

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

**Date:** Wednesday, October 14, 2015, 6:00 p.m.

**Location:** Community Room, Gordon Willey Building, A144

A buffet dinner will be available beginning at 5:30 p.m.

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<b>1. CALL TO ORDER</b>	
<b>2. INTRODUCTION OF GUESTS</b>	
<b>3. ADDITIONS/DELETIONS TO THE AGENDA</b>	
<b>4. CONFLICT OF INTEREST DECLARATIONS</b>	
<b>5. PRESENTATIONS</b>	
5.1 Learning, Earning and Parenting Program - Gail MacKenzie, Kym Crawford, Cassandra Mann and Cassandra Shea	3 - 11
5.2 Student Association Petition Regarding Campus Food Services - Mike Guerard and Jesse Cullen	
<b>6. CONSENT AGENDA</b>	
The following items will be addressed through the Consent Agenda unless specifically removed for separate attention, by request.	
Item numbers: 7, 11, 12, 13.1, 13.2, 14.1-4	
<b>7. APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of June 8, 2015</b>	12 - 19
<b>8. ACTIONS ARISING FROM PREVIOUS MINUTES</b>	
<b>9. CHAIR'S REPORT</b>	
<b>10. CO-POPULOUS GOVERNORS' REPORT</b>	
<b>11. PRESIDENT'S REPORT</b>	
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<b>12. COMMITTEE REPORTS</b>	
12.1 EXECUTIVE COMMITTEE Report 1 of September 14, 2015 - P. Tremblay	24 - 29

12.2	GOVERNANCE REVIEW COMMITTEE Report 1 of September 28, 2015 - H. Quantrill	30 - 39
<b>13.</b>	<b>CONTINUING BUSINESS</b>	
13.1	Program Advisory Committee Minutes - E. Popp (Our Students)	40 - 111
13.2	Receive Final Report on Program Advisory Committee Verification for 2014-2015 - E. Popp	112 - 114
13.3	GTA Comparison of MYAA Results - Samantha Sinclair	115 - 129
<b>14.</b>	<b>NEW BUSINESS</b>	
14.1	Approve Annual Board Goals for 2015-2016 - P. Tremblay (verbal)	
14.2	Approve Annual Board Work Plan 2015-2016 - D. Lovisa	130 - 138
14.3	Annual Report on Accessibility - MK. Oliver (Our Students, Our People)	139 - 154
14.4	Approve Designation of "Head" Under FIPPA - D. Lovisa	155 - 156
14.5	Receive Student Association Audited Financial Statements and Budget - MK. Oliver and Jesse Cullen (Our Students)	157 - 190
14.6	Receive Initial 2015-2016 Enrolment Report - MK. Oliver and E. Popp (Our Business)	191 - 198
14.7	Approve Program Suspensions - E. Popp (Our Students)	199 - 201
14.8	Approve New Program - E. Popp (Our Students)	202 - 214
14.9	Update on Sharepoint and Board Portal - C. Beam	215 - 217
14.10	Approve New Governor Appreciation Event - D. Lovisa	218 - 219
<b>15.</b>	<b>OTHER BUSINESS</b>	
<b>16.</b>	<b>INQUIRIES AND COMMUNICATIONS</b>	
<b>17.</b>	<b>UPCOMING EVENTS</b>	
	Ontario Colleges Information Fair - October 19 & 20, Direct Energy Centre, Toronto	
	Convocation - Thursday, October 29 - buffet dinner at 5:00 p.m.; photos at 6:00; ceremony at 6:30	
	Research Day - November 23, Whitby Campus - notice to be circulated	
	College Centre for Board Excellence new governor orientation sessions - November 14 & 15, Toronto	
	Colleges Ontario Higher Education Summit - November 15 & 16, Toronto	
	Colleges Day at Queen's Park - November 17, Toronto	
	Alumni Night with the Oshawa Generals - Friday, November 27f	
<b>18.</b>	<b>MOVE TO IN-CAMERA SESSION</b>	
<b>19.</b>	<b>ADJOURNMENT</b>	



## School College Work Initiative: Young Mom's/Learning, Earning & Parenting Program

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October 14, 2015

# SCHOOL-COLLEGE-WORK INITIATIVE

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Ministry of Education

Ministry of Training, Colleges and Universities

Council of Directors of  
Education & College  
Presidents  
Co-Management Team

16 Provincial  
Regional Planning  
Teams

Regional Forums

Activities

Dual Credits





## School College Work Initiative

- Began in 1997
- Led by Directors of Education and College Presidents
- Mandate: To build and sustain better linkages between the college system and the secondary school system
- Goal: to support expanded and improved transitions by secondary school students to college
- Represents 24 colleges and 70 eligible school boards
- Began with a variety of activities and forums
- Expanded to include Dual Credits in 2005 - 2006





# School College Work Initiative

Our partners:  
Eastern Lakeshore Regional Planning Team

## College Partners:

- Durham College
- Fleming College
- Loyalist College

## School Board Partners:

- Durham Catholic District School Board
- Durham District School Board
- Kawartha Pine Ridge District School Board
- Peterborough Victoria Northumberland and Clarington Catholic District School Board
- Trillium Lakelands District School Board





## School College Work Initiative – Dual Credits

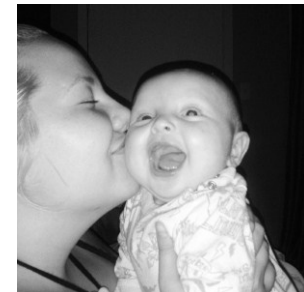
- Comprised of college-level courses in which carefully selected secondary students are enrolled
- Students who meet the college-level standards in these courses are granted an Ontario Secondary School credit as well as a college credit that may be used to transfer to most colleges in Ontario
- Dual Credit courses are delivered through a variety of approaches on the college campus and at a variety of secondary school sites
- Assist secondary school students in the completion of their Ontario Secondary School Diploma and a successful transition to college and/or apprenticeship programs
- At Durham College we offer over 1800 secondary school students a dual credit opportunity on and off campus with a 90% success rate





## **School College Work Initiative: Young Mom's/Learning, Earning and Parenting Program Overview**

- The program started with 21 Young Mom's and their babies in 2012 - 2013 with Kawartha Pine Ridge D.S.B. at 2 Centre for Individual Studies sites in Cobourg & Clarington.
- Durham College delivered the Personal Wellness Dual Credit to the Young Mom's with a 76% success rate.
- In the Kawartha Pine Ridge DSB program the babies are on site with the mom's and are cared for by an Early Childhood Educator.
- In 2013 – 2014 at the same two sites there were 10 Young Mom's who completed a Success Matters dual credit with a 70% success rate.
- As a result of the “Learning, Earning & Parenting Research Project” the program expanded to the Durham District School Board in 2014 – 2015 through the Continuing Education Program at E.A. Lovell with 19 Young Mom's on site at the Durham College Campus with a Centre for Success model of delivery. The children were cared for at a variety of day care centers in the region.
- In 2014 – 2015 we had 31 Young Mom's who completed the Success Matters dual credit course with a 90% success rate. Six of these young moms are now full-time Durham College students
- We are offering the same program in 2015 – 2016 at all 3 locations





## **School College Work Initiative: Young Mom's/Learning, Earning and Parenting Program – Their Stories**

- Jenna: “When I started high school, things went downhill for me...fast. I NEVER went to class, I started smoking and experimenting with drugs and alcohol. All I cared about was my boyfriend and my friends. By the time I made it to my second semester of grade 10 I dropped out completely. Once I had my son, I knew I had to smarten up. My whole life changed in an instant.... I got back into school. To be successful is a huge deal for me. I want nothing but the best life I can provide for my son. My experience with this program has been wonderful. It has brought so many values and lessons to my life. The best part of the experience was that it gave me a realization of the things I was actually interested in doing career wise. Now, I'm positive that I will enroll into the General Arts and Science program to better prepare myself for the Environmental Technology program. I am so excited and confident that I will find success through this program at Durham College.”
  
- Kandice: “I never had an interest in school when I was younger and I dropped out as soon as I got to high school. I thought life was about having fun, having no responsibilities, partying, and having a social life. At the age of fourteen, I ended up in foster homes, and they couldn't control me either. I still ran away and caused trouble. At 19 I got pregnant and started back to school. When my daughter was a year old, I came to the realization that this little girl is copying everything I do, and I am her mother and her role model. I knew in that moment I needed to get my priorities straight because it's not about me anymore, it's about her. This program is valuable because it gives us a taste of college life and prepares us for what it will be like. This program helped me to get familiar with Durham College and all the resources; it has made me want success more than ever before.”

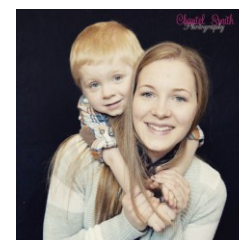






## **School College Work Initiative: Young Mom's/Learning, Earning and Parenting Program – Their Stories**

- Atasha: “I was 21 when I was pregnant with my daughter and then I got pregnant again a year later with my son. I love them more than life itself and they allow me to want to be even better than I have already imagined I would be and know I could be. This is why I attend this program because I needed to learn how I could manage being in college as a single mother of two and this program is now teaching me how to budget my money and my life and to have a career in something I would love and enjoy. I love this program and I would recommend it to any young parent who has a goal to be in school and become a successful parent for their child. This program helped me with everything I actually need help with at this time in my life.”
- Cassandra: “As a young mother taking this dual credit program through Durham College, I found it incredibly valuable because I will be going to Durham College in September so it allowed me to ask all the necessary questions and get as much information as possible. This course helped me to understand the way of college and how it works.”
- Cassandra: “I dropped out of school for the second time when I was 18 and started working. I had many jobs throughout the years that I was not in school. I got pregnant unexpected. I still had not graduated high school and when I felt secure enough to leave my daughter to attend school, I did to back to E.A. Lovell. I found this program to be valuable because it has given me a lot of the tools I will need to get through college starting in September. I have learned valuable skills that I will need to navigate through the college this fall and I am extremely confident now that I will be able to with little to no difficulty. This program gives you the confidence and opportunity you need to develop essential skills and work habits required for success in your desired field of interest.





## School College Work Initiative

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

**Date:** Monday, June 8, 2015  
**Location:** General Motors Centre, Group Suite B, 99 Athol St. East, Oshawa

**Members Present:** Ron Chatterton, chair  
Pierre Tremblay, vice-chair  
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

**Members Absent:** Doug Allingham

**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**

The meeting was called to order at 2:30 p.m.

## **2. INTRODUCTION OF GUESTS**

Robert Wilkes, BDO Canada and Jillian Follert, Metroland were introduced.

**3. ADDITIONS/DELETIONS TO THE AGENDA**

None.

**4. CONFLICT OF INTEREST DECLARATIONS**

None.

**5. PRESENTATIONS**

**5.1. 2014-2015 Audited Financial Statements**

External auditor, Rob Wilkes, presented the audited consolidated financial statements for 2014-2015 and confirmed a clean audit. Attention was drawn to the DC Foundation's grant to the Centre for Food. It is accounted for correctly on the college's statements and the foundation's statements and should have canceled out on the consolidated statements. This was identified late in the audit reporting and management elected not to have it adjusted; the amount is not material. Mr. Wilkes left the meeting. Congratulations and appreciation were extended to the Finance team regarding the audit results and the significant effort in achieving them.

**6. CONSENT AGENDA**

7. Minutes of the meeting of May 13

**THAT the minutes of the May 13, 2015 meeting of the Board of Governors, public session, be approved as read.**

11. President's report on Durham College and Colleges Ontario Committee of Presidents, received for information.

12.1 Audit and Finance Committee Report Number 1 of June 1, 2015

**THAT the Board of Governors approves the 2014-15 Audited Consolidated Financial Statements.**

**THAT the Board of Governors receives the 2015 DC Foundation Investment Report for information.**

12.2 Executive Committee report

None.

12.3 Governance Review Committee report

**Approve amendments to By-Law 1 (11-001) 15-001.**

13.1 Program Advisory Committee minutes

**THAT the Durham College Board of Governors receives these March 9, 2015 and May 27, 2015 minutes summaries from Program Advisory Committee meetings, for information.**

14.1 DC Foundation Investment Report

**THAT the Durham College Board of Governors receives the 2014-2015 Durham College Foundation Investment Performance Report.**

14.2 Audited Financial Statements

Approved through the Audit and Finance Committee Report

14.3 Program Review Summary

**THAT the Board of Governors receives this report for information on the programs that completed a comprehensive program review in 2014-2015 and the programs currently in process of completing a comprehensive program review in 2015-2016.**

14.4 Program Advisory committee Verification

**THAT the Durham College Board of Governors receives the 2014 - 2015 Program Advisory Committee Compliance Report for information.**

14.5 President's Letter of Verification

**THAT the Board of Governors receives the president's 2014-2015 report confirming compliance with Board policy.**

14.6 Board Calendar, receive for information.

Moved by Governor Dougherty

Seconded by Governor Tremblay

**THAT the Board of Governors receives and approves the consent agenda as read.**

CARRIED.

**7. APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of May 13, 2015**

Approved under the Consent Agenda.

**8. ACTIONS ARISING FROM PREVIOUS MINUTES**

The college is awaiting the regional (GTA) breakdown of the Multi-Year Accountability Agreement (MYAA) Report Back results requested some time ago from the Ministry; this will be brought to the Board as soon as it is available.

A summary of the college's current practice for backing up email and records on the shared drives was provided.

**9. CHAIR'S REPORT**

None.



**10. CO-POPULOUS GOVERNORS' REPORT**

UOIT held its convocation June 4 and 5; awarded honorary degrees. Committees have been very active; there is a strong focus on alumni engagement and preparation for a significant fundraising campaign.

**11. PRESIDENT'S REPORT**

Durham College and Committee of President's reports received under the Consent Agenda.

**12. COMMITTEE REPORTS**

**12.1. AUDIT AND FINANCE COMMITTEE Report 1 of June 1, 2015**

Received and approved under the Consent Agenda.

**12.2. EXECUTIVE COMMITTEE Report**

None.

**12.3. GOVERNANCE REVIEW COMMITTEE Report 4 of June 2, 2015**

Received and approved under the Consent Agenda.

**12.4. NOMINATING COMMITTEE Report**

None.

**13. CONTINUING BUSINESS**

**13.1. Program Advisory Committee Minutes (Our Students)**

Received under the Consent Agenda.

**14. NEW BUSINESS**

**14.1. Receive 2014-2015 DC Foundation Investment Report (Our Community)**

Received under the Consent Agenda.

**14.2. Approve 2014-2015 Audited Financial Statements**

Approved under the Consent Agenda.

**14.3. Program Review Summary (Our Students)**

Received under the Consent Agenda.

**14.4. Receive 2014-2015 Program Advisory Committee Verification (Our Students)**

Received under the Consent Agenda.

**14.5. 2014-2015 President's Letter of Verification**

Received under the Consent Agenda.

**14.6. 2015-2016 Board Calendar**

Received under the Consent Agenda.

**14.7. New Continuing Education Programs for Approval (Our Students)**

Moved by: Governor Macklin

Seconded by: Governor Bowen

**THAT the Durham College Board of Governors approves the programs of instruction for the Social Media and Customs and Logistics Professional Local Board Certificate programs.**

CARRIED.

**14.8. Report-Back on 2014-2015 Business Plan (All Pillars)**

Highlights of the 65 objectives were shared. T. Doyle's work in compiling all the information in the Report-Back was recognized and appreciation extended.

**ACTION:** Board requested an update on the effectiveness of the Experience Campaign, in the fall.

Moved by Governor DeJong

Seconded by Governor Dougherty

**THAT the Durham College Board of Governors receives the 2014-2015 Year-End Business Plan Report for information.**

CARRIED.

**14.9. Receive 2014-2015 Annual Report (All Pillars)**

"Our People" is the pillar selected this year for the special focus of the report, celebrating the success of the college staff. This approach has been well received.

Moved by Governor Wilson

Seconded by Governor Bowen

**THAT the Board of Governors approves the Durham College 2014-2015 Annual Report.**

CARRIED.

**ACTION:** letter from chair on behalf of board to congratulate them and let them know their success is appreciated.

**15. OTHER BUSINESS**

There was no other business.

**16. INQUIRIES AND COMMUNICATIONS**

None.

**17. UPCOMING EVENTS**

Attention was drawn to upcoming events requiring and/or suitable for Board member participation.

**18. MOVE TO IN-CAMERA SESSION**

Moved by Governor Stewart

Seconded by Governor DeJong

**THAT the Durham College Board of Governors move in-camera to address confidential items of business.**

CARRIED.

The Board moved in-camera.

**19. ADJOURNMENT**

Moved by Governor McKee Demczyk

Seconded by Governor Bowen

**THAT the June 8, 2015 meeting of the Board of Governors adjourn.**

CARRIED.

The meeting returned to public session and adjourned at 3:40 p.m.



Pierre Tremblay, chair  
October 14, 2015



Jennifer Clark, secretary

Schedule 1.

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**MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

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The consolidated financial statements of the Durham College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs"). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

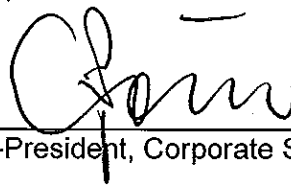
The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Finance Committee.

The Audit and Finance Committee is appointed by the Board of Governors and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditor's report. The Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Committee also considers, for review and approval by the Board, the engagement or re-appointment of the external auditors.

The consolidated financial statements have been audited by BDO Canada LLP, the external auditors in accordance with Canadian generally accepted auditing standards, on behalf of the Board. BDO Canada LLP has full and free access to the Audit and Finance Committee.



College President



Vice-President, Corporate Services and CFO

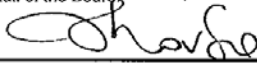
June 8, 2015

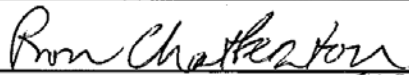
**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Consolidated Statement of Financial Position**  
Year ended March 31, 2015, with comparative figures for 2014

	2015	2014
<b>ASSETS</b>		
Current assets:		
Cash	\$ 3,914,621	\$ -
Investments	14,880,592	14,474,315
Accounts receivable	11,441,663	15,697,032
Current portion of long-term receivable (note 3)	738,731	711,395
Inventories	889,276	820,709
Prepaid expenses	148,439	78,235
	32,013,322	31,781,686
Long-term receivables (note 3)	12,379,154	13,151,861
Capital assets (note 4)	182,343,757	187,444,217
	\$ 226,736,233	\$ 232,377,764
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Bank indebtedness	\$ -	\$ 1,667,926
Accounts payable and accrued liabilities (note 5)	21,497,876	20,139,087
Accrued vacation	6,687,240	6,266,422
Deferred revenue (note 6(a))	9,601,852	8,228,535
Current portion of debt (note 7)	5,765,145	4,654,937
	43,552,113	40,956,907
Term debt due on demand (note 7)	41,458,877	45,409,321
	85,010,990	86,366,228
Deferred contributions (note 6(b))	100,977,853	103,706,127
Long-term debt (note 7)	19,471,209	22,091,216
Derivative liability (note 7)	3,650,362	2,840,033
Post-employment, retirement benefits and compensated absences (note 8)	4,943,222	5,028,725
	129,042,646	133,666,101
Net assets:		
Unrestricted		
Operating	(19,031,635)	(16,461,873)
Post-employment, retirement benefits, and compensated absences	(4,943,222)	(5,028,725)
Vacation pay	(6,687,240)	(6,266,422)
	(30,662,097)	(27,757,020)
Invested in capital assets (note 12)	28,321,613	24,982,214
Internally restricted (note 9)	722,787	635,650
Endowments (note 9)	13,903,468	13,277,437
	12,285,771	11,138,281
Accumulated remeasurement gains	396,826	1,207,154
	12,682,597	12,345,436
Commitments (note 14)		
Contingencies (note 15)		
Guarantees (note 16)		
	\$ 226,736,233	\$ 232,377,764

See accompanying notes to the consolidated financial statements.

On behalf of the Board:

 Director

 Director  
JNB/15



## Our Students

### DC Student's Artwork Showcased at Pan Am Games July



Anna Chase, a third-year student in Durham College's (DC) Graphic Design program, made her mark on Oshawa's downtown core with her art piece 'The Games'. Chase's art piece was selected during a Call for Artwork, as part of the City of Oshawa's Public Art Program. Created with the theme of Pan American culture, sport, teamwork and collaboration in mind, Chase designed an illustration of a boxer and weightlifter in poses representing strength and athleticism. The piece was located at the intersections connected to the General Motors (GM) Centre, which hosted both the boxing and weightlifting events during the games.

### DC Students Assist with Wireless Network for Parapan Am Games July



More than 10 DC students assisted in upgrading and stabilizing the wireless network at the Abilities Centre in preparation for and during the 2015 Parapan Am Games. Thanks to Cisco Systems, Inc., nearly a

dozen third-year Computer Systems Technology students from the School of Business, IT & Management received the opportunity to work on various aspects of the centre's existing network. This included stabilization as new equipment was introduced, suggesting support mechanisms, and configuring the network in its new state. Students also helped maintain the system throughout the event.

### DC Graduate Receives Applied Arts Magazine Award August

Michael Halse, a recent graduate of Durham College's (DC) Digital Photography program, won an award in Applied Arts Magazine's annual Student Awards contest.



The piece Halse submitted, 'Self-Portrait with Thorn Necklace and Hummingbird,' is a reinterpretation of a painting by Frida Kahlo, and began as an in-class assignment in the final year of his two-year program. Students were

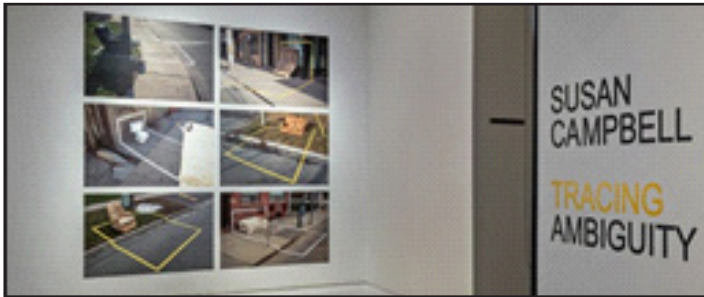
tasked with choosing one of their photos and going through the process of following formatting, resizing and tagging instructions as if they were submitting the piece for different contests.

### A big welcome to campus for our students September

It's always a pleasure and privilege to be at residence in early September for move-in weekend. I get to meet with many students, learn more about their background and what brought them to Durham, and assure their families that they've made a wise choice in coming to study with us – we're committed to helping their children succeed. We also can't make this weekend work without the dozens of colleagues across campus who are here with a smile and a warm welcome.

## Our People

### Professor Showcases Work at Mississauga Gallery June



Susan Campbell, a professor of the Fine Arts - Advanced, Digital Photography and Digital Video Production programs, had her artwork featured in The Art Gallery of Mississauga (AGM). The exhibit interpreted and reflected upon the design dynamics found within the urban setting, and in particular development sites, parking lots and public sidewalks. Campbell challenged the city's developers by tracing a floor plan with fluorescent construction tape around pieces of abandoned furniture littering the streets.

### Dean Kevin Baker's Epic Ride for Inclusion



#### July

During the month of July, Kevin Baker, Whitby Campus principal and Dean of the School of Skilled Trades, Apprenticeship and Renewable Technology, embarked on the Ride for Inclusion, an epic road trip covering 10,000 kilometres to raise awareness and promote the integration of young people with intellectual challenges into mainstream society. As the father of a son who is on the autism spectrum, Baker has

witnessed first-hand the need for greater inclusion and as a dean he has seen the power of inclusivity in action through the college's Community Integration through Cooperative Education (CICE) program. CICE promotes the inclusion of young people who are otherwise excluded from post-secondary education and, ultimately, paid employment and independence.

### Stars Shine at the 2015 Employee Awards of Excellence October

On a night designed to thank and recognize the outstanding work of all Durham College employees, three individuals received special recognition at the 2015 Staff Appreciation event with the awarding of Employee Awards of Excellence in the Support Staff, Administrative and Faculty categories. This year's recipients were:



David  
Chambers



Gary  
Gannon



Allison  
Hector-Alexander

Recipients of the award are recognized for going above and beyond in living the college's mission that the student experience comes first and helping further its reputation for providing an outstanding educational experience.

### Minister of Tourism, Culture and Sport Appoints Jane Hilton to Strategy Group September

Jane Hilton, project manager in the Office of Research Services, Innovation and Entrepreneurship and Ontario Library Association president, has been appointed to the Culture Strategy Advisory Group with a mandate to create the first culture strategy in the province. The role of the Advisory Group will be to provide a forum for feedback, guidance and advice during the strategy





development process with a goal to maximize the social and economic benefits of culture to individuals and communities. Once finalized, the strategy will set the government's priorities and actions to support the culture sector over the next five years.

## Our Business

### New Agreement with Trent offers pathways to degree in Media Studies

July



Durham College and Trent University have signed a new pathways agreement that will allow graduates of DC's two-year Journalism – Web and Print, and Journalism – Broadcast and Electronic Media programs to pursue a Bachelor of Arts degree in Media Studies at Trent University in Peterborough or at Trent University Durham.

### Bistro'67 Awarded Certificate of Excellence from TripAdvisor

July



TripAdvisor, the largest travel website in the world, honoured Durham College's (DC's) Bistro '67 with a Certificate of Excellence recently. This achievement was a result of the consistently high reviews the restaurant receives on the travel website. With 101 reviews to date, Bistro '67 is ranked as the second-most popular restaurant in Whitby, Ont., out of 235. More

than 90 per cent of reviews on the website feature positive comments, complimenting everything from the food, the wait staff, to the field-to-fork philosophy.

### DC Recognized for Social Media Engagement

July

Durham College was recently ranked among the top 20 performing Canadian post-secondary institutions on Facebook and Twitter by Engagement Labs – a technology and data company that provides full-service, next-generation social technology solutions for marketers. Criteria includes the level of engagement, the unique reach content received and how frequent, fast and well the organization responds to conversations generated on their social media sites.

### Guests celebrate first-ever harvest at Centre for Food

September



One hundred guests gathered at the Centre to enjoy a multi-course meal served family style and featuring a variety of food, including produce and herbs that were planted, picked and prepared by DC students. The harvest dinner celebrated the college's first crop yield and also featured CFF ambassador and celebrity chef Jamie Kennedy, who was on-hand to assist with menu planning and worked with the culinary students in the kitchen. Guests dined under the stars, surrounded by the CFF's fields and greenhouses.

## Our Community

### Automotive-related gifts drive new opportunities for students August 2015



Thanks to two recent donations, Durham College students have more opportunities than ever before to gain real-world skills and find financial support for their studies. A generous donation from Toyota Canada Inc. and Lexus of Lakeridge means that students in the second year of DC's Motive Power Technician – Service and Management program and in the Automotive Service Technician apprenticeship program will have the opportunity to develop in-demand skills, while also gaining hands-on experience by working with a Lexus CT 200h, DC's first hybrid-electric vehicle. As part of MTCU guidelines, students in the automotive programs participate in theory-based learning about hybrid vehicles during first year, however the donation means they will now be able to take the theory and apply it directly by working on the hybrid vehicle in the later years of their program/apprenticeship.

In addition, DC was honoured to receive a \$55,000 donation from the Trillium Automobile Dealers Association (TADA) to establish the Trillium Automobile Dealers Association Award, which will be awarded annually, for five years, to four second-year students. The \$55,000 bursary will be disbursed at \$11,000 per year, and awarded to two students in the Motive Power Technician – Service and Management program and two from the School of Business, IT and Management, who are studying Accounting, Entrepreneurship, Human Resources, and Operations Management – Business Administration.

### Premier talks local issues at round-table August

I was very pleased to be invited to be part of a round-table of community leaders who met with Premier Kathleen Wynne in Bowmanville this summer. The premier asked the group for input on a broad range of subjects, while I was very pleased to be able to discuss a few college-specific priorities, including our Simcoe Building, dLAB and 50th anniversary plans.

### 100 Men of Scugog creates bursary August 2015



It was a real honour to be presented with a cheque for \$4,400 from the 100 Men of Scugog. The funds, to be administered over four years, are to be used to support a new bursary for DC students from the Scugog region who are in financial need. Members of the 100 Men of Scugog nominate community institutions and organizations to receive funding. Members commit to donating \$100 four times per year and together decide where those funds go.

### Regional committee headed to the (boundary) drawing board September 2015

I was very pleased to be invited by the Region of Durham to sit on its Regional Council Composition Review Committee. Our 15-member special committee has a very significant task in front of us – review the current composition of Regional Council and determine if changes are needed in terms of the number of total regional representatives and whether each of the eight lower-tier Durham municipalities is well-served with the current system. It will be important for all members of the committee to look at this from a regional perspective and importance so we can come to a solution that works for all of Durham. Final recommendations are expected in March 2016.

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to the Durham College Board of Governors for consideration at its  
public session meeting of October 14, 2015

THE EXECUTIVE COMMITTEE, AS A RESULT OF ITS IN-CAMERA MEETING HELD ON SEPTEMBER 14, 2015 REPORTS AND RECOMMENDS AS FOLLOWS:

**1. Accessibility Plan**

Highlights of the 2015-2016 Accessibility Plan were summarized and information provided on recent renovations that have enhanced accessibility to the college's physical environment. **The Executive Committee endorsed the Durham College AODA and ODA Plan 2015-2016 on behalf of the Board of Governors.**

**2. Annual Board Goals**

Goals #1-3 from 2014-2015 will be retained for 2015-2016. Goal #4 has been modified to include "critique, assessment or opportunity for improvement segment" for committee meetings as well as Board meetings. A fifth goal may be added based on recommendations from the Board Effectiveness Committee; target is to receive recommendations from the Board Effectiveness Committee at the December meeting of the Board of Governors. A critique form will continue to be used to achieve Goal #4; the current one is under revision and modification for use at committee meetings; the current one will be used at Board meetings until a revised one is available. An informal roundtable discussion on "Did we meet our objectives?" will be added to regular committee meeting agendas going forward; effectiveness will be evaluated at the end of the Board year. Subject to the above, **the following 2015-2016 Annual Board Goals are recommended for approval by the Board of Governors:**

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 Governor meetings should have the majority of the agenda aligned to the 2013-2016 Strategic Plan and linked to the Business Plan. Target: 60% of Agenda items tied to Strategic Plan. 100 % of the Strategic Plan Goals will be covered in the 2015-2016 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 and each Standing Committee meeting will have a critique, assessment or opportunity for improvement segment. Target: 100% of Board of Governors Meetings and Standing Committee meetings will have an opportunity for improvement agenda item.



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**4. Governors' Appreciation Event**

Given the upcoming 50<sup>th</sup> anniversary of the college system in Ontario and Durham College's focus on replacing the Simcoe Building, management would like to focus this event on maintaining relationships with individuals who have served as governors in the last decade or so. Board endorsement is required for this type of a hospitality event. **With a clear target audience and a call to action or messaging at the event that advances college strategic goals, the Executive Committee supports the initiative.**

**5. Revised Board Calendar 2015-2016**

Dates of the CCBE Governor Orientation sessions and HES were confirmed for November 14-16; the location of the May Board meeting has been changed to Cobourg; adjustments were made to a few committee meetings. **The Executive Committee recommends that the Board of Governors approves the revised Board Calendar 2015-2016 dated September 11, 2015, as amended.** The calendar is attached as Schedule 1.

**6. Annual Board Work Plan 2015-2016**

**The Executive Committee recommends that the Board of Governors approves the Annual Board Work Plan 2015-2016 dated September 11, 2015.**

**7. Conference Attendance**

It was noted how useful the Higher Education Summit is for new and continuing governors and that it is more cost effective than the CICan Conference which is held at different sites across the country. The Executive Committee is assessing the value of the two professional development opportunities and considering sending more governors to HES and less to the CICan Conference in future years. For this year, the same selection criteria used in the previous few years will be used to determine attendance at conferences. **The Executive Committee recommends that the Board of Governors approve the proposed slate of attendees for the 2015 CCBE Board Orientation sessions and CO Higher Education Summit and the 2016 CICan Annual Conference.**

Proposed slate of attendees for the 2015 CCBE Board Orientation sessions and CO Higher Education Summit (Board chair and vice-chair, new governors and board staff):

Pierre Tremblay  
Kevin Griffin

Dan Borowec  
Kristi Honey

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Rick Johnson  
Jim Wilson

Charlie Qaqish  
And one of the following, to be  
determined by the President's Office:  
Sarah Brathwaite/Jennifer Clark/Tony  
Doyle

Proposed slate of six attendees for the 2016 CICan Conference (in declining order of priority: chair, vice-chair or incoming chair of the board, board staff, committee chairs who have not attended previous CIC conferences; first-year governors, with the exception of the student governor (unless elected for a second term); remaining governors who have not attended previous CIC conferences, and finally, through a random draw by the chair or vice-chair.):

*Chair, vice-chair and Board staff member:*

Pierre Tremblay

Dan Borowec

TBC

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*New governors (3 of the following, depending on space and availability):*

Kevin Griffin

Rick Johnson

Kristi Honey

Jim Wilson

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*Continuing governors (depending on space and availability):*

Ivan DeJong

Heather Quantrill

Steve Stewart

In addition, the president's expenses were reviewed and approved and the agendas for the October 14, 2015 Board meeting were confirmed.

All of which is respectfully submitted,



Pierre Tremblay, chair  
Executive Committee  
September 14, 2015

**SCHEDULE 1.**  
**DURHAM COLLEGE BOARD OF GOVERNORS**  
**Board and Standing Committee Meeting Dates and Board Events 2015-2016**  
**(as of September 11, 2015, amended)**

**Community Room** – Gordon Willey Building, Room A144, Oshawa Campus

( ) indicate dates held should a meeting be required

**Bold** text alerts to unusual day or venue.

SEPTEMBER 2015			
Wednesday 9	Board Orientation	10:00 am – 5:00 pm	Community Room
	Hail & Farewell reception and dinner	5:30 – 9:30 pm	<b>Centre for Food</b>
Monday 14	(Audit and Finance Committee Meeting)	5:30 pm	Community Room
	Executive Committee Meeting	7:00 pm	
Monday 28	Governance Review Committee Meeting	5:30 pm	Community Room
	Nominating Committee Meeting	7:00 pm	
OCTOBER 2015			
<b>Tuesday 6</b>	Audit and Finance Committee Meeting	5:30 pm	Community Room
	(Executive Committee Meeting)	7:00 pm	
Wednesday 14	Board of Governors Meeting	6:00 pm	Community Room
Thursday 29	Convocation	5:00 pm	GM Centre
NOVEMBER 2015			
Monday 2	Audit and Finance Committee Meeting	5:30 pm	Community Room
	Executive Committee Meeting	7:00 pm	
Wednesday 4	Nominating Committee	5:30 pm	Community Room
Saturday 14	Colleges Ontario Good Governance Seminars	9:00 – 3:30	Sheraton Hotel, Toronto
Sunday 15	Colleges Ontario Board Orientation	8:00 – 11:30 am	
	Colleges Ontario Higher Education Summit	1:00 pm	
Monday 16	Colleges Ontario Higher Education Summit concludes	9:30 pm	
DECEMBER 2015			
Wednesday 2	Governor Appreciation Event	6:30 pm	<b>Bistro ‘67 Centre for Food</b>
Wednesday 9	Board of Governors Meeting	6:00 pm	Community Room
Thursday 24 – Friday January 1	Holiday Closure – College closed (dates inclusive)	All day	

JANUARY 2016			
Wednesday 13	New and Early-term Governors Question and Answer Session	5:30 pm	Staff Lounge
Monday 25	Governance Review Committee Meeting	5:30 pm	Community Room
FEBRUARY 2016			
Monday 1	Audit and Finance Committee Meeting	5:30 pm	Community Room
	Executive Committee Meeting	7:00 pm	
Wednesday 10	Board of Governors Meeting	6:00 pm	Community Room
Monday 29	(Audit and Finance Committee Meeting)	5:30 pm	Community Room
	(Executive Committee Meeting)	7:00 pm	
MARCH 2016			
Wednesday 9	Board and PAC Chairs Roundtable	6:00 pm	Centre for Food
Mon-Wed 21-23	(Nominating Committee – Direct Appointment Candidate Interviews and Meeting, if necessary)	5:30 pm	SSB 113 A, B, C
APRIL 2016			
Monday 4	Audit and Finance Committee Meeting	5:30 pm	Community Room
	Executive Committee Meeting	7:00 pm	
Wednesday 13	Board of Governors Meeting	6:00 pm	Community Room
Friday 15 - Saturday 16	Board Retreat	Evening April 15 to Evening April 16	Centre for Food
Wednesday 27	Nomination Committee Meeting	5:30 pm	teleconference
MAY 2016			
Monday 2	Executive Committee Meeting	5:30 pm	Community Room
Wednesday 11	Board of Governors Meeting	6:00 pm	Cobourg – details TBC
Monday 16	Governance Review Committee Meeting	5:30 pm	Community Room
Wednesday 25	Audit and Finance Committee Meeting	5:30 pm	Community Room
	Executive Committee Meeting	7:00 pm	
Sunday 29-Tuesday 31	Colleges and Institutes Canada (CICan) Conference	Sunday morning to Wednesday morning	Quebec City

<b>JUNE 2016</b>			
<b>Monday 13</b>	<b>Board of Governors Meeting</b>	<b>2:00 pm</b>	<b>GM Centre</b>
Monday13- Wednesday15	Convocation	(evening of June 13; a.m. and p.m. June 14 & 15)	GM Centre
Monday 20	(Executive Committee meeting)	5:30 pm	Community Room
<b>JULY &amp; AUGUST 2016 – no regular Board or Committee meetings or Events</b>			

Public Governance Review Committee Report No. 1 of 2015-2016  
to the Durham College Board of Governors for consideration at its  
public meeting held October 14, 2015

THE GOVERNANCE REVIEW COMMITTEE, AS A RESULT OF ITS MEETING  
HELD ON SEPTEMBER 28, 2015 REPORTS AND RECOMMENDS AS  
FOLLOWS:

**1. Policy Renewal**

The Committee considered the proposed amendments as shown in red on the documents appended as Schedule 1 and **recommends that the Board of Governors approves the amendments and revisions to Board Policies on Board Members' Code of Conduct; Staff, Student, Client and Visitor Treatment; and, General Executive Constraint, as presented.**

A numbered information hierarchy has been applied to these policies and formatting changes have been made to them to enhance accessibility for individuals with exceptionalities in response to standards developed under the Accessibility for Ontarians with Disabilities Act (AODA). This hierarchy will be applied to all Durham College Board of Governors policies and procedures.

**2. Skills Matrix**

The skills matrix (attached as Schedule 2) provides the lens through which the Nominating Committee identifies the needed skills, expertise and characteristics of governors for use in notices of vacancies and assessment of applicants. This matrix was forwarded to the Nominating Committee for its use in external governor recruitment. The matrix will be used by the Governance Review Committee when considering professional development requirements of the Board.

**3. By-Law #4 Internal Governor Elections**

In response to disputes regarding campaigning activities raised during the spring student governor elections, to enhance governance of the election of internal governors and align governance with O. Reg. 34/03 of the Ontario Colleges of Applied Arts and Technology Act, 2002 through establishment of a By-Law the Committee considered a draft By-Law #4 Internal Governor Elections. This draft incorporated input from the Nominating Committee. The draft by-law is based on the Board policy on Election of Internal Governors and its associated procedure, includes elements from a comparative review of other college's practices and commentary on the Board policy and procedure received from legal counsel in relation to the disputes experienced in the 2015 student governor election. With the addition of definitions of a few terms and to meet the requirements under O. Reg. 34/03 regarding consultation with elected governor

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constituencies, the Committee endorsed presentation to College Council for advice, at the next meeting of Council.

**4. Identification of Professional Development Opportunities for 2015-2016**

The Governance Committee recommends that the identification of Professional Development Opportunities continue as an item on the Board's annual work plan. Newly appointed members of the committee felt it would be difficult to provide a recommendation until they had attended the Higher Education conference and participated in two or more Board meetings; this item will be brought forward to the January meeting of the Committee and to the next meeting of the Board Effectiveness Task Group. The Committee also recommends provision of additional team building opportunities early in the academic year to allow members to develop a rapport and relationship with their fellow board members.

**5. Harvest Dinner**

Special mention was made of the first Harvest Dinner hosted at the Centre for Food; a letter of appreciation was requested, to be sent to Jamie Kennedy, the staff and students involved in hosting the event, on behalf of the Board.

All of which is respectfully submitted,

Heather Quantrill, acting chair  
Governance Review Committee  
September 28, 2015



## BOARD POLICY

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<b>POLICY TYPE:</b>	Governance Process
<b>POLICY TITLE:</b>	Board Members' Code of Conduct
<b>EFFECTIVE DATE:</b>	<del>May 14, 2013</del> October 14, 2015 (subject to Board approval)
<b>RENEWAL DATE:</b>	January 1, <del>2016</del> 2019

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### 1. Background

The Board Job Description and the Board Members' Code of Conduct are closely linked. The Board Job Description identifies the expectations of the governor and the Code of Conduct describes how these responsibilities should be performed.

#### 1.1. Applicable Legislation

##### 1.1.1. Conflict of Interest

Minister's Binding Policy Directive – 1.0 – Governance and Accountability: The purpose of this Minister's Binding Policy Directive on Conflict of Interest is to enable a college board of governors to assist an individual board member in determining when his or her membership on the board has the potential to be used for personal or private benefit, financial or otherwise; and is intended to protect the integrity and ethical standards of college boards and, as importantly, protect the integrity of a board member who may face a conflict of interest.

##### 1.1.2. Breach of Conduct

Ontario Regulation 34/03 Subsection 6, Removal of member 6. (1) Every board of governors shall establish a by-law that sets out the reasons for removing a member from the Board and the procedure that is to be followed in removing such a member.

#### 1.2. Durham College By-law #1

- a) Section 10 outlines the Powers of the Board.
- b) Section 19 aligns with this regulation and states the grounds for removal of a member of the Board, in consideration of potential misconduct.
- c) Section 25 defines and outlines procedures regarding Conflict of Interest.

## **2. Policy statements**

- 2.1. Each member of the Board of Governors will exhibit ethical and professional conduct at meetings of the Board of Governors and at any other place that may reflect on the Board as a whole.
- 2.2. Accordingly, the Board, and each individual governor if applicable, shall:
  - 2.2.1. Comply with the fiduciary duties of a governor of the college, to act honestly, in good faith and in the best interest of the college.
  - 2.2.2. Ensure respect of roles and respect for democratic processes, and respect decisions of the Board as a whole.
  - 2.2.3. Comply with the Minister's Binding Policy Directive on Conflict of Interest in particular and the common law duty regarding conflict of interest in general, acting in the utmost good faith in the interests of the college and the communities it is to serve, without regard to personal or financial interests or other benefit.
  - 2.2.4. Comply with the policy relating to Board-President Relationship that recognizes authority is vested in the Board and individual governors have no authority to direct the resources or affairs of the college.
  - 2.2.5. Cultivate a sense of group responsibility, utilizing the experience and expertise of individual governors to enhance the function of the Board as a whole.
  - 2.2.6. Respect the strengths and differences of others, encouraging productive contribution of all viewpoints and sharing of information in frank and open discussion;
  - 2.2.7. Maintain confidentiality of privileged information;
  - 2.2.8. Recognize the Board chair as the spokesperson who will communicate Board stated positions and decisions, represent and speak on behalf of the Board when official representation is required.

## **3. Monitoring**

The Board of Governors will conduct an annual self-assessment of their performance which includes components of the Code of Conduct. The annual survey is issued to all Board members by June of each year.

#### **4. Related legislation, Minister's Binding Policy Directives and other documents**

- DC-UOIT Joint Board Procedure: Appointment of Co-Populous Members

# BOARD POLICY

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**POLICY TYPE:** Executive Limitations  
**POLICY TITLE:** Staff, Student, Client and Visitor Treatment  
**EFFECTIVE DATE:** ~~May 14, 2013~~ October 14, 2015 (subject to Board approval)  
**RENEWAL DATE:** January 1, ~~2016~~ 2019

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## 5. Background

Students, ~~staff~~ ~~employees~~ (an inclusive reference to all ~~employees of the College~~ individuals working on behalf of Durham College without regard for position, function or other status of employment), clients and visitors are entitled to an environment that maintains the rights afforded to them by the Ontario Human Rights Code, and the Accessibility for Ontarians with Disabilities Act (AODA).

## 6. Policy statements

This policy establishes conditions for the ~~P~~president's interaction with students or potential students, staff ~~(an inclusive reference to all employees of the College without regard for position, function or other status of employment)~~, clients and visitors.

- 2.1. With respect to interactions with the above stakeholders, the ~~P~~president will not cause or knowingly permit conditions, procedures or decisions that do not uphold the ~~C~~college vision, mission and values.
- 2.2. The ~~P~~president will promote the ~~C~~college vision and values and neither cause nor knowingly permit conditions, procedures, or decisions which are contrary to the ~~C~~college vision, mission and values.
- 2.3. The ~~P~~president will promote the ~~College~~ safety and security of staff, students, clients and visitors on all ~~Durham College~~ campuses and learning sites.
- 2.4. The ~~P~~president will uphold provincial statutes and Board policies and will not cause or knowingly permit conditions that are in violation of those statutes and policies.
- 2.5. When communicating with staff, students, clients and visitors, ~~we the~~ president shall ensure ~~our~~ that the college's means of communication shall meet the needs of ~~our~~ its service groups in compliance with the regulations of AODA.

## **7. Monitoring**

The Ppresident will verify in writing on an annual basis that he/she has not caused or knowingly permitted any practice, activity, decision or organizational circumstances that is unlawful, imprudent or in violation of commonly accepted business and professional ethics.

# BOARD POLICY

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<b>POLICY TYPE:</b>	Executive Limitations
<b>POLICY TITLE:</b>	General Executive Constraint
<b>EFFECTIVE DATE:</b>	<del>May 14, 2013</del> October 14, 2015 (subject to Board approval)
<b>RENEWAL DATE:</b>	January 1, <del>2016</del> 2019

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## 1. Background

- 1.1. The Minister's Binding Policy Directive 1.0 Governance and Accountability Framework and Board-President Relations **Resource Document** sets out high-level responsibilities and accountabilities of the Board of Governors and its relationship with the president. By-Law #1 Section 13 President provides more specific direction, including conforming to Board policies, ensuring that college policies support and fulfill the policies of the Board. The Board of Governors accepts responsibility for ensuring that the business and activities of the college are carried out in accordance with legislation, regulations, Minister's binding policy directives and the by-laws governing the college.
- 1.2. This policy on General Executive Constraint represents the broad, "overarching" statement of Board control. The Board grants the president the authority to use a reasonable interpretation of the Board's policies. Additional Executive Limitations provide more specific restraints.

## 2. Policy statements

The president shall not cause or knowingly permit any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

## 3. Monitoring

The president shall verify in writing annually that he/she has neither caused or knowingly permitted any practice, activity, decision or organizational circumstances that is unlawful, imprudent or in violation of commonly accepted business and professional ethics.

## Schedule 2. Skills Matrix

<b>Board Member's Name ⇨</b>	
<b>Occupation/Sector</b>	
<b>PUBLIC SECTOR:</b>	Education
	Community Services
	Business
	Health Services
	Government
	Energy
	Arts/Entertainment/Recreation
	Legal
	Science and Technology
	Field to Fork*
<b>TOTAL PUBLIC SECTOR EMPLOYEES</b>	
<b>PRIVATE SECTOR:</b>	Education
	Community Services
	Business
	Health Services
	Government
	Energy
	Arts/Entertainment/Recreation
	Legal
	Science and Technology
	Field to Fork*
<b>TOTAL ACTIVE PRIVATE SECTOR</b>	
<b>OCCUPATIONS:</b>	High-level description of individual's business role.
<b>Additional Expertise (Self-identified as advanced (1), intermediate (.5) and basic (0); N/A not assessed)</b>	
Advocacy	
Finance/Investment/Accounting	
Fundraising	
Governance Leadership (Previous to DC and with greatest emphasis)	
Law	
Policy Development	
Strategic Planning	
<b>Community Involvement (not to duplicate Occupation, above)</b>	
Business and Industry	
Government/Political	
Non-Profit	
Education and Training	
Arts/Entertainment/Recreation	
Community Services	
Health Services	
Diversity (see demographics)	
Service Clubs	
Other	



Demographics	
Years on Board as of Sept 1/15	
Female	
Male	
Co-populous	
LGIC	
Geographic Representation (1 for home, .5 for work)	
Ajax	
Clarington	
Oshawa	
Pickering	
Whitby	
North Durham	
Northumberland	
Other	
*"Field to Fork" includes: Culinary, Hospitality, Events, Food, Farming, Horticulture, Pharmaceutical and Food Science and Technology	

# BOARD REPORT

Public: ☒  
In-Committee: ☐

Action Required:  
Discussion ☐  
Decision ☒

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 8, 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 24 PAC meetings held between May 5, 2015 and June 23, 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.

### **Horticulture Technician Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Bill Slute	Manager, Parks Operations	City of Oshawa
<b>External Committee Members</b>		
*Jeffrey Beaton	Project Coordinator/Landscape Architect	AECOM
Dave Curtis	Owner	Kingsway Greenhouse
*Sally Harvey	Manager of Education, Labour Develop.	Landscape Ontario
Mark Humphries	President	Humphries Landscape Services
*Ingrid Janssen	Assistant Coordinator	Durham Master Gardeners
*Pam Love	Director	Master Gardeners of Ontario Inc.
Karen Sciuk	Coordinator	Master Gardeners
Ray Shivrattan		Aquaphyte Remediation Inc.
Sebastiano Signorello	Owner	Distinct Landscape Ltd.

### **Elected Student/Alumni Representatives**

	<b>Year/Program/Alumni</b>
*Brandon Fayer	2, Horticulture

### **Elected Faculty/Staff Representatives**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Mary Beerman	Professor	Durham College
*Maureen Calhoun	Associate Dean	Durham College
Shane Jones	Professor	Durham College
*Nancy Lawrence	Professor	Durham College
*Terry Rigby	Field Laboratory Technologist	Durham College
Riaz Shah	Professor	Durham College
*Corrie Stender	Professor	Durham College
Ross Stevenson	Professor	Durham College
Sue Todd	Dean	Durham College

### **Guests/Unelected Faculty/Staff**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
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## KEY POINTS OF DISCUSSION

### 1. Additions to the Agenda

- Update from Landscape Ontario

### 3. Acceptance of the Agenda

- Accepted.

### 4. Previous Minutes

- The minutes of October 20, 2014 were approved.

### 5. External Membership/Information Sharing - Industry members reported the following:

- Ornamental Horticulture has the largest labour market gap with employment opportunities exceeding those of the automotive industry
- Recommendation to better connect marketing to existing websites to facilitate communication of career opportunities within the Horticulture industry to potential students– for example HORTTRADES.com
- The Ontario College of Trades is doing promotion and marketing in Horticulture; particularly in the high schools.
- Opportunities presented by Master Gardeners to connect with Continuing Education to offer workshops

### 6. College/School/Program Update

- Ontario Congress student garden build in Toronto was a success with the support of faculty and technologist
- Centre for Food (CFF) Planting plan had a minor modification to the pathway. Pollinator garden has been planted and the orchard was reconstructed with significant contribution from Algoma Orchards. Fields are being tilled and planting progress is underway
- Dual credit course did not run this past semester but will be revisited for the upcoming academic year
- Offer from master gardeners to donate plants if they have excess available
- Suggestion to provide students with the opportunity to obtain certificates in the usage of chainsaws, wood chippers, skid steer loaders, first aid and worker safety
- Contributions for content of new courses was provided. These courses reflect the technical communication and career development learning outcomes needed and would include completion of work orders, bills of lading, use of social media and problem solving. Further input could be solicited from committee members
- Research opportunities are being initiated with a cold frame technology to investigate the ability to grow produce year round. These will continue to develop throughout the upcoming academic year with the greenhouse, fields and growth chambers being available

### 7. Student Voice

- to be mindful of student expense the use of textbooks to support more than 1 course should be considered

### 8. Additional Agenda Items

- Landscape Ontario representative provided an update on the importance of participation in Skills competition to help market the program. Opportunities to participate in Canada Blooms, Congress should be taken. Offer for PAC to be project advisors and participants in final capstone project assessment was also presented

### 9. Next Meeting – Monday, November 2, 2015, 5:00 p.m. Whitby Campus

#### RECOMMENDED ACTIONS - MAY 25, 2015

1. Complete the branded signage and the donors' wall through Sally Hillis.
2. S. Todd and M. Calhoun to continue to explore dual credit.
3. Review and implement marketing ideas

## STATUS OF RECOMMENDATIONS FROM OCTOBER 20, 2015 MEETING

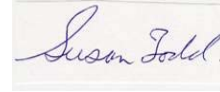
1. Education is needed for the independents. Should Kobes Nurseries and Kingsway Garden Centre do an outreach on campus? **Pending.**
2. B. Slute and S. Todd to look at greenhouses at Courtice High School, Cobourg East and Fenelon Falls. Dates were sent. **Completed.**
3. The Topics in Horticulture course should be discussed on an annual basis. **On-going.**
4. I. Janssen is working with the Sustainability group in the spring at the Oshawa Community Centre. I. Janssen to send S. Todd the information on this. I. Janssen to send Horticulture faculty contact information for the Oshawa Garden Club and Horticulture Clubs. Workshops were cancelled due to low enrolment and the cost was too high). Workshops will be marketed through Landscape Ontario in the future. Completed. Marketing Ideas - Review and implement the ideas mentioned under 6.2.2. **On-going.**
5. Student Planting Ideas - Review and make a decision on student planting ideas noted in 6.2.4. Completed.
6. Christmas Arrangement for the Board of Governors - Look at suggestions under 6.2.5 on this idea. S. Todd to follow-up with T. Doyle and J. Clarke for a possible donation. **Completed.**
7. Continuing Education - Faculty/Advisors to look at mini workshops or mini certificates. Completed.
8. Advisory Committee Composition – S. Jones/C. Stender to look for a nursery representative to be on the committee. **Pending.**
9. It was requested that members not able to attend an advisory meeting send an industry trends update to Linda Dillon ([linda.dillon@durhamcollege.ca](mailto:linda.dillon@durhamcollege.ca)) The advisory list will be updated and members not attending will be removed from the committee. **Completed.**

REPORT PREPARED BY: L. Dillon

DATE: June 23, 2015

DRAFT REVIEWED BY DEAN: Sue Todd

SIGNATURE:

A handwritten signature in blue ink that reads "Susan Todd". The signature is written in a cursive style and is positioned above a thin horizontal line.

APPROVED BY CHAIR: Bill Slute

SIGNATURE: *Bill Slute*

**Electro-mechanical Engineering Technology Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
William Hineman	Service Technician/Install. Engineer	FANUC Robotics Canada
<b>External Committee Members</b>		
*Mitchell Bennett	Controls Design Technologist	Autodyne Machinery Inc.
Luke Carson	Plant Engineering/Continuous IMP Mgr.	Lear Ajax
Robert Cullen	Systems Team Leader	Johnson Controls I.P.
Richard Dillane	Control & Instrumentation Designer	RV Anderson
Clinton Dorssers	Software Engineer	GE Hitachi Nuclear Energy.
Lynne Everson	Regional Automation Manager	Westburne Ontario
*Chris Hickling		Johnson Controls I.P.
*Sean Richardson	Engineering Technologist	HGC Engineering
*Dave Stogios	Channels Manager, North/East	Rockwell Automation
Edward Thongphanith	Account Executive	Wonderware Canada East
*Chad Wootton	Automation/Robotics Technologist	Ventra Plastics
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Matthew Bryan	2, Electro-mechanical	Durham College
Thomas Sanders	3, Electro-mechanical	Durham College
*Elliott McKenzie-Halls	Alumni	Howard Marten Co.
<b>Elected Faculty/Staff Representatives</b>		
Name	Title	Organization
*Louis Bertrand	Professor	Durham College
*Brent Brooks	Professor	Durham College
*Lauren Fuentes	Professor	Durham College
*Beau James	Professor	Durham College
*Pravin Patel	Professor	Durham College
*Sue Todd	Dean	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
Name	Title	Organization
Ron Forest	Professor	Durham College

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## KEY POINTS OF DISCUSSION

### 1. Welcome and Introductions

S. Todd welcomed members to the meeting in the chair's absence.

### 2. Additions to the Agenda

OACETT Program Accreditation, S. Richardson  
SCADA (time permitting)

### 3. Acceptance of the Agenda

Accepted.

### 4. Previous Minutes

The minutes of November 19, 2014 were approved by B. James and seconded by L. Dillon.

### 5. Discussion Items

#### 5.1 External Membership/Information Sharing - Industry members reported the following:

- Johnson Controls - Generalized programming is used and more knowledge of "networking" will be needed in the future.
- Rockwell Automation – The use of PLC's with regards to safety controls in the manufacturing area is growing. Students will need to have some exposure to these types of PLC's. Customers are asking for modern DCS. Networking is huge in the controls area. For example, in the areas of controls, programming in the drive is being done using motion commands in PLC's.
- Howard Marten Co. – The representative still feels that he is "green" in industry. This company has slowed down at the moment due to the oil and gas industries.
- Autodyne Machinery Inc. – Concepts in integrated manufacturing tie directly into a control designer position with dedicated safety incorporated into compact logic platforms. Input/Output (I/O) has been decentralized and Device net/Ethernet is being used. Electrical code is important.
- HGC Engineering - S. Richardson sees the technical writing side of things being covered in courses like CAD 1133 (Power supply project).
- Ventra Plastics – As part of employment standards, Health and Safety is mandatory. Some machines in this company are contracted out. Networking is being used by connecting a lap top using Ethernet to a PLC. Implementation is a hard skill to teach. Serial Communication is fundamental with safety and Ethernet being big.
- CISCO is pushing for certification in Networking. It was noted that the college offers CISCO certified networking courses through the Continuous Education department. The two new Computers and Networking courses can implement some CISCO lectures but not full accreditation.

#### 6.1 Manufacturing Processes (MANF 3131) Course Outline

Both the Electro-mechanical and Mechanical Technology programs take this course. The Mechanical programs are heavily into design with a variety of processes. It was mentioned that it would be advantageous for students to see processes in a company which could be done through company tours. The introductory lecture course is being redeveloped by T. Dragomatz for Sept. 2015 and includes casting processes and basic operation with a broad understanding of process and knowledge relating to processes. The following comments were made on the current outline under the Course Learning Outcomes section:

- ISO 9000 is not included; standards and Sigma are huge; customers are looking for ISO solutions.
- Numbers 1-9 focus on mechanical manufacturing or machining.
- Outcomes 10-14 focus on factory layout and design. The Electro-mechanical perspective should be enriched from numbers 10-14 so that Electro-mechanical and Mechanical students get more out of the course for both programs. Students should be taught to research and understand the process. Simulation and ISO solutions need to be included as customers are looking for this.

The revised course outline will be distributed to the advisory committee in the fall meeting.

#### 6.2 Program of Studies

**New Communication Courses** – Two new courses and Career Planning and Development (CARR 2130) are two new communication courses being developed specifically for the Science and Engineering students and will be delivered by technical faculty.

Technical Report Writing (TECH 1130) – Look at including emails to proposals, unofficial summaries, official documents at a Federal Ministry level and policies and procedures in the Technical Report Writing course. D. Stogios agreed to send examples of technical reports and S. Richardson will forward examples of policies and procedures. B. James mentioned that students may have to write technical reports in industry to support innovative research project funding.



## **6.2 Program of Studies (Cont'd)**

**Career Planning and Development** – Include a sales aspect for technical knowledge to open up the students' minds. Students need to be educated about what a Certified Engineering Technologist (CET) is with careers. The committee felt that these communication courses are important for graduates for professionalism, attending industry conferences/seminars or a post-secondary degree. Life-long learning is important to keep careers going now.

**6.3 Programming for Technology I and Programming for Technology II** - C Programming was removed from the program of studies and replaced with the two programming courses to learn programming concepts. These courses will give students a good foundation of programming in object oriented software with Scratch, Arduino and microcontroller and Python language. It is important to know simple macros as they apply to Excel.

**Computers and Networking** – This is common course shared with the Biomedical, Electro-mechanical and Electronics. The Electronics programs take the extra Networking II course in their program. Raspberry Pi and Intro to Unix has been introduced. Networking may require capital.

**Electrical Code** - Code needs to be embedded into all courses. Some safety is covered in Industrial Controls and code will be implemented. Specific codes need to be determined and what they relate to with explicit examples/assignments. Faculty to look at the streams of electrical courses/important codes and bring pertinent information back to the October 2015 meeting. Codes can be purchased for the Library if needed.

**6.4 Integrated Manufacturing Centre (IMC)** – Continuous improvement in the IMC includes upgrading computers. Device Net and Ethernet are being used more in IMC for control systems in work cells. Software upgrade research includes FANUC's ROBOGUIDE simulation software which would enable students' to practice programming before they actually use a live robotic workcell in IMC.

**6.5 Graduation** - 18 students will be graduating in the Electro-mechanical program in June 2015.

**6.6 Smart House** - L. Fuentes mentioned one goal of the Smart House is to make a connection between the Whitby Campus using robotic arms in the house (Whitby) and in H223 (Oshawa) that will be controlled remotely and locally. The Smart House includes solar panels, wind mills, geothermal and will tap into the greenhouse with monitoring from cameras. Emerging technologies will be used such as controllers tapping in remotely using watches with android and windows. A substantial amount of equipment has been donated to the Smart House from Stanley Security.

**6.7 OACETT Program Accreditation** – S. Richardson mentioned that OACETT is in the process of completing a pre-requisite for a Certified Engineering Technologist (CET) with OACETT for Technologists to become accredited. This is a mandate and part of professional development in his company and it is strongly encouraged for colleagues working with engineers at his company. Requirements are complete a resume, pass the Law and Ethics exam and do a Technical Report. It was mentioned that one colleague in a recruiting firm had 250 job postings looking for people with accreditation in Technology. It is an opportunity that the college is missing out on.

S. Todd mentioned that the Electro-mechanical students can apply for CET through OACETT once they start working. The certification then belongs to them. Durham students can also take a general interest course on campus called Law and Ethics to prepare for the OACETT exams.

## **6.8 Ireland Pathways**

Durham college graduates from this program can apply to complete a degree easily in Ireland. One of our graduates studied in Ireland and is now working in his field. Students can do a degree in a year and through the Washington Accord is eligible to apply for a P.Eng. in Ontario. The cost of completing this degree in Ireland is approximately \$8,000/euros/year with OSAP eligibility.

## **6.9 Voice Control Wheel Chairs**

Two Brazilian students provided a demonstration on the voice controlled electric wheel chair project under the guidance of professor R. Gorantla.

## **7. Student Voice**

N.A.

**8. Next Meeting** – Wednesday, October 7, 2015, 6:00 p.m.

Agenda Items – C Programming and SCADA Update

**9. Adjournment** – 8:15 p.m.

## RECOMMENDED ACTIONS JUNE 3, 2015 MEETING

1. Manufacturing Processes (MANF 3131) - Look at planning company tours for students. Review suggestions for the course noted under 6.1. Distribute the revised course outline in the October Advisory meeting. **Action By: S. Todd/T. Dragomatz**
2. New Communication Courses - *Technical Report Writing* – Look at including the suggestions of emails to proposals, unofficial summaries, official documents at a Federal Ministry level and policies and procedures in the Technical Report Writing course. **Action By: S. Todd/Communication Faculty**  
Examples of Technical Reports will be provided. **Action By: D. Stogios**  
Examples of policies and procedures will be provided. **Action by: S. Richardson**  
*Career Development and Planning* – Look at including a sales aspect for technical knowledge in the course. Educate students about what a Certified Engineering Technologist (CET) is with careers. **Action By: Communication professor**  
Explore accreditation further to include speaking with B. van den Berg's replacement regarding what national accreditation does. Explore accreditation further to find out what other colleges are accredited and look to see if binders need to be created and if accreditation should be built into the Career Development and Planning course. **Action By: S. Todd**
3. Code - Faculty to look at the streams of electrical courses/important codes and bring pertinent information back to the October 2015 meeting. Determine specific codes needed relating to explicit examples/assignments and then look at embedding code into some/all courses. **Action By: Program Faculty**  
Codes can be purchased for the Library if needed. **Action By: S. Todd**
4. Investigate to see what other colleges are accredited and create a binder of evidence to explore accreditation further. **Action By: S. Todd**
5. Obtain quotation for FANUC ROBOGUIDE simulation software for IMC programming lab computers. **Action By: B. James**

## STATUS OF RECOMMENDATIONS FROM JUNE 3, 2014 MEETING

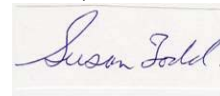
1. The advisory membership list will be reviewed by S. Todd and P. Patel and updated as necessary. Completed
2. Add agenda item for the June 3, 2015 meeting – Simulation software implementation for CONT 3123 and overview of Desire 2 Learn, quiz module and proposal by R. Forest. On-going
3. Electro-mechanical program team to review the suggestion of Field Bus Networks and understanding and applying safety in Field bus Networks. B. Brooks to send information to B van den berg.
4. L. Dillon to send out Manufacturing Science (MANF 1131) and Manufacturing Processes (MANF 3131) course outline to advisory members. Committee to review and identify what critical information needs to be included in the outlines and advise on what is missing for the Electro-mechanical students by February 1, 2015. Information to be sent to Sue Todd, dean or Pravin Patel, program coordinator. Completed
5. Advisory members to provide feedback on Advanced Manufacturing for Electro-mechanical as it relates to how Advanced Manufacturing could benefit Durham College, what it would look like, and new processes in labs etc.
6. L. Dillon to poll advisory members to see if they would be interested in holding combination style meetings where members can attend meetings face-to-face (on campus) or join in the meeting by signing into an on-line conference tool. Completed

REPORT PREPARED BY: L. Dillon

DATE: September 11, 2015


DRAFT REVIEWED BY DEAN:

SIGNATURE:



APPROVED BY CHAIR: Susan Todd

SIGNATURE:





### **Mechanical Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Brad Sheehan	Mechanical Design Manager	Autodyne Machinery Inc.
<b>External Committee Members</b>		
*Ryan Beatty	Program Manager	Messier Dowty
*Nick Clarke	Owner	Aplus Machine Tech
Jose Costa	Business Development Manager	Markham Convergence Ctr.
*Colin Harvey	Nuclear Training Operator	Ontario Power Generation
Christopher Howes	Programs Facilitator	Durham District School Board
John Komar	Director, Engineering & Operations, ACE	UOIT
Sandy Lindsay		
Robert Ludyka	Mechanical Training Manager	Ontario Power Generation
Ross MacMaster	President	Autodyne Machinery Inc.
*Sunny Radhakrishnan	Manufacturing Engineering Manager	Messier-Bughatti-Dowty
*Bob Ryan	Program Lead Pump Group	Ontario Power Generation
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
*Steve Rose	2, Student	
*Kyle Elliott	Alumni (Mechanical Design)	Autodyne Machinery Inc.
<b>Elected Faculty/Staff Representatives</b>		
Name	Title	Organization
Terry Dragomatz	Professor	Durham College
*Sue Todd	Dean	Durham College
*Katy Zaidman	Coordinator/Professor	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
Name	Title	Organization
*Colin Cunningham	Professor	Durham College
*Linda Dillon	Administrative Coordinator	Durham College
*Don Dragomatz	Professor	Durham College

## KEY POINTS OF DISCUSSION

### Welcome and Introductions

1. Sue Todd, acted as chair and welcomed members to the meeting.

### 2. Additions to the Agenda

None.

### 3. Acceptance of the Agenda

Accepted.

### 4. Previous Minutes

The minutes of December 3, 2014 were approved by B. Sheehan and seconded by K. Zaidman.

### 5. Business/Actions Arising from the Previous Minutes

The updates have been reflected in the minutes under "Status of Recommendations".

### 6. Discussion Items

#### 6.1 External Membership/Information Sharing - Industry members reported the following:

- It is difficult to find graduates with a machining or manufacturing side and then build on these skills to come into the design area.
- Graduates want to work and come back for manufacturing in the evening through the Society of Manufacturing Technologists. They have to keep writing exams through this Society though.
- University graduates like to design. College graduates are more productive sooner and stay with companies longer in manufacturing. College graduates have a better understanding of the Mechanical equipment in comparison to many university graduates.
- R. Beatty mentioned that 95% of the material learned at the college, graduates can apply this material to a job. There are opportunities to work on machines and then come back to college to broaden their career.
- 25 apprentices will be hired over the next 5 years at OPG in Pickering.

#### 6.2 School Update

6.2.1 **Election of Chair** – Advisory members were asked to think about the Advisory Chair position and let S. Todd know if interested. Brad Sheehan accepted the Chair position.

6.2.2 **Placement Update** - All students are required to do a Field Placement before graduating.

**Co-op** – The new contact for Co-op at the college is Tara Blackburn. S. Todd mentioned that the college will move at a slower pace in creating a co-op model. The following feedback was received from industry members:

- N. Clarke indicated he would be interested in a co-op model and apprenticeship.
- R. Beatty mentioned that a lot of companies like a 1 year co-op. The Co-op students from Waterloo and Ryerson that were on co-op for a year worked better in his company than the Durham College placement students where the model was that students came in for a specific number of days or weeks. R. Beatty indicated that since the apprentices are not at the Whitby Campus anymore, he might be able to support these students to do a co-op for a possible 2 year term.
- One alumni member mentioned that with his co-op being 1/day/week, it was hard to be engaged because the company changed things from week to week.
- Students need the basics and practical experience with labs and process systems (Thermodynamics, Fluid Power).
- It is important to find the right time for co-op in a program. Investigate the possibility of offering co-op as a January intake, evening or summer model for 1/day/week.

6.2.3 **Capital 2015** – An update on capital was provided with the following being received to date:

H136 – new computers/presenter

Measurement Laboratory – Lenovo X140 wireless computers that connect to anything digitally have been purchased

Unigraphics – new computers

It was mentioned that the Mechanical Technician students need experience with reviewing and analyzing data around as Computer Applications or Systems Management is not included in their program of studies.

**6.2.4 Ireland Pathways** – It was reported that the Mechanical Technology students have good pathways to pursue a degree with universities such as McMaster, UOIT and Lakehead. The Institute of Galway in Ireland is good for mechanical grads that are interested working in the health sector.

**6.2.5 Computer Applications (COMP 1101)** – Fundamentals need to be taught and then built on this.

D. Dragomatz noted that he has made mention of some computer skills needed in the Measurement update. These include Word, Excel, Power Point (formulas, graphs, charts, reports, scanning).

Drafting (CAD side) – Knowledge of drawings is needed.

AutoCAD – Figures and tools and Word for report writing.

Networking – The program team will look to see if some component of networking needs to be included.

**6.2.6 – New Communication Courses** - Two new communication courses are being developed specifically for the Science and Engineering students.

**Technical Report Writing for Science and Technology (TECH 1130)** – This course will be 2 hours per week. Members felt that the new course needs to focus on writing. It was suggested that procedures, guides, policies, specifications, quality control reports, work inspections and logging equipment and systems be included.

Advisory members to provide information on what kind of technical writing is used in their companies and provide examples if possible.

**Career Planning and Development (CARR 2130)**

The school has been receiving on-going input from advisory members on what content to include in this 2 hour/week course.

**6.2.7 Program Review Update-** The program review has been completed and a report of recommendations will be provided to the committee in the fall.

B. Ryan mentioned that in the Mechanical Technician program more maintenance type work would be beneficial so that students have the ability to know shafts, pumps and have the mindset and ability to take it apart, repair it and put it back together. This would create a diverse graduate. The “Fittings” topic would be more suited to be in the Engineering Design Elements course and will be included as part of the discussion in the Mechanical Program Review.

The CODA program does not require GAP training. GAP training takes 4 weeks at a cost of \$40,000 versus hiring graduates from Cambrian College. Cambrian is in line with the Ministry test. S. Todd will share this information with D. Carron.

**6.2.8 Canadian Council of Technicians and Technologists Accreditation** - The advisory members felt that this is not needed for Mechanical students.

**6.2.9 Manufacturing Processes Course** – Feedback from the advisors on course improvement was given to S. Todd for further discussion/implementation with the program team. The completed course outline will be distributed to advisory members in the fall meeting.

S. Radhakrishnan's request for the Program of Studies and course descriptions will be sent to him.

The request for a night school course in Geometric Dimensioning and Tolerancing will be passed on to the Continuing Education Department.

**6.2.10 Measurement Update**

D. Dragomatz distributed a handout on “Precision Measurement Laboratory and Integrated Digital Measurement” noting that the technician and technologist activities will need to be different. The fundamentals will be maintained but exposure to digital systems will be included. Additional feedback can be provided to D. Dragomatz on the handout.

### **6.3 Student Voice**

The student representative provided the following feedback:

- A lot of information and knowledge has been learned to date.
- General Education courses – 3 courses is a lot. It was felt that a lot of the Gen. Ed. courses could be taught in a management course.
- Computer Technology/Computer Applications – Students are diverse. Excel and Word can be incorporated into other courses.

**7. Adjournment:** 7:10 p.m.

**8. Next Meeting: Tuesday, November 3, 2015, 5:00 p.m.**

Agenda Items – Program Review Report, Manufacturing Processes Course Outline

## RECOMMENDED ACTIONS FROM MAY 26, 2015 MEETING

1. Continue to investigate suggested co-op models under 6.2.2. **Action By: S. Todd/Program Team.**
2. An updated capital wish list will be provided to S. Todd after the Mechanical Program Review has been approved. **Action By: D. Dragomatz**
3. Topics for new communication courses under 6.2.6 to be reviewed/implemented with the program team. **Action By: S. Todd/Program Team**
4. Mechanical Program Review Meeting – Suggestions under 6.2.5 relating to topics for a Computer Applications course will be reviewed/implemented with the program team. **Action By: S. Todd/Program Team**  
Look at “Fittings” being included in the Engineering Design Elements course. **Action by: Program Team**
5. Discussion under 6.2.7 regarding GAP training and Cambrian College being in line with the Ministry test. D. Carron to be advised. **Action By: S. Todd**
6. Feedback on the Manufacturing Processes course outline will be reviewed/implemented with the program team. The completed course outline will be distributed to members in the fall meeting. **Action By: S. Todd/Program Team**
7. The Mechanical program of studies and course descriptions will be sent to s. Radhakrishnan. **Action By: L. Dillon**
8. Provide Pam Stoneham with Bob Ryan’s (OPG) contact information as a more suitable representative on the Mechanical Advisory Committee at the Whitby Campus. **Action By: L. Dillon**
9. November 2015 Meeting Agenda Items – Program Review Report and Manufacturing Processes course outline. **Action By: L. Dillon**

## STATUS OF RECOMMENDATIONS FROM MAY 5, 2014 MEETING

### ACTIONS

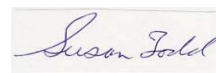
1. UOIT Projects - J. Komar to touch base with P. Patel for the electronics side of projects and the Whitby Campus for manufacturing relating to UOIT. S. Todd will get some Architecture students to touch base with J. Komar regarding projects relating to designer houses and experimental fixture design. Completed.
2. Program Review Meeting, Feb. 5, 2015 – Two or three advisors are needed. If advisory members interested in participating in this meeting, contact K. Zaidman ([katy.zaidman@durhamcollege.ca](mailto:katy.zaidman@durhamcollege.ca)). Completed.
3. Mathematics and Physics – Faculty to continue to review these courses to see if the courses can be combined into one course at 6 hours per week. On-going.
4. Mathematics and Physics – S. Todd mentioned that she is in the beginning stage of reviewing the Mathematics and Physics courses with the faculty to see if combining them into one course would work. Pre-Calculus and Calculus will also be looked at. On-going.
5. Manufacturing Processes Course – Advisory members were asked to review the course learning outlines and identify the following:
  - What is critically important in the course and note what is missing (keep in mind that course learning outcomes must align with the Ministry outcomes). Most items pending and will be discussed at May 26<sup>th</sup> meeting.
  - Identify if the Electro-mechanical students should be included in the same course at the Mechanical Technician/Technology students.
  - K. Zaidman/C. Cunningham to do a preliminary investigation to see if the students will fit into the small shop at the Oshawa Campus.
  - C. Cunningham to look at what other colleges are offering in Manufacturing Processes.
  - L. Dillon to email the course outline to advisory members asking that feedback be sent to K. Zaidman ([katy.zaidman@durhamcollege.ca](mailto:katy.zaidman@durhamcollege.ca)) by **February 27<sup>th</sup>, 2015**. Completed.
6. Co-op Model – Advisory members to think about if their company can support a co-op model for a 4 month or year period. On-going.
7. Unigraphics Equipment – J. Komar to provide s. Todd with the name of a possible donor for Unigraphics. Pending.

REPORT PREPARED BY: Linda Dillon

DATE: August 10, 2015

DRAFT REVIEWED BY DEAN: Sue Todd

SIGNATURE:



APPROVED BY CHAIR: Brad Sheehan

SIGNATURE: *Brad Sheehan*



**Mechanical Technician – Non-destructive Evaluation Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
Meghan Rodger	Operations Manager	Acuren Group Inc.
<b>External Committee Members</b>		
Mike Bouman	NDE Inspector	Messier Bugatti Dowty
*Evan Choi	Project Manager	CANDU Owners Group Inc.
Harris Goodyear	Quality Leader	GE Power and Water
Ray Ten Grotenhuis	Senior Engineer	Ontario Power Generation

<b>Elected Student/Alumni Representatives</b>	<b>Year/Program/Alumni</b>	
Xiaopeng Song	2, Non-Destructive	Durham College

<b>Elected Faculty/Staff Representatives</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Dick Algera	Professor	Durham College
Tom Greve	Professor	Durham College
*Clair Sigus	Professor	Durham College
*Sue Todd	Dean	Durham College
*Katy Zaidman	Coordinator/Professor	Durham College

<b>Guests/Unelected Faculty/Staff</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>

## 1. Welcome and Introductions

S. Todd acted as chair for this meeting.

## 2. Additions to the Agenda

None.

## 3. Acceptance of the Agenda

Accepted.

## 4. Previous Minutes

The minutes of November 12, 2014 were approved by K. Zaidman, seconded by C. Sigus.

## 5. Discussion Items

### 5.1 External Membership/Information Sharing - Industry members reported the following:

- The nuclear industry in China is booming. China is building 35 reactors. People are needed for the future due to new building in fabrication, testing, operation and service inspection. There is potential recruitment of students from China.
- NDE is one of two similar programs in Ontario. Durham College faculty are working with the Canadian Standards Board to examine the feasibility of establishing a testing centre at Durham.
- Acuren Group Inc. has opened up a three month training program – Acuren Academy.
- There won't be much change in the NDE industry but there will be alignment with ISO Standard 9712.
- Canadian certification is transferable in other countries.
- Shop inspectors in level I are going to retire soon.
- Ultrasonics is in high demand.

## KEY POINTS OF DISCUSSION

### 6. Discussion Items

#### 6.1 School/Program/College Update

##### 6.1.1 Program of Studies 2015-2016

##### Non-destructive Courses for Sept. 2015

Liquid Penetrant has moved from semester 2 to semester 1 to provide some hands-on experience for first year students. This course is taught co-currently with Introduction to NDE. Radiation Safety is moving from semester 2 to semester 1. It is lecture only class and is switched with Liquid Penetrant Testing that has lab component. K. Zaidman is looking to see if there is content overlap in Introduction to NDE and Metallurgy to find time for a new visual testing course proposed for the program.

K. Zaidman mentioned that a level I and II Visual testing course will be developed. Level I certification will not exist.

Canadian General Standards Board (CGSB) has requested that post-secondary institutions enforce a new 70% pre-requisites on NDE specific courses. A discussion was held on pre-requisites for NDE specific courses and the passing grade required. In September 2015, the pre-requisite courses for all NDE specific courses will require a grade of at least 70% (the grade was 50% in the past) to receive a NDE certificate and be enrolled in next level NDE course. The Strategic Enrolment Office has already been advised of this change and students will be informed of the new grade requirement. Students who don't obtain 70% in a NDE specific course in level one will need to retake the level 1 course to obtain a grade of at least 70%.

**Mathematics** – A discussion was held on whether or not the Non-destructive students taking Mathematics I (MATH 1131) need a minimum grade of 70% to go into the next level Mathematics II (MATH 2131) course. It was stated that Mathematics II is the only course where the NDE students require a grade of 70%.

**Technical Report Writing and Career Development and Planning** – These new courses are being developed specifically for the Science and Engineering students. Feedback indicated that Technical Report Writing needs to include a good basis of English writing skills as a foundation. Level II will be writing inspection with step-by-step instructions with standard operating procedures and include data and conclusions.

**Advanced Methods Course** – Guest speakers are invited in regularly to classes. K. Zaidman is checking the possibility to use Global Classroom capability for such sessions.

K. Zaidman mentioned that she would like to build a global classroom to allow international English speaking students to join our NDE classrooms.

**Certification** - Katy is working on having NDE inspectors come to Durham College for visual testing training and examination. Visual testing is an important inspection technique that is being used more often and many working inspectors will need this training. She is working on getting certification at the college.

**6.1.2 Enrolment** – Last year enrolment increased but we have to be cautious not to flood the market. S. Todd will speak with the International Department about recruiting students from Vietnam and China.

**6.1.3 Space** – If the program continues to grow we will need to look for additional lab and testing space.

**6.1.4 Marketing** – S. Todd will speak with the International Department about recruiting students from Vietnam and China for this program as both countries have a need for NDE inspectors and Canadian credentials are accepted there.

It was suggested that brochures will be prepared in English and Chinese. Recruitment needs to be promoted in other countries or through exhibitions in Shanghai. E. Choi agreed to check for a major exhibition schedule and send the information to S. Todd to help facilitate the recruitment ideas.

**6.1.5 Capital Equipment for 2015** - \$30,000 has been received for non-destructive visual testing equipment this will enhance our program.

**6.1.6 Co-op** - The committee did not support the co-op model. It was mentioned that when students graduate, they should start their careers as soon as possible in the field.

## **7. Student Voice**

NA (the student representative went back home for the summer).

## **8. Other**

E. Choi will be attending the World International Conference NDT in Munich in October 2016.

## **9. Next Meeting: Wednesday, October 14, 2015, 4:00 p.m.**

## **10. Adjournment: 6:00 p.m.**

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### **RECOMMENDED ACTIONS – MAY 27, 2015 MEETING**

1. The Strategic Enrolment Office will be advised that pre-requisite courses for all NDE specific courses will require a grade of at least 70% to be eligible to take the next level NDE course. Students will be advised also. **Action By: S. Todd/K. Zaidman/C. Sigus**
2. S. Todd to follow-up on Mathematics II as a 70% passing grade is required for NDE students. S. Todd will also speak with M. Calhoun regarding C. Sigus' timetable. **Action By: S. Todd**
3. Continue to work on having the NDE inspectors come to Durham College in visual testing, develop the certification and complete the exam centre. **Action By: K. Zaidman**
4. Speak with the International Department about recruiting students from Vietnam and China. **Action By: S. Todd**
5. Marketing – Investigate brochures be created in English and Chinese to assist with marketing the program in other countries or through exhibitions in Shanghai. **Action By: S. Todd.**
6. K. Zaidman to investigate building a global classroom to allow international English speaking students to join our NDE classrooms.
7. Check for a major exhibition schedule and send the information to S. Todd to help facilitate the recruitment ideas. **Action By: E. Choi**
8. Contact Ontario Power Generation (OPG) about donating a bench. **Action By: K. Zaidman**

### **STATUS OF RECOMMENDATIONS FROM NOVEMBER 12, 2014 MEETING**

1. The student representative agreed to help students understand why they are taking different topics in courses as it makes them more employable. Ongoing
2. The NDE faculty to reinforce to students that the oil and gas industry outside Ontario are doing well. Completed
3. S. Todd will share E. Choi's email on the market trends with the International Office regarding looking at opportunities for our NDT students to recruit to China. Completed
4. A. Sakuta agreed to find out what opportunities there are for contracts in Shanghai. Completed
5. C. Sigus to investigate where to obtain a cracked aircraft wheel and obtain costs of it. On-going
6. L. Dillon and S. Todd to review the advisory committee membership list and update it as necessary. Completed
7. S. Todd to speak with M. Calhoun about the possibility of Clair teaching Mathematics to the Non-destructive students. Other items under the Program of Studies in 6.3 will be followed up on as necessary. Complete

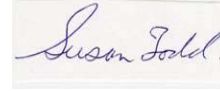
8. It was suggested that the Introduction to NDE course be run in parallel with the LPT course with a "hands on" format versus all lecture. Completed.
9. FED/DEV Advanced Manufacturing – Follow-up on recommendations noted under 6.7 to include:
  - i) T. Greve to prepare a Letter of Support from Pratt and Whitney to support the Centre. Pending
  - ii) A. Sakuta to send K. Zaidman and S. Todd information on ASNT standards. Pending
  - iii) S. Todd to move forward the recommendation that the name should be ***"The Advanced Inspection Technology Centre"***. Completed
9. K. Zaidman to investigate equipment and software with General Electric. Completed

REPORT PREPARED BY: L. Dillon

DATE: August 28, 2015

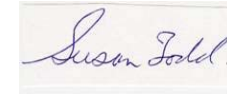
DRAFT REVIEWED BY DEAN: Sue Todd

SIGNATURE:



APPROVED BY CHAIR: Sue Todd

SIGNATURE:



### **Animation and Game Development Program Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
Jason McKenzie - Animation	Author	House of Cool
*Courtney Hilbig - Games	Art Director	Digital Leisure
<b>External Committee Members</b>		
Adam Beck	Head of Animation	ARC Productions
Leslie Boychuk	Freelance	
Vincent Bui	Animator	Soho, VFX
*Bret Culp	Sr. VFX Supervisor	ARC Productions
J.P. Giamos	Sr. VFX Producer	Spin VFX
Paul Gold	General Manager	Digital Leisure
Scott Heatherley	Animator	Toonbox Entertainment
*Lisa Hemeon	Creative Resource Manager	Spin, VFX
Trevor Hunter	Animator	Toonbox
Justin Jackson	Freelance	
Ryan Miller	Owner/Environment Artist	Conjured Graphics
Suzanne Miller	Animator	9 Story Entertainment
*Gary O'Brien	Assistant Director	Nelvana
*Mike Rivera	Game Play Animator	Ubi Soft
Heather Woods	Animator	Nelvana
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
*Cody Drake	2 <sup>nd</sup> Yr. Game Development	Durham College
*Chris Gilbert	2 <sup>nd</sup> Yr. Animation	Durham College
*Stefan Lipsius	Game Development Alumni	Ubi Soft
*Sedona Parnham	Animation Alumni	ARC Production
<b>Elected Faculty/Staff Representatives</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Gary Chapple	Coordinator, Animation	School of Media, Art & Design
*Matt Grabinsky	Coordinator, Game Development	School of Media, Art & Design
Charlotte Hale	Associate Dean	School of Media, Art & Design
*Dan Hopen	Coordinator, VFX	School of Media, Art & Design
*Greg Murphy	Dean	School of Media, Art & Design
<b>Guests/Unelected Faculty/Staff</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>
*John Goodwin	Professor	Durham College
Jeremiah Seiden	Professor	Durham College

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## KEY POINTS OF DISCUSSION

1. Approval of minutes from November 18, 2015 was moved by G. Chapple and seconded by C. Drake. Carried.
2. Approval of agenda was moved by J. Goodwin and seconded by G. Murphy. Carried.
3. **Industry trends:** Animation – motion capture and realism, it would be beneficial for students to have experience in MOCAP. Work (and employment) for Motion editors is on the rise, key framing is more specific to the VFX sector. The Principles of Animation need to be reinforced. In the portfolio reels, students should concentrate on smaller, high quality pieces as opposed to longer segments. Would like to see students develop their confidence more and offer a breakdown of their work when it is being submitted to studios. Studios would like to see students present themselves instead of just letting the reels talk for them. Students should include their citizenship in their CV. Salary expectations in industry (especially entry level) need to be explained to the students. Students should be encouraged to get out in industry and get some life experience.
4. **Program/School Update:** Across the post-secondary sector, enrollment is lower due to a demographic shift in high school age students. However, there is a marked increase in university students enrolling in college programs. This creates a very good new learning environment and an interesting dynamic. Durham has good relationships and pathways between our local universities that are continuing to grow. The School of Media, Art & Design has had a number of graduate certificates in development and has been focused on continuing to raise the profile of the school in the GTA as a destination of choice for an exceptional educational experience in our creative sector programs. The program will explore employment stats for grads in the year two versus the third year program. The 2 +1 will also be explored to see if other colleges offer this.
5. **Student voice:** The variety of small projects in second year Animation was a positive experience. The Portfolio and Demo Reel course was very beneficial, but would like to see an interview test added to this course. Having students visit industry studios was very well received. Would like to see more applications for games, in the Cinematics. Would like to see more rigging taught in the games curriculum. Software updates in Maya 2016 and ZBrush would be nice. Would like to see the computers have faster processors: rendering is an issue with time constraints and availability especially near the end of year/term. Dual screens are needed to make workflow easier. The position of the computers in L101 and L108 need to be facing-forward. Would like to see more comfortable chairs brought in for the labs. As Animation and Games students spend a considerable amount of time in the labs working, availability of the microwaves in the cafeteria 24/7 would be helpful for students who do not live in residence but find themselves working on assignments very late into the evening. Recommend having a system in place to better assess the portfolio and PLAR eligibility for students coming from a similar discipline and already have a degree/diploma (fine art, illustration, game dev etc.) so the student does not necessarily need to do the full 1st year. Recommend introducing a spring/summer bridging program for these students and allowing them start into second year. The History of Animation should not be a General Education course; this should be a mandatory class in the curriculum. Students would like to learn a number of subjects in greater depth, but end up having to leave after two years due to financial constraints - not that they did not want the third year curriculum.

## RECOMMENDED ACTIONS

1. Recommend that some of the Alienware liquid cooled machines that are being removed from the games lab be used for a rendering farm in the Animation labs. **ACTION BY: Dean**
2. Recommend that the Game Program Coordinator works with the MAC Technician to create a proposal for a render farm for Animation. **ACTION BY: Dean and Program Coordinator**
3. Explore use of MOCAP in the curriculum. **ACTION BY: Program Team**
4. Recommend that reels are 30-60 seconds in total length comprised of many short quality pieces giving a range of specific skills especially Fundamentals of Animation and or Games. **ACTION BY: Program Team**
5. Recommend that we explore acquiring performance capture assets for use in MOCAP editing. **ACTION BY: Program Team**
6. Recommend that students learn asset-tracking software (like Shotgun). **ACTION BY: Program Team**
7. Recommend that the students learn self-presentation and salary expectations in the portfolio class. **ACTION BY: Program Team**
8. Recommend that Animation students learn creature/quadruped animation. **ACTION BY: Program Team**
9. Recommend that there is a second orientation at the beginning of second semester with industry professionals. **ACTION BY: Program Team**
10. Recommend putting more class notes and assignments on-line through DC Connect. **ACTION BY:**

### **Program Team**

11. Recommend exploring the elimination of the 2 year program option in Animation and making it just a three year program. **ACTION BY: Dean and Program Team**
12. Next meeting: Wednesday, October 29, 2015 at Centre For Food
13. Adjournment 9:00 p.m.

### **STATUS OF RECOMMENDATIONS FROM November 18, 2014 MEETING**

1. The Game Labs B111 and B238 are currently being upgraded and installed through the summer, which will help to minimize disruption to the students. The Animation labs are scheduled for refresh next year. They will have cascaded Game Dev screens installed this year. A render farm is a possibility, and a proposal to use the old game development work-stations for this is being examined.
2. The School of Media, Art & Design is currently working with the College Communications & Marketing Department to establish school specific agendas in marketing endeavors throughout Industry. Students participating in student showcases would help promote the programs.
3. Some smaller projects have been introduced to reinforce the fundamentals. As well larger projects are still being used that are based on specific steps to help them see end results.
4. Storyboard Pro will be in all of the labs and ToonBoom will be in two labs.
5. Students gained exposure to different job opportunities available to them through a variety of documentaries, video and guest speakers in the classroom.

REPORT PREPARED BY: Alanna Desallier

DATE: June 11, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE: 

APPROVED BY C. Hilbig

SIGNATURE: via email

## Entrepreneurship & Small Business Membership List

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

Name	Title	Organization
<b>Committee Chair</b>		
*Scott Carpenter	President	Carpenter Pacific
<b>External Committee Members</b>		
Ryan Belmonte	Broker of Record (Alumni)	Belmonte Real Estate
Valerie Copland	Business Development Manager	Futurpreneur Canada
Tracy Hanson	CEO	Whitby Chamber of Commerce
James Kemble	President	FishRecruit
Marissa McTasney	President	Moxie Trades Ltd.
Cam Osborne	Head Coach	Scarborough Gym Elite
Teresa Shaver	Executive Director	(BACD) Business Advisory Centre Durham
Stuart Small	Owner	Continuum II Inc.
Fran Steyn	Owner	Frantastic Treats
<b>Elected Student/Alumni Representatives</b>		
	Year, Program	
Vicky Bolduc	1, Compressed	Durham College
Phillip Brickell	Year 1	Durham College
Jennifer Whyte	Year 1	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Name	Title	Department
*Jay Fisher	Program Coordinator/Professor	School of Business, IT & Management
Marc Ford	Professor	School of Business, IT & Management
<b>Guests/Unelected Faculty/Staff</b>		
Name	Title	Department/Organization
*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. **Additions to Agenda:**
  - Discuss committee membership
  - McDonald's agreement
2. **Agenda:** accepted by J. Fisher and S. Carpenter.
3. **Minutes** from November 5, 2014 approved by J. Fisher and S. Carpenter.
4. **External Membership Information Sharing:**
  - Due to low membership attendance a meeting was held by J. Fisher, S. Carpenter and J. Bathe.
5. **College/School and Program Update:**
  - Graduate feedback surveys have been reviewed. Students felt that the experience of starting their own business on campus was a great experience and overall felt that they had a positive experience in the program. They liked that the program is hands-on and enjoyed the guest speakers. Students really like the Mentorship course but wanted it to extend for a full year. Students also felt that they would like less curriculum covering accounting.
6. **Continuing Education:**
  - This update will be provided at the fall meeting.
7. **Student Voice:** (submitted via email)
  - Student's business ideas were encouraged throughout the program from caring instructors.
  - The program is business plan "centric", which helped provide consistent focus or "cross pollination" of activities amongst assignments and so on.
  - The well-rounded and practical financial courses, business communication courses (especially the employee portfolio activities) and business computer courses were appreciated.
  - Hands-on experience was obtained through actual business creation and execution.
  - There was excellent incorporation and utilization of guest speakers from various business perspectives.
  - Field trips, mentorship, event attendance, games/activities and various video clip presentations enhanced understanding and provided variety.
  - Special opportunities were a highlight, which included volunteer and/or participation with Fast Start, Spark Centre activities, plus attendance at special events. The Halifax Trip opportunity to attend the Student Entrepreneurship Conference was very special, especially as students were integrated with students from other programs within Durham and UOIT.
  - The group assignment approach for the Taxation course enhanced understanding greatly.
8. **Additional Agenda Items:**
  - Discuss committee membership – membership will be re-evaluated. Some members will be ready to retire and new members will be added in time for the fall meeting.
  - McDonald's agreement – Ontario Colleges and McDonald's Canada have reached an agreement regarding student transfers to a business diploma programs. This agreement allows for credit transfer pathways for McDonald's staff who have completed specific levels of McDonald's national training curriculum into Ontario College Business programs. A draft copy of the memorandum of agreement will be sent along with meeting minutes to committee members.

## RECOMMENDED ACTIONS

1. Send McDonald's agreement to membership along with meeting minutes.
2. Investigate implementation of an accounting course intended for non-accounting students.
3. Extend the mentorship course to a two semester period.
4. Follow up on the creation of a package for mentors with regards to insurance and other procedures involved in taking on students.
5. Follow up on the possibility of an online mentorship course.
6. Investigation on target markets and different delivery formats.
7. Review entrepreneurship graduate certificate development.
8. Investigation results for the use of Sage 50 vs. QuickBooks.
9. Update on new entrepreneurship initiative.
10. Review of vocational learning outcomes.
11. Result of investigation into the dedication of first semester courses to specific programs.
12. Future meeting date: September 30, 2015, 6:00 p.m. to 8:30 p.m. Location: CFF

## STATUS OF RECOMMENDATIONS FROM November 5, 2014 MEETING

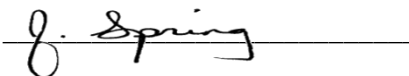
1. Follow up on creation of package for mentors with regards to insurance and other procedures involved in taking on students – will follow up at fall meeting.
2. Follow up on the possibility of an online mentorship course – will follow up at the fall meeting.
3. Investigation on target markets and different delivery formats – will follow up at the fall meeting.
4. Review entrepreneurship graduate certificate development – will follow up at the fall meeting.
5. Investigation results for use of Sage 50 vs. QuickBooks – will follow up at the fall meeting.
6. Update on new entrepreneurship initiative – will follow up at the fall meeting.
7. Review of vocational learning outcomes – will follow up at the fall meeting.
8. Result of investigation into the dedication of first semester courses to specific programs – Will follow up at the fall meeting.

REPORT PREPARED BY: V. Kee

DATE: May 14, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE:



APPROVED BY CHAIR: S. Carpenter

### Biotechnology Advisory Committee Membership List

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
Crystal Richardson	Laboratory Technician/Quality Assurance Manager	Trace Sciences International
<b>External Committee Members</b>		
Geeta Bhat	Director Diagnostics	Fio Corporation
Mikeisha Boyd	Clinical & Technical Services Associate	Virox Technologies Inc.
Christi Bristow	Senior Product Development Associate	Luminex Molecular Diagnostics
*Julia Green-Johnson	Associate Professor, Faculty of Science	University of Ontario Institute of Technology
Nicolle Lainsbury	Microbiologist	Therapure Biopharma
Stephanie Laite	Microbiology Analyst	
Nicole Ottley	Sales & Marketing Coordinator	Trace Sciences International
David Wicks	Supervisor, Pilot Mfg. Group	Therapure
<b>Elected Student/Alumni Representatives</b>		
*Doug Wilson	3 <sup>rd</sup> Year Student	Durham College
*Chantal Lamb	2 <sup>nd</sup> Year Student	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Joy Lavergne	Program Officer	Science & Engineering Technology
*Joyce Myers	Program Coordinator	Science & Engineering Technology
*Sue Todd	Dean	Science & Engineering Technology
*Bruce Trieselmann	Professor	Science & Engineering Technology
*Nadia Trieselmann	Professor	Science & Engineering Technology
<b>Guests/Unelected Faculty Representatives</b>		
	<b>Title</b>	<b>Organization</b>

## KEY POINTS OF DISCUSSION

1. **Welcome and Introductions:** D. Wilson chaired the meeting as C. Richardson was unable to attend. D. Wilson welcomed members and asked everyone to introduce themselves.
2. **Additions to the Agenda:** Additional ways to include PAC members in meeting (ie virtually or teleconference).
3. **Acceptance of the Agenda:** B. Trieselmann accepted. D. Wilson seconded.
4. **Approval of Minutes from November 6, 2014:** S. Todd approved. N. Trieselmann seconded.
5. **Discussion Items:**
  - 5.1) **External Membership Information Sharing/Industry Trends:** New university graduates are struggling for jobs, students are returning to school after getting Biological Science degrees. Biological Safety courses are now done online, making things easier to ensure that students are trained when they come into the workforce.
  - 5.2) **College/School Update:** Capture rates are higher than once thought; students are coming to Durham (after graduating with degrees) from as far as Western, Brock and Trent. Keeping a tally on where the students are coming from, and what level of education might help give us a better idea of how to market to potential students.

The group discussed CRSPER – a new way of genetic engineering which could change the way that things are done in the Biotechnology area, with a strong emphasis on ethical administration. Could this be a lecture for first year? S. Todd discussed the possibility of being sponsored by outside organizations like OACCET for professional development in regards to the topic; will then bring back to share with the school.
  - 5.2.1) **Program Review:** Program review went well; the deadline for changes and updates is the end of June. There are very few details left to follow up on and then the document will be given to Mary Blanchard for review.
  - 5.2.2) **Ireland:** S. Todd had the opportunity to visit Ireland this year and meet with some of the Universities, with the hope that Durham College could build a Pathway program with them for our students who would like to continue their education abroad. Some of the universities that were visited were: Limerick Institute (who currently have six students from, St. Lawrence College, Kingston), Institute of Technology Sligo (who may also interest in our current Horticultural and Electromechanical students). Both Limerick & Sligo have fabulous biotechnology labs. S. Todd asked the faculty representatives to please share these opportunities for Pathways with the students.
  - 5.2.3) **E-Learning:** The Ministry of Colleges & Universities has opportunities for Colleges to apply for money to develop online and hybrid courses. The School of Science & Engineering Technology has not put forward any courses yet, but looking to see which courses could be delivered in an online environment. The C.A.F.E. will assist with putting the courses together and programs could share learning tools. N. Trieselmann suggested that with online delivery, it could relieve some of the pressure on the packed labs. In Fall 2015 there will be another “call” for the school to submit possible courses.
  - 5.2.4) **Co-op:** Durham College has now committed to looking at models of co-op and optional models of co-op for programs. It is recognized that some business may shy away from co-op because it is generally paid, although there are benefits to the employer as it is 4 months (14 weeks) consistently. Interest was sparked in re-opening the co-op model when OPG (along with a few other companies) expressed interest in co-op students. Tara Blackburn will be the new co-op coordinator.
  - 5.2.5) **Research Bioenterprises:** B. Trieselmann discussed with the group the not-for-profit company Bioenterprises. They are a brokerage company that helps farming companies become commercialized by assisting the farmers connect with the right people. There is no long term contract, and they “incubate” ideas. They could be helpful contacts in the future. Debbie McKee is to work with them and B. Trieselmann is collecting contacts to put in database.

**5.3) Student Voice:** Accessibility and time in the labs are a bit difficult; half of the students in Analytical Chemistry II found it hard to complete their labs as there was a huge demand for space and equipment. Could the number of sinks be increased in room A 209? S. Todd responded that the idea of building more sinks has been examined before, but was not plausible. The group discussed returning to the model in which students were able to complete labs in the order that they wished, thus eliminating competition for the same resources at the same time. B. Trieselmann suggested that purchasing a dishwasher, or hiring a student to clean the glassware may alleviate some of the time constraints on the students. He also suggested that introducing the students to pre-labs may help the students with time management. The group also discussed the “Global Class” which is currently being run through the School of Interdisciplinary Studies & Employment Services. Students are able to connect with experts regardless of time or geographical limitations. The possibilities are endless. This could be something that would benefit the School of Science & Engineering Technology. S. Todd expressed interest in visiting one of the classes to see how it is run.

**6. Future Meeting Date:** December 3<sup>rd</sup>, 2015 at 5:00 PM

**7. Adjourned:** 6:40 PM

#### **RECOMMENDED ACTIONS**

1. Find a new external member from Estee Lauder through Wendy Smith. **ACTION BY: S. Todd.**
2. N. Trieselmann to follow up to see if everyone is certified re: Safety Data and present at Fall meeting. **ACTION BY: N. Trieselmann.**
3. Put E-Learning on agenda for Fall meeting. **ACTION BY: S. Todd**
4. Contact Paige Nichols in regards to the number of students coming to Durham College after completing a degree with UOIT. **ACTION BY: S. Todd**
5. Invite Tara Blackburn to next PAC meeting to discuss co-op. **ACTION BY: S. Todd**
6. Investigate new ways to hold meetings to include members/potential members who cannot physically make it to campus. **ACTION BY: B. Trieselmann and S. Todd**

#### **STATUS OF RECOMMENDATIONS FROM November 6, 2014 MEETING**

1. Suggest some employers to S. Todd. **ACTION BY: W. Smith.** One employer was Justine Kerrigan from Estee Lauder. C. Richardson to provide contact information to S. Todd for Justine Kerrigan. – **Ongoing**, external membership is difficult to keep, Justine is no longer with Estee Lauder.
2. Ask Maureen Calhoun if technologists are receiving the Safety Data training. **ACTION BY: J. Head – ongoing, new training is up and running.**
3. Follow up with UOIT about Anatomy and Physiology courses for the Medlab requirements. **ACTION BY: S. Todd – complete**
4. Mention to Mary Blanchard for the future, the possibility of creating labs in the Dental area near the SET department that would serve the pharmaceutical tech students and serve as multipurpose labs. **ACTION BY: S. Todd – ongoing, space is always a problem.**
5. Could ConEd run Anatomy and Physiology to bridge for the Medlab UOIT program? **ACTION BY: S. Todd to ask J. Lavergne – complete;** there is an availability with Ontario Learn, might be better than ConEd.
6. Send C. Richardson and N. Lainsbury the QA/QC Course Outline. **ACTION BY: K. Kelly**
7. Look at admission requirement change for biotech fast-track to have a molecular biology for 2017-18. **ACTION BY: J. Myers and Program Team – completed**
8. Invite more students, including 1<sup>st</sup> year students to the PAC. **ACTION BY: N. Trieselmann and J. Myers. – Ongoing;** looking to solicit new 1<sup>st</sup> year students.

REPORT PREPARED BY: Sarah Barrett

DATE: June 2, 2015

DRAFT REVIEWED BY DEAN: Sue Todd

SIGNATURE: *Susan Todd*

APPROVED BY CHAIR: Doug Wilson

SIGNATURE: via email June 15, 2015

**Communicative Disorders Assistant Program Advisory Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Donna Adams	CDA	Kawartha Pine Ridge District School Board
<b>External Committee Members</b>		
*Meredith Stratton	Director	CDAAC (Communicative Disorders Assistant Association of Canada)
*Bridget Lauricella	CDA	Bridgepoint Health
Carol Bock	Deputy Registrar	CASLPO (College of Audiologist And Speech-Language Pathologists of Ontario)
*Chantal Kealey	Director of Audiology and Communication Health Assistants	Speech-Language & Audiology Canada (SAC)
Jill Clements-Baartman	Speech-Language Pathologist/Owner	Private Practice – Talking Language And Communication (TLC)
*Melanie Kennedy	Speech-Language Pathologist	Holland Bloorview Kids Rehabilitation Hospital
*Sharon Woodcox	Audiologist	Grandview Children’s Centre
Wanda Ricci	Clinical Manager	Durham Preschool Speech & Language Program, Grandview Children’s Centre
Rita Lenhardt	Speech-Language Pathologist	Rita Lenhardt & Associates
<b>Elected Student/Alumni Representatives</b>		
Vibha Mistry	Alumni	CDA Program
Carolyn Knuude	Student	CDA Program
<b>Elected Faculty/Staff Representative</b>		
Judeline Innocent	Dean	School of Health & Community Services
*Margret Campkin	Interim Associate Dean	School of Health & Community Services
Carol Burke	Associate Dean	School of Health & Community Services
Elizabeth Maga	Faculty/Coordinator	Communicative Disorders Assistant Program
*Sherry Hinman	Faculty/Acting Coordinator	Communicative Disorders Assistant Program
<b>Guests/Unelected Faculty/Staff</b>		
Mary Noble	Employment Advisor/ Internship Coordinator	Durham College

## KEY POINTS OF DISCUSSION

- Minutes of November 24, 2014 were approved with one requested change from BridgePoint Health: they are still waiting for their merger with Mt. Sinai.
- External Membership Information Sharing: At KPRDSB they have been approved to hire one full-time CDA and 1.8 SLP. Kindergarten students are now being screened. One of our CDA students completed her placement with KPRDSB and it was very successful. There are not many jobs in the field right now so the question was asked: does this impact the number of students we take? Members were advised that the number of spots in the program stays the same and doesn't fluctuate with the number of positions available. The member from CASLPO was unable to attend but provided the following updates: CASLPO has visited and provided a lecture on the role of CASLPO this year at St. Lawrence College and Durham College, with a tentative date for Georgian College in July. CASLPO held their first "Forum" (which is our refreshed Regional Seminars which now have a stronger focus on discussions of specific practice questions) at the CASLPO offices in May and will have done a second one on June 18<sup>th</sup>. The big focus of the College currently is on transparency, including Council's consideration of posting more information on our Public Register about the Inquiries, Complaints and Reports Committee outcomes (which have not been published in the past) along with Discipline outcomes (which have always been posted). In addition, CASLPO now posts all the materials associated with the Council meetings, including minutes so for more detail about any activities of the Council, anyone can go onto the website and see caslpo.com. Holland Bloorview Kids has hired one of our grads to cover a mat leave. They have seen some additional staffing cuts with 18 staff affected overall. They are launching a pilot so families can access a portal to look at their own schedule. The pilot has gone well with 550 families registered. They have one Durham College student on placement. The students are visiting their facility tomorrow. Holland Bloorview is also doing a pilot for summer camps in conjunction with Nova's Ark. CDAAC now has 5 geographic service areas up and running. They will likely take our students for placement but the work might look different due to the look of the community locations and there is a lot of travel involved. The Spring CDAAC conference was held at the end of May in Ottawa with limited attendance. Plans are in place for the Fall conference so the Program Coordinator will reach out to see if our students could assist with the planning. A reminder was given that there is a \$100 student award and free CDAAC membership for a year for each CDA program in Ontario. CDAAC had someone speak to the CDA class on June 11<sup>th</sup>. SAC: May was Speech and Hearing Month. There was an ad campaign covering Toronto/Vancouver/Montreal with lots of positive feedback. It's a good promotion of speech language pathology with more of a Seniors' focus. They are preparing for the upcoming Federal election in the Fall. People can get involved by going to the SAC website, click on an issue that is important and send letters to Members of Parliament. It is very user friendly with three main topics: early hearing detection, professional development webinars and lunch and learns. The next conference will be in Halifax April 2016 for SLPs and assistants only.
- Program Updates: 34 students are enrolled this semester with one student leaving before placements in January and two students from the 2013-14 cohort returned in the Winter semester to complete their placements. Students will go on their annual field trip to Bloorview on Tuesday, June 23<sup>rd</sup>. Placements are very tight but all students did get their two placements and required hours. There were a total of 146 applications for next year. The CDA program continues to have a number of wonderful guest speakers this semester from community partners and agencies. The program has received a \$2,500 donation from Harmonize for Speech this year and have been promised another \$2,500 for next year. The money will go towards Sara Bingham's signing book (one for each student), Deb Goshalak's workshop, a few small AAC devices and apps for the iPad and screenings for adults and children.
- School/College Updates: There is a decrease as a whole in enrolment across the Province. High schools are closing which has a ripple effect on us but there is a new trend with a spike in Second Career applicants. Durham College is establishing relationships internationally i.e. affiliations and pathways with Universities in Ireland, England. This is opening the door so that students can do their placements abroad. Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship - more information will be provided as it unrolls. The School of Health & Community Services hosted a Community Appreciation Event on June 10<sup>th</sup>. A flyer from the Centre of Food promoting their culinary classes was provided to all members.

## RECOMMENDED ACTIONS


- The next two meetings are scheduled for Monday, October 5<sup>th</sup> and Monday, May 9<sup>th</sup> from 1:00-3:00 pm in the SW106 Boardroom.
- Adjournment 2:10 pm.

## STATUS OF RECOMMENDATIONS FROM NOVEMBER 24, 2014 MEETING

- The next two meetings have been booked for the same time as the previous ones. The request to do so.

2. The "Spring into Literacy Conference" information was distributed to ECE and CDA students.
3. M. Sich was provided potential CDA placement or contact information.

REPORT PREPARED BY: Sandra Thomson      DATE: August 18, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent      SIGNATURE: 

APPROVED BY CHAIR: Donna Adams      SIGNATURE:



### Chemical Laboratory Technician Advisory Committee Membership List

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
TBA		
<hr/>		
<b>External Committee Members</b>	<b>Title</b>	<b>Organization</b>
Shelley Burford	Senior Staffing Consultant	Kelly Scientific Resources
France Cho	Senior Scientific Specialist	Maxxam
Tony Fishback	Director, Food Microbiology	Maxxam
Philip Gleeson		Lafarge
Bruce Howie	Senior Development Chemist	Dominion Colour Corporation
Sherralyn Lee-Mook	Supervisor	TEVA Canada
*Laura Johnston	Technical & Regulatory Manager	Axalta Coating Systems Canada
Greg Wisnicki	Science Head	Eastdale C.V.I.
<hr/>		
<b>Elected Student/Alumni Representatives</b>	<b>Year/Program/Alumni</b>	<b>Organization</b>
Shaunna Frawley	Alumni	Durham College
<hr/>		
<b>Elected Faculty/Staff Representatives</b>	<b>Title</b>	<b>Organization</b>
Katherine Fledderus	Professor	Interdisciplinary Studies & Employment Services
Tanya Jessup	Professor	Science & Engineering Technology
*Kevin Kelly	Professor	Science & Engineering Technology
*Johnene Milan	International Education Officer	International Business Development
*Joyce Myers	Program Coordinator	Science & Engineering Technology
*Jacob Robinson	Professor	Science & Engineering Technology
*Susan Todd	Dean	Science & Engineering Technology
<hr/>		
<b>Guests/Unelected Faculty Representatives</b>	<b>Title</b>	<b>Organization</b>

## KEY POINTS OF DISCUSSION

1. **Welcome & Introductions:** S. Todd welcomed members and asked everyone to introduce themselves.
2. **Additions to the Agenda:** There were no additions to the agenda.
3. **Acceptance of the Agenda:** A discussion on international enrolment numbers, KPI's and a review of the PAC membership was added.
4. **Approval of Previous Minutes from September 29, 2014:** J. Myers approved. J. Robinson Seconded.
5. **External Membership Information Sharing/Industry Trends:** F. Cho was unable to attend but reported via email that food labs are getting ready for more sodium testing based on regulatory change in low sodium products. There is also more testing on allergens in foods by ELISA technique which is being monitored by the Canadian Food & Inspection Agency.  
L. Johnston advised the automotive industry tends to be cyclic. There is less hiring and no new testing. New WHMIS legislation from Health Canada requires more training. There has been an increase in hazardous labelling for their products. Being able to do more with less is the common theme in the industry. New hires are taught their processes and there is a strong emphasis on managing data.
6. **College/School Update:** There was no college/school update to report.
7. **Student Voice:** Student representatives were unavailable.
8. **Continuing Education Update:** Continuing Education representative was unavailable.
9. **International Enrolment:** J. Milan informed members international enrolment numbers have appeared to level out as the last few intakes were not as high as previous years. Australia is seeing the same leveling out of student applicants from India. The International office is focused on increasing student numbers from around the globe and not just India. The program's January intake is helpful for applicants who applied for the September intake but were unsuccessful in getting their admission documents in on time. The program is very attractive to international students as they can apply for a three year post graduate work permit. Students from India like the program because they often do not get the hands on learning they need from their country which is more focused on rote learning. Instructors often find this hinders their ability to engage in problem solving. Africa is an emerging market and engineering programs are becoming increasingly popular.
10. **KPI's:** The KPI results from graduates of the program provide conflicting reviews. Negative comments included the lack of jobs available and a request for field placement. Positive comments included graduates were able to find a job quickly and enjoyed what the program had to offer. S. Todd recommended the program team do an audit of the website to ensure it states it is an introductory level program. Domestic students like that they are able to transition into the Pharmaceutical & Food Science program easily, however they need to have permission to take Processing I prior to Biochemistry II as it is a prerequisite. This would allow them to finish in 2 years instead of 3. J. Myers to look into streamlining the requirements to make an easier transition. J. Myers noticed a high fail rate of January intake international students. S. Todd to discuss reasons behind the high fail rate with Larissa Strong in the International Office.
11. **PAC:** Meetings will be scheduled earlier in the spring up until the last week of May due to poor attendance during the summer months. Committee members who are unable to attend are asked to send a delegate or submit an email to A. Derdall with industry trends. J. Robinson to get a potential PAC contact from Del Monte from Wendy Smith. J. Myers and K. Fledderus will attend as guests for future meetings.
12. **Future Meeting Date:** Thursday, October 29, 2015. This will be a brief meeting followed by a tour and

career night with students.

### 13. Adjournment: 6:21 PM

#### RECOMMENDED ACTIONS

1. Complete QA/QC Course Outline and forward to PAC by mid-November – **ACTION BY: M. Calhoun**  
Completed and delivered with positive feedback from the external PAC members. Program team will further investigate semester 4 overlap with statistics and pharmaceuticals courses.
2. Invite Student Committee Members, invite two 1<sup>st</sup> year students – **ACTION BY: S. MacKay and J. Myers. COMPLETE**
3. Invite current 2<sup>nd</sup> year students to become Alumni members for next spring meeting and ask them what types of questions/recommendations they might have– **ACTION BY: J. Myers. COMPLETE**
4. Send a template from LIMS to members – **ACTION BY: S. Lee-Mook. COMPLETE**; A. Derdall to send out with minutes.
5. Send PAC Member emails with the minutes – **ACTION BY: J. Head. COMPLETE**
6. Provide a contact for someone from Teva Canada to speak to students regarding understanding industry, reinforcing soft skills, etc. – **ACTION BY: S. Lee-Mook**; K. Kelly to follow-up.
7. Send WHMIS (After GHS) for Workers website link to J. Head for distribution to N. Trieselmann – **ACTION BY: L. Johnston. COMPLETE**
8. Look at changes to be made in Environmental Regulations course – **ACTION BY: R. Stevenson and S. Todd. COMPLETE**; Course has been modified.
9. Additions to be made to the QA/QC Course: Capstone project, or a fictitious case study; possibly an alternate hour; paper project or physical aspects as well; tours; possibly have someone come into the class from hired career services to speak on their services – **ACTION BY: M. Calhoun**  
Team incorporated case studies but decided not to add the alternate hour. M. Calhoun to talk to faculty who delivered it for feedback on the delivery mode, total hours, and whether they needed guest speakers.
10. Meet to discuss the QA/QC course additions – **ACTION BY: J. Myers, J. Robinson, S. Todd and M. Calhoun. COMPLETE**
11. Speak to international students about the importance of spelling and identifying skills on their resumes – **ACTION BY: J. Milan**; Career Services started running a series of workshops for international students. J. Milan to connect M. Calhoun with the person running the workshops to identify possible overlap in the placement workshops.
12. Invite someone from the program team to attend a workshop for the international students – **ACTION BY: J. Milan**; J. Milan to send program team schedule in the fall.
13. Reinforce to alumni that they have access to career services – **ACTION BY: J. Milan. COMPLETE**
14. Possibly have someone from hired career services come into a fourth semester class, either QA/QC or Analytical Chemistry, to speak on their services – **ACTION BY: J. Robinson or M. Calhoun. COMPLETE**

#### STATUS OF RECOMMENDATIONS FROM SEPTEMBER 29, 2014 MEETING

1. Investigate potential semester 4 overlap with the QA/QC course and Statistics/Pharmaceuticals courses. **ACTION BY: Program Team**
2. Send out LIMS template to members with the minutes. **ACTION BY: A. Derdall**
3. Follow-up with S. Lee-Mook for a contact from Teva Canada to be a guest speaker. **ACTION BY: K. Kelly**
4. Review delivery model, total hours, and the need for guest speakers for the QA/QC course with the previous professor. **ACTION BY: M. Calhoun**
5. Connect M. Calhoun with the individual running workshops for international students to identify possible overlap in placement workshops. **ACTION BY: J. Milan**
6. Send program team workshop schedule in the fall. **ACTION BY: J. Milan**
7. Review the program website to ensure it states it is an introductory level program. **ACTION BY: Program Team**
8. Look into streamlining the requirements from Chemical Lab Technician to Pharmaceutical & Food Science. **ACTION BY: J. Myers**
9. Discuss the reasons for the high fail rate of international January intake students with Larissa Strong. **ACTION BY: S. Todd**

10. Ask Wendy Smith for contact at Del Monte for potential PAC member. **ACTION BY: J. Robinson**

REPORT PREPARED BY: Amy Derald

DATE: June 15, 2015

DRAFT REVIEWED BY DEAN: Susan Todd

SIGNATURE: *Susan Todd*

APPROVED BY CHAIR: Joyce Myers

SIGNATURE: via email June 15, 2015

**Dental Programs Advisory Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Catherine Hayes	Alumni	Durham College
<b>External Committee Members</b>		
Jennifer Gill	Vice-President	ODAA
Mary Ito	Dental Hygienist	Independent Practitioners
*Erin Hawkins		Durham Region Oral Health Division
*Maureen Embleton	Dental Assistant	Durham Region Oral Health Division
*Dr. May Daemi	Dentist	Private Practice
Jane Laniel	Dental Hygienist	Private Practice
Dr. Sandro Del Rosso	Dentist	Private Practice
Connie Bischoff	Marketing & Treatment Coordinator	Dentistry on Dundas
<b>Elected Student/Alumni Representatives</b>	<b>Year/Program/Alumni</b>	
*Meghan Van den Oetelaar	DA Student	Dental Assistant
Lindsay Vemb	Year 1 DH Student	Dental Hygiene
*Daralyn Bodrug	Year 2 DH Student	Dental Hygiene
Caitlin Stirpe	Year 3 DH Student	Dental Hygiene
*Danielle Ritchie	Alumni - DRA	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Judeline Innocent	Dean	Durham College
*Margret Campkin	Interim Associate Dean	Durham College
Carol Burke	Associate Dean	Durham College
*Gillian Dunn	Faculty/Coordinator	Durham College
*Kim Stever	Faculty/Coordinator	Durham College
*Cindy Austin	Faculty/Coordinator	Durham College
*Donna Pegg	Faculty/Coordinator	Durham College
Sandra Meader	Con Ed Representative	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
Mary Noble	Employment Advisor/ Internship Coordinator	Durham College
Lisa West	Student Advisor/ Practicum Officer	Durham College

## KEY POINTS OF DISCUSSION

1. Welcome and introductions were made around the table.
2. Agenda accepted as presented with no additions.
3. Minutes of October 31, 2014 were approved by C. Austin and seconded by K. Stever. Carried.
4. External Membership Information Sharing: Durham Region Oral Health Division reported that they are undergoing changes to their program. The plan is to combine the sign-in program with the Healthy Smiles program and any current clients they have will not lose their services.
5. Program(s) Update: It still seems to be challenging for the DA students to secure placements. A Mouthguard Clinic was held by the DA class in March which had a good turnout. Many of the students in this group will be preparing to write the NDAEB in June. NDAEB results from the March exam: 23 students wrote the exam and 23 students passed = 100% success. The Dental Assisting program is in the final steps of the program review process.

DH Updates: Computer hardware, monitors and keyboards were installed in the Dental Clinic over the course of the Winter semester. Software has been approved and discussions are underway regarding the incorporation of the software into the program and clinic. Awaiting response from CDAC regarding having a second intake next Spring and this should be confirmed soon. Students who completed the program in December, wrote their National Board exam in January with a 98% pass rate which exceeded the national average in every competency area. There is a closed Facebook page for Durham College Dental Hygiene graduates to network and post job opportunities. Dentsply is going to offer a \$1,000 scholarship for our next graduating class. For National Dental Hygiene week the students did a display at the computer commons to promote awareness and money was raised which was donated to 'Operation Smile' which is run through UOIT – this helps fund surgeries for children in need of cleft palate procedures. Both DA and DH will be going through accreditation next year with a survey team site visit in the Spring of 2016.

DRA Updates: The students, perhaps because there were fewer of them, had less trouble than usual finding a placement. The DRA Program Review was presented to Academic Council this Spring. Most of the recommendations have been implemented and meetings are taking place to accomplish the remaining recommendations. The DRA job market seems to be good as many students had jobs before they finished their placements. The new DA Program Coordinator will be Donna Pegg. Cindy Austin is taking an educational leave starting in the Fall.

6. School/College updates: There is a decrease as a whole in enrolment across the Province. High schools are closing which has a ripple effect on us but there is a new trend with a spike in Second Career applicants. Durham College is establishing relationships internationally i.e. affiliations and pathways with Universities in places such as Ireland and England. This is opening the door so that students can do their placements abroad. Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship - more information will be provided as it unrolls. The School of Health & Community Services is hosting a Community Appreciation Event on June 10<sup>th</sup> – invitations will be going out shortly. A flyer from the Centre of Food promoting their culinary classes was provided to all members.
7. Student Voice: Students feel the program is going well, instructors are awesome and teach them the personality side of things. There is a concern with the lack of space and privacy to complete audits. Second semester was fun as they start to implement everything they have learned.

## RECOMMENDED ACTIONS

1. Next meeting – Friday, November 20, 2015 12:00 – 2:00 pm.
2. Adjournment 1:30 pm.

## STATUS OF RECOMMENDATIONS FROM OCTOBER 31, 2014 MEETING

1. G. Dunn reported that the get together with the Dentists went well. They were able to connect and communicate with one another. There was some discussion regarding grading and charting. The plan is to get together once a year and provide feedback.
2. C. Austin provided an overview of the DRA program review recommendations as part of her updates.

REPORT PREPARED BY: Sandra Thomson      DATE: August 17, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent

SIGNATURE:



APPROVED BY CHAIR:

Catherine Hayes

SIGNATURE:

**Early Childhood Education Program Advisory Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Maria Ormiston	Operations Manager	Durham Catholic District School Board
<b>External Committee Members</b>		
Beverly Cummins	Resource Consultant	Resources for Exceptional Children And Youth, Durham Region
*Heather Cook	Executive Director	Kids Campus Child Care Centre
Jean Lavalley	Program Manager	Grandview Children's Centre
Julie Gaskin	Behaviour Consultant	Region of Durham, Behaviour Management Services
*Lynn Brennan	General Manager	YMCA of Greater Toronto
*Andrea Ellsworth	OYAP Pathways Coordinator	Durham District Catholic School Board
Stacey Lepine-Fisher	Manager, Early Years	Durham District School Board
Jody Chapman	Early Childhood Educator	Fairy Glen Day Care Centre
Jennifer Bagshaw	Program Manager	PRYDE Learning Centres
<b>Elected Student/Alumni Representatives</b>		
Leah Brown	Alumni	Fairy Glen Day Care Centre
*M.J. Parker	Student Year 2	Early Childhood Education Program
*Celina Lee	Student Year 1	Early Childhood Education Program
<b>Elected Faculty/Staff Representatives</b>		
*Judeline Innocent	Dean	School of Health & Community Services
Carol Burke	Associate Dean	School of Health & Community Services
*Kim Sharpe	Program Assistant	Continuing Education
*Janice Beechey	Faculty/Coordinator	Early Childhood Education Program
*Ann-Marie Ulrich	Faculty/Coordinator	Early Childhood Education Program
<b>Guests/Unelected Faculty/Staff</b>		
*Lisa West	Student Advisor/Practicum Officer	School of Health & Community Services
Mary Noble	Employment Advisor/ Internship Coordinator	Durham College

## KEY POINTS OF DISCUSSION

1. Minutes of October 7, 2014, were approved by K. Sharpe and seconded by A.M. Ulrich. Carried.
2. H. Cook: Kids Campus Child Care Centre has grown from 1 site to 8 sites and they currently have 300 children and have quality staff in their organization. ECEs are responsible to gain further education.
3. M. Ormiston: DCDSB are seeing more usage of rooms in the Schools and sharing of spaces. Professional portfolios are being added to. The Board is focused on full-day kindergarten, speech and language, child care and Best Start Child and Family Centres. An actual ECE from the YMCA is working with a high school teacher on 'Raising Healthy Children'. Fourteen ECEs were declared redundant but they are hoping to bring them back before September.
4. A. Ellsworth Pathways OYAP Coordinator – provide Level One training every Thursday at the Durham College Whitby Campus with 20 seats out of Durham College.
5. L. Brennan with the YMCA updates: not as many new programs for this September – one maybe two or three but they are waiting on confirmation of numbers. There are very good opportunities for ECE staff at the 'Y'.
6. A.M. Ulrich & J. Beechey updates: There are currently two intakes: September and January. CICE numbers for September 2015 are yet to be announced. 129 Year 2 students completed field placement III. There are currently three groups of students on placement simultaneously. J. Beechey is the 1<sup>st</sup> year Coordinator and A.M. Ulrich is the 2<sup>nd</sup> year Coordinator. T. Hull-Gosse will be returning to the ECE program September 2015 after being on secondment for a year with the Centre for Academic and Faculty Enrichment (CAFÉ). There is a Community Partners Event being held May 21<sup>st</sup> to reflect on the past year based on the program changes. The ECE Team attended a Durham Region Operating Criteria Workshop held March 30th. J. Beechey and A.M. Ulrich participated in the OCAATS Coordinators' Meeting via teleconference this Spring. Many of the second year students had the opportunity to participate in The Psychology Foundation of Canada's 'Kids Have Stress Too!' Preschool/Kindergarten Program. The program is focused on promoting resilience and self-regulation in early learning environments. Nine faculty are now certified as trainers and the course will be embedded into the second year Personal and Professional Wellness Course. Many of the Field Placement III students have upcoming interviews for positions and many students have secured positions after completing field placement III.

Corrine McCormick-Brighton completed her Master of Education and Digital Technologies and Sue Hartwell recently completed her Masters Degree in Adult Education. Sue will be presenting her paper 'Discovering How College Faculty Help Students to Mature: An Appreciative Inquiry' at the Annual Conference of the Canadian Association for the Study of Adult Education in Montreal June 9-11. This research paper was a requirement of the Masters of Adult Education at St. Francis Xavier University.

7. K. Sharpe: encouraged members to visit the Pantry at Bistro '67 as the food is excellent. There are currently 700 approved students with 200 students being active in the part-time ECE program through ConEd – they are unable to track progression. In January, 69 students started the program. Students are doing placement and this is spread far and wide. Moving forward with developing an on-line Early Childhood leadership course for field placement supervisors and using Seneca's program as a resource. Hoping to have in place for September but do not want to duplicate other Colleges. M. Ormiston, MJ Parker, H. Cook and L. Brennan are all interested in being part of a Committee to discuss specifically what type of courses they would like to see i.e. virtual, face-to-face or delivery in both modes (hybrid).
8. J. Innocent's updates: We are seeing a decrease as a whole in enrolment across the Province. High schools are closing which has a ripple effect on us but there is a new trend with a spike in Second Career applicants. Durham College is establishing relationships internationally i.e. affiliations and pathways with Universities in Ireland, England. This is opening the door so that students can do their placements abroad. We encourage international students to come in so that we can diversify and enrich the programs within the College. Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship - more information will be provided as it unrolls. The School of Health & Community Services is hosting a Community Appreciation Event on June 10<sup>th</sup>. A flyer from the Centre of Food promoting their culinary classes was provided to all members.
9. Student Voice – C. Lee is graduating from the program this year. She felt the Consolidation day was very good. It gave the students an opportunity to connect before graduation and to apply their year two programming and experiences. Region of Durham workshops are good for continuous development.

## RECOMMENDED ACTIONS

1. Next meeting November 3, 2015, 4:00 – 6:00 pm.
2. Adjournment 5:30 pm.



## STATUS OF RECOMMENDATIONS FROM OCTOBER 7, 2014 MEETING

1. K. Sharpe and M. Ormiston have spoken about doing workshops here at Durham College. This would allow our graduates and other ECE's working in child care within the school system to receive additional education locally so they don't have to travel to Toronto. It could be six separate full day workshops at which time they would receive a certificate.

REPORT PREPARED BY: Sandra Thomson      DATE: May 15, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent SIGNATURE:



APPROVED BY CHAIR: Maria Ormiston      SIGNATURE: \_\_\_\_\_

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**Fitness & Health Promotion Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Barb Gormley	Owner	Custom Fit
<b>External Committee Members</b>		
*Marianne Schlottke	Supervisor of Fitness Services	Town of Whitby
*Stephanie Medford	General Manager	Goodlife Fitness
Leeson Clifton	Registered Massage Therapist	Whitby Massage Therapy Clinic
Wendy Robinson		City of Toronto & The Running Room
Amanda Hall	Program Coordinator	YMCA
Nancy Tanner	Volunteer Coordinator	Durham Family YMCA
*Angie Wood	Fitness Coordinator	FLEX Fitness Centre, Durham College
Jodie Walker	Kinesiologist	The Village of Taunton Mills
Gabriel Shiu	Manager, Sport Programs & Development	Abilities Centre
Sarah Wintle	Continuing Education Coordinator	Oshawa Senior Citizens Centres Northview Branch
*Samantha Low	Senior Wellness Coordinator Health, Fitness Supervisor	Trifit
Tracy Mahon		Abilities Centre
*Leanne Simons	Health By Design	Owner
<b>Elected Student/Alumni Representatives</b>		
Brian Stuart	Year 1 Fitness & Health Promotion	Durham College
Katie Carswell	Year 1 Fitness & Health Promotion	Durham College
*Reno Fernley	Fitness & Health Promotion Alumni	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Judeline Innocent	Dean	School of Health & Community Services
*Margret Campkin	Interim Associate Dean	School of Health & Community Services

Carol Burke	Associate Dean	School of Health & Community Services
*Olga Labaj	Faculty/Coordinator	Fitness & Health Promotion Program
*Mike Longo	Faculty	Fitness & Health Promotion Program
<b>Guests/Unelected Faculty/Staff</b>		
	Student Advisor/Practicum Officer	School of Health & Community Services
*Lisa West	Employment Advisor/	Durham College
Mary Noble	Internship Coordinator	

## KEY POINTS OF DISCUSSION

1. Minutes of November 13, 2014 were approved by B. Gormley and seconded by O. Labaj. Carried.
2. S. Medford with GoodLife Fitness: finds that students aren't really prepared for their interview (i.e. element of goal setting, resume building, future plans). The students do marketing type things when on placement with GoodLife. GoodLife has a lot invested in training. S. Medford wanted to know if any of these areas are covered by our FITS program. Some students are reluctant to approach members on the floor so they need to gain confidence to do so. M. Longo provided some feedback in regards to Stephanie's comments/questions: Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship and this course is now mandatory in the third semester of the FITS program. The program does offer marketing and entrepreneurship. They have a consolidation (placement wrap up) where former students take part and hear from graduates that you really need to be successful and complete certification exams. As for goal setting they should talk to the agency and determine what kind of experience they would like to gain. In placement class, students are given an evaluation ahead of time so that they can establish 3 placement goals and 3 agency goals before going out on placement.
3. A. Wood: the fitness facility in Whitby is well used and currently has one full-time staff member. A. Wood attended the UOIT convocation where 11 Durham College Fitness & Health Promotion students graduated from the Bachelor of Health Science (Honours).
4. M. Schlottke with the Town of Whitby: it is Parks and Recreation month so there is a lot of activities in the Region, several of which are for seniors and families. There is now a lot of competition in the marketplace with places like LA Fitness and Lifetime Fitness in Ajax which is sort of country club'ish'. They are currently working with the Health Department and School Board with a focus on mental health.
5. S. Low with Tri Fit Inc.: communication is a big thing as the students are accustomed to texting so are not comfortable with approaching clients on the floor. Phones and social media are an issue as well.
6. R. Farley: FITS graduate who now attends Brock University. It is refreshing to be back at Durham College as their professors care about the students.
7. O. Labaj's updates: The number of applicants for Fall 2015 is 377 with 110 students confirmed. As for the 2014-2015 full time enrolment: Semester 1 = 126, Semester 2 = 87, Semester 3 = 70 and Semester 4 = 59. We had 11 FHP grads, who articulated to KIN at UOIT and graduate with their degree this Spring. Some of our FHP grads are taking others programs at Durham College this Fall in business, sport management, OTA/PTA and Activation Coordination in Gerontology. Highlights from the May FHP Provincial Coordinators' Meeting: For practical lab space 4 FHP programs share gym with rest of college (e.g. as we share FLEX); the remaining colleges, approximately 16, have dedicated space only for their FHP program use. Some FHP programs had 60-65% pass for core courses, some had automatic fail if missed 2 labs or failed practical regardless of theory mark. Direct relationship to Vocational Outcomes – hands-on versus theory. Most FHP programs are supporting the Ontario Fitness Council Registry. This allows students to use their completed course work in seamless application for certification to be internationally portable (<http://www.icreps.org/>). Angie Wood is taking the lead on this project for Durham College. We had 11 students successfully complete their CSEP-CPT designation/certification this Spring. Ministry Program Standards are being reviewed next year. The ePortfolio final report was well received by HEQCO. An updated version of the report which incorporates the results of the next proposed project is expected in a year or so (for publication). The next project will gather feedback on employers' perspectives and determine what their requirements are for an ePortfolio. Key questions may include: What is the value of an ePortfolio? What skills and experience are expected? How would they like this to be communicated? Has this helped to streamline your hiring process? Did you receive a better candidate? A big question was: would the FHP employers like to partner with ORSI to continue this research? Capital funding approval was received for heating in the testing labs in the squash courts and some modifications to shared classroom space in F126. Durham College's new Vice-President Academic is Elaine Popp. Elaine led the Guelph-Humber FHP diploma to KIN degree in 4 year initiative. A graduate from last year was a PAN AM torch bearer. Hartpury College, University of the West of England, welcomes our FHP graduates for entry into the one-year BSc (Hons) Sports Studies 'top-up' programme. The letter covers admissions from September 2015 to March 2018. Lifetime Athletic opened in Ajax and has

employed a few of our grads and would like to take some placement students. Reviewed page 2,3,7,8 of the KPIs. The full document will be reviewed at the Fall PAC meeting.

8. M. Campkin (Interim Associate Dean) provided the College/School updates. We are seeing a decrease as a whole in enrolment across the Province. High schools are closing which has a ripple effect on us but there is a new trend with a spike in Second Career applicants. Durham College is establishing relationships internationally i.e. affiliations and pathways with Universities in Ireland and England. This is opening the door so that students can do their placements abroad. We encourage international students to come in so that we can diversify and enrich the programs within the College. Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship - more information will be provided as it unrolls. The School of Health & Community Services hosted a Community Appreciation Event last evening. A flyer from the Centre of Food promoting their culinary classes was provided to all members.

#### **RECOMMENDED ACTIONS**

1. O. Labaj has started the process of looking into pathways with Brock – waiting on the usual first steps.
2. M. Longo will revisit the effectiveness of some of the initiatives he is implementing on the placement side and will provide an update at the Fall meeting.
3. Next Meeting – November 26, 2015, 2:00 - 4:00 pm, SW106 Boardroom.
4. Adjournment 3:40 pm.

#### **STATUS OF RECOMMENDATIONS FROM NOVEMBER 13, 2014 MEETING**

1. O. Labaj connected with K. Moreau regarding transferring credits with Brock.

REPORT PREPARED BY: Sandra Thomson      DATE: July 3, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent

SIGNATURE:



APPROVED BY CHAIR: Barb Gormley

SIGNATURE:

### Advisory Committee Membership List

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

Name	Title	Organization
<b>Committee Chair</b>		
TBA		
<hr/>		
<b>External Committee Members</b>	<b>Title</b>	<b>Organization</b>
Fred Archibald	Owner	Archibalds Orchards & Estate Winery
*Sandy Archibald	Owner	Archibalds Orchards & Estate Winery
Cathy Bartolic	Executive Director	Ontario Farm Fresh
Kate Bird	Chief Executive Officer	WindReach Farm
*Jon Durzi	Marketing/Sales	Miller Group
Katelyn Larmer	Outreach Coordinator	Ontario Agri-Food Education Inc.
Gabrielle Marroccoli	Senior Food Scientist	E.D. Smith Foods LTD.
Rod McKay	Owner	Willowtree Farm
Nancy Rutherford	Manager	Durham Economic Development, Agriculture & Rural Affairs
Jim Sheehan		Durham Foods
Alissa Smith		Ocala Orchards Farm Winery LTD.
Ashley St. Hilaire	Director of Operations	Canadian Organic Growers
Ted Watson	Owner	Watson Farms LTD.
<hr/>		
<b>Elected Student/Alumni Representatives</b>	<b>Yr/Program/Alumni</b>	<b>Organization</b>
*Joseph Harrison	1 <sup>st</sup> Year Food & Farming	Durham College
Chris Hart	1 <sup>st</sup> Year Food & Farming	Durham College
Matthew Morrone	2 <sup>nd</sup> Year Food & Farming	Durham College
Andrew Sipos	1 <sup>st</sup> Year Food & Farming	Durham College
Ashley Spence	1 <sup>st</sup> Year Food & Farming	Durham College
<hr/>		
<b>Elected Faculty/Staff Representatives</b>	<b>Title</b>	<b>Organization</b>
Carlton Allen	Professor	Science & Engineering Technology
David Hawey	Professor	Centre for Food
*Shane Jones	Professor	Science & Engineering Technology
Joy Lavergne	Program Officer	Continuing Education
*Terrence Rigby	Technologist	Science & Engineering Technology
Riaz Shah	Professor	Science & Engineering Technology
*Corrie Stender	Program Coordinator	Science & Engineering Technology
*Susan Todd	Dean	Science & Engineering Technology
*Ross Stevenson	Professor	Science & Engineering Technology
Marlene Werry	Professor	Science & Engineering Technology
<hr/>		
<b>Guests</b>	<b>Title</b>	<b>Organization</b>
*Joyce Myers	Professor	Science & Engineering Technology
*Wendy Smith	Professor	Science & Engineering Technology

## KEY POINTS OF DISCUSSION

1. **Welcome and Introductions:** S. Todd welcomed members and asked everyone to introduce themselves. Members who are unable to physically attend meetings are now able to take part in the meeting online via DC Live. Those interested can let A. Derald know in advance if they would like to take part online for future meetings.
2. **Additions to the Agenda:** There were no additions to the agenda.
3. **Acceptance of the Agenda:** S. Todd accepted the agenda.
4. **Approval of previous minutes from November 13, 2014:** W. Smith approved the minutes. S. Todd seconded.
5. **External Membership Information Sharing/Industry Trends:** J. Durzi advised there are changes occurring in regards to contaminations of plastics in compost. The Ministry of the Environment is setting regulations in the sizing of plastics allowed. Parameters have not been established yet; however anything over 25 ml will be considered a disposal and will go to a landfill. S. Todd will connect with the instructor for Introduction to Soils, Agriculture & Horticulture to ensure this is covered. S. Todd requested J. Durzi attend the class as a guest speaker.  
Due to the serious frost this year, S. Archibald is unsure what the crop output will be like in Ontario. They will have a better idea in a few weeks once the temperature warms up. The natural June drop has not completed yet.  
S. Archibald advised there are two types of apple growers; wholesalers who sell to packers who in turn distribute to grocery stores; and retailers including roadside stands, farm markets, and pick your own. Archibald's has a farm market and pick your own operation and the latter has been very successful in the past few years due to the high percentage of young families in the area looking for fresh food and a fun experience for their children. S. Todd to ensure the Entrepreneurship course discusses different wholesale/retail options.  
Sharing of information on the use of chemicals is a challenge all producers of food face. Canada's regulations are very stringent and products are not available until they have been tested and retested. Growers are required to update their pesticide license every five years to ensure they are using the products safely and effectively so as not to build up resistance. Most growers have an integrated pest management program in place which includes monitoring crops closely and not spraying until the threshold of pests has been reached. Dates for harvesting and consumption are very clear to ensure public safety.  
Depending on the growing season, Archibald's busy apple season is about 6-8 weeks usually between Labour Day and Thanksgiving making it difficult to offer a field placement unless the student was of drinking age and interested in wine or value added products such as jams and cider vinegar.
6. **College/School Update:** The program initially struggled with low enrolment; however the graduates are successfully employed and are sending testimonials to promote the program. There are currently 22 applicants for the fall and the program is hoping to run with 20 first year students and 10 second year students. It was recommended students and the program team set up a booth at local fairs and farmers markets to promote the program. S. Archibald recommended offering an educational component on crops that are in season as well as cooking demonstrations. Students struggle with understanding why they are required to take chemistry and food processing. S. Todd plans to have the graduates Skype in during a class to explain the importance of those courses and explain that Food & Farming is not only about digging and planting. The program is trying out different integrated pest management projects and have started working on international projects in Peru and Vietnam. M. Werry completed a study on land north of the college for research fields however infrastructure costs are too high. The campus will be hosting a farmers market and has been approached by a new local food company named Farm Boy for partnerships. The program team met with bee keepers to discuss the viability of bee keeping on campus, however it has been put on hold due to high costs. Food & Farming Students are working with T. Rigby and S. Jones in the fields this summer. Production in the fields has been delayed due to the amount of clay as it is creating a drainage issue. It will be observed over the summer and will be reassessed in the fall to see if further action is required. If the fields are unavailable for use in the fall students will be using

WindReach farms as a backup.

Growth chambers are being installed in the second head house. Beer lab equipment is scheduled to arrive in July. Both will be available for research project use.

R. Stevenson and T. Rigby discussed what is being planted at the Whitby Campus. R. Stevenson to send A. Derald a list to go out with the minutes. R. Stevenson is currently looking to borrow a plastic mulch layer as it is beneficial for many crops and it would be advantageous for students to use.

S. Todd recommended setting up a Facebook page for the program to showcase the areas students work in and different growing stages.

A new program idea surfaced that combines culinary and agriculture management which would produce an integrated graduate. R. Stevenson advised most students in the program are focused on their vision of farming and not culinary. Introducing a farming certificate for culinary grads was mentioned.

The garlic and onions currently being grown will require secure drying areas that are arid and have sufficient air circulation. S. Todd and T. Rigby to locate an area at the Whitby campus.

7. **Continuing Education Update:** Continuing Education representative unavailable.
8. **POS Update:** The Food Microbiology course has a lab component which meant students had to travel from the Whitby campus to the Oshawa campus. The program team is currently working on a way to keep level 1 microorganisms at Whitby so that students will not need to travel between campuses. J. Myers, S. Todd, and M. Calhoun to discuss altering the course outline so that the first 2 weeks of the course focus on introductory microbiology followed by food microbiology, spoilage microorganisms, food borne disease, spoilage control methods, and soil microbiology. S. Todd to discuss scheduling the class in 11-06 with M. Calhoun.
9. **Student Update:** J. Harrison stated he is enjoying the program and likes the focus on local food and sustainability. New students expected more hands learning in the first semester and believes if there was more planting it would intrigue students to continue on to the second year. S. Todd recommended reviewing lab content during the program team meeting and rescheduling courses if applicable. J. Harrison would like to see more of a discussion on advancements in technology such as rooftop and vertical gardening and raised beds. Topics in Field and Urban Agriculture course will be reviewed to ensure it includes this subject and to include possible tours of establishments utilizing the technology.
10. **Future Meeting Date:** Monday, November 30, 2015
11. **Adjournment:** 10:00 a.m.

#### **RECOMMENDED ACTIONS:**

1. Connect with Introduction to Soils, Agriculture & Horticulture instructor to ensure it includes the changes to contaminations of plastics in compost. **ACTION BY: S. Todd**
2. Review the Entrepreneurship course outline to ensure it discusses different wholesale/retail options. **ACTION BY: S. Todd**
3. Look into local fairs and farmers markets to set up a promotional booth. **ACTION BY: Program Team**
4. Send a list of crops being planted at the Whitby Campus to PAC members. **ACTION BY: A. Derald**
5. Develop a Facebook page for the program. **ACTION BY: Program Team**
6. Locate an area on the Whitby campus to dry garlic and onion. **ACTION BY: S. Todd & T. Rigby**
7. Discuss altering the Food Microbiology course outline. **ACTION BY: S. Todd, M. Calhoun, J. Myers**
8. Discuss scheduling Food Microbiology class in 11-06 with M. Calhoun. **ACTION BY: S. Todd**
9. Review lab content for the first semester and reschedule courses if required. **ACTION BY: Program Team**
10. Review Topics in Field & Urban Agriculture course to ensure it includes advancements in food and farming technology. **ACTION BY: S. Todd**

#### **STATUS OF RECOMMENDATIONS FROM November 13, 2014:**

1. Create a master list for students of places for placement/volunteer opportunities. **ACTION BY: C.**

**Stender, R. Stevenson, P. Collins, M. Werry, W. Smith.** Will be assessed when students return in the fall.

2. AGPV 1131 needs to be revisited and inspected. **ACTION BY: S. Todd and Program Team**  
R. Stevenson will revise for the fall semester.
3. Investigate courses for continuing education for options for students to take on as extra. **ACTION BY: S. Todd and J. Lavergne.** COMPLETE
4. Student concerns brought to the meeting will be discussed with program team and revisited and investigated. **ACTION BY: S. Todd, C. Stender and Program Team.** ONGOING

REPORT PREPARED BY: Amy Derald

DATE: June 12, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE:

*Susan Todd*

APPROVED BY CHAIR: Corrie Stender

SIGNATURE: via email June 12, 2015



**General Arts & Science Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Joe Stokes	Associate Registrar	UOIT
<b>External Committee Members</b>		
*Ralph Hofmann	Professor	School of Justice
*Debbie Morrison	Professor	School of Health
*Tanya LeRoux	Professor	School of Science & Technology
Joe Muldoon	Head, Trent University	Trent University
*Haley Wright	Coordinator, Articulation & Transfer Pathways Durham	Trent University
*Wendy Stanyon	Associate Professor	UOIT
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
*Lisa Campbell	DC Student GAS H	
*Cassandra Chen	DC Student GAS F	
*Wyatt Ritchie	DC Student GAS Z	
*Dominic Cabitac	DC Student GAS Z	
*Canna Liang	DC Student GAS F	
<b>Elected Faculty/Staff Representatives</b>		
*Kevin Baker	Dean	Durham College
Bev Neblett	Associate Dean	Durham College
*Lynn Connaty	Professor	Durham College
*Katherine Fledderus	Professor	Durham College
*Kathy Kirkby	Professor	Durham College
*Ann Conