goals		Exec mtg - March 30 Chair to review appraisal with president after May 13 BOG

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March	Governance	Semi-annual review of progress toward 2014-2015 Board Goals	Exec BOG					BOG Sec	Our Business			Exec - March 30 BOG - Retreat - public session
March	Governance	Initiate discussion/confirm 2015-2016 Board Goals	Exec BOG					BOG Sec	Our Business			Exec - March 30 BOG - Retreat
April	Governance	Board Retreat	BOG				X	Retreat Sub-Ctte	Our People			Location TBD - April 17-19
April	Governance and Accountability	Report back on 2014-15 Business Plan	BOG	X				President's Office	Our Business	All four goals		April BOG - public session at Retreat
April	Board Appointments	Announce chair and vice-chair election results	BOG	X	X	X		BOG Sec	Our People			April BOG - public session at Retreat
March/2 April	Governance and Accountability	Joint DC - UOIT Governors meeting - Joint Campus Master Plan presentation, signing of Service Level Agreements (SLAs), pathways update	BOG					Corp Serv	Our Business Our Community	Responsible strategic growth Dynamic partnerships		Timing to be confirmed with CMP consultants and UOIT
April	Governance	Appoint members to Standing Committees for 2015-2016	Nom BOG	X	X	X		BOG Sec	Our Business Our People			Confirm at April 27 Nom Approve at May 13 BOG in camera
April	Governance	Recommend co-populous appointments to UOIT if necessary	Nom BOG				X	BOG Sec	Our Community			Confirm at April 27 Nom Endorse at May 13 BOG in camera
May	Governance	Confirm Annual Board Effectiveness Survey questions	Exec	X	X		X	BOG Sec	Our Business Our People			Confirm at May 4 Exec
May	Accountability and Monitoring	Approve Annual Business Plan 2015-2016	Exec BOG	X	X	X		President's Office	Our Business			Confirm at May 4 Exec Approve at May 13 BOG
May	President's Evaluation	Establish President's Goals and Objectives for coming year	Exec BOG	X	X	X	X	Admin - HR President's Office	Our People Our Business	All four goals		Confirm at May 4 Exec Approve at May 13 BOG in-camera
May	Administrative	Schedule of Board and Committee meeting dates for 2015-2016	Exec BOG		X		X	BOG Sec	Our Business			Confirm at May 4 Exec Approve at May 13 BOG public session
May	Accountability and Monitoring	Receive annual KPI report and KPI indicators for information	BOG	X				Academic	Our Students	Student-focused teaching and learning		May 13 public session
May	Governance	Implement Annual Board Effectiveness Survey	BOG	X	X		X	BOG Sec	Our Business Our People			dates TBD
May	Accountability and Monitoring	Academic Directions and Pathways	BOG					Academic	Our Students	Student-focused teaching and learning		High-level update May 13 Public session
May	Governance	Review and amend By-laws	GRC BOG	X	X		X	BOG Sec	Our Business			May 25 GRC June X BOG - Public session
May	Governance	Review and approve Board Policies	GRC BOG		X			BOG Sec	Our Business			Delegation to the President, Assessing President's Performance, Emergency Succession Plan, Recruitment of External Governors
May	Governance	Consider College Governance in Ontario Report and enhancement of Durham College governance practices, Board policies and By-laws	GRC		X			BOG Sec	Our Business			Consider in context of ONCA May 25 GRC.
May	Accountability and Monitoring	Receive annual President's Letter of Verification 2014-2015	GRC BOG					BOG Sec	Our Business			Confirm items for inclusion in report at May 25 GRC Receive at June X public session

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Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
June	Finance and Administration	Receive annual Investment Report (DC Foundation) for 2014-2015	A&F BOG	X	X			Corp Serv - Finance	Our Business	Dynamic partnerships		Confirm at June 1 A&F Receive at June X BOG Public Session This is the report on the DC Foundation's investments.
June	Finance and Compliance	Risk Management Update	A&F BOG				X	Corp Serv - Finance	Our Business	All four goals		Confirm at June 1 A&F Receive at June X BOG in-camera
June	Finance and Compliance	Recommend approval of Audited Financial Statements/Management Letter for 2014-2015	A&F BOG	X	X			Corp Serv - Finance	Our Business	Core institutional priorities		Confirm at June 1 A&F Receive at June X BOG public session
June	Finance and Compliance	Endorse 2015-16 Budget Submission to MTCU	A&F BOG	X				Corp Serv - Finance	Our Business	Core institutional priorities		June 1 A&F; June X BOG public session MTCU requires BOG-approved budget in specific format
June	Governance	Review annual evaluation of governance effectiveness 2013-2014	Exec	X	X		X	BOG Sec	Our Business Our People			June 1
June	Governance & Accountability	Recommend approval of 2015-2016 salary and performance pay adjustments for Admin Staff	Exec BOG	X	X			Admin - HR	Our People	Core institutional priorities		Confirm at June 1 Exec Approve at June X BOG in-camera Includes direct reports to the President.
June	EVENT	Convocation - governors in platform party	BOG					BOG Sec & Admin	Our Students			June 9 and 10
June	Finance and Compliance	Receive 2014-2015 Annual Report for Approval	BOG	X	X	X		President's Office	Our Business	All four goals		Approve at June X BOG public session
June	Programs	Receive Program Advisory Committee Verification for 2014-2015	BOG	X	X			Academic	Our Students	Student-focused teaching and learning		June X public session
August	Governance	Provide DC internal Board orientation	Admin		X			BOG Admin	Our People	All four goals		Date - TBD
August	Subsidiaries	Provide Board orientation on Durham College Foundation and its business	BOG	X	X		X	Admin - DC Fdn	Our People	Core institutional priorities		Date - TBD
August	EVENT	Hail & Farewell Dinner - recently retired and current BOG, VPs and spouses										Thanking out-going and welcoming in-coming governors - Same date as Orientation
As Required	Accountability and Monitoring	Receive report on sharing agreement principles for academic collaboration (pathways) for information	BOG				X	Academic	Our Students	Dynamic partnerships		in 2014-2015, at Joint DC-UOIT BOGs meeting
As Required	Programs	Approval of new/suspended/cancelled programs of instruction	BOG	X				Academic	Our Students	Student-focused teaching and learning		Public session
Annually	Governance	Review and amend By-laws	GRC (Approval by BOG)	X	X		X	BOG Sec	Our Business			Public session
As Required	Subsidiaries	Approve all subsidiaries Board of Directors/Membership	BOG	X				BOG Sec & DC Fdn, DCEN, others?	Our Business			DC Fdn, DCEN In-camera
As Required		Receive Honorary Credential nomination for information	BOG				X	Student Affairs Registrar	Our Community			May BOG for spring convocation; Oct BOG for fall

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As Required	Finance and Compliance	Approve changes to annual budget in excess of 10%	A&F/BOG	X				Corp Serv - Finance	Our Business	Core institutional priorities		In-camera
As Required	Finance and Compliance	Approve issuance of debt securities	A&F/BOG	X				Corp Serv - Finance	Our Business	Core institutional priorities		In-camera
As Required	Finance and Compliance	Approve use of reserve funds	A&F/BOG	X		X		Corp Serv - Finance	Our Business	Core institutional priorities		In-camera
As Required	Finance and Compliance	Establish internally restricted funds and criteria for use	A&F/BOG	X				Corp Serv - Finance	Our Business	Core institutional priorities		In-camera
As Required	Accountability and Monitoring	Approve new entrepreneurial activities (MOA required)	BOG	X		X		Corp Serv - Finance	Our Business			In-camera
As Required	Finance and Compliance	Approve purchase, sale or encumbrance of property	A&F/BOG	X		X		Corp Serv - Finance	Our Business	Core institutional priorities		In-camera
As Required	Governance and Accountability	Approval of contracts >5 years in duration and/or >\$3 million	BOG	X	X			Corp Serv - Finance	Our Business			Typically reviewed first by A&F. DC policy. In-camera
As Required	Accountability and Monitoring	Approval of Academic Directions plan	BOG					Academic	Our Students			Open ended plan approved in spring 2014
As Required	Finance and Compliance	Update on insurance policy/indemnification for information	Exec				X	Corp Serv - Finance	Our Business, Our People			Vet plans for significant changes to policy
As Required		Receive names of Faculty or Staff Emeritus for information	BOG				X	Admin - HR	Our People			Potentially for spring and fall convocations.
Alternating Years	Programs of Instruction (PAC Chairs)	BOG&PAC Chairs meeting alternating with Joint DC&UOIT BOGs event	BOG					Academic (PAC Chairs) BOG Sec (Jnt Event)	Our Students (PAC Chairs) Our Community (Jnt Event)			BOG&PAC Chairs in 2013-2014; Jnt DC&UOIT in 2014-2015
2015-2016	Governance and Accountability	President's Performance Appraisal - 360° survey	Exec					Admin - HR	Our People	All four goals		Alternate years. Last held in 2013-2014
2015 - 2016	Governance and Accountability	Begin strategic planning for post 2016	BOG	X				Pres. Office	All pillars			2013-2016 Strategic Plan concludes March 31
2016-17		Receive employee engagement survey results for information	BOG					Admin - HR	Our People	Core institutional priorities		Every three years. To BOG to accept for information, in-camera
2016 - 2017	Finance and Compliance	Appointment of external auditors	A&F/BOG	X		X		Corp Serv - Finance				Current contract expires in 2017.
2016-2017	Finance and Compliance	Approve tuition fees for 2017-2018	A&F/BOG	X		X		Student Affairs - Registrar				MTCU tuition framework confirmed for 3 years in 2012-2013
2016-2017	Subsidiaries	Revisit DC Foundation MOU, last signed Sept 2012	BOG	X				VP Admin - DC Fdn	Our Business			In-camera
2019-2020	Finance and Administration	Review of Compulsory Ancillary Fees	BOG	X				VPSA and SA				Review reason for fees, as per Protocol approved October 2014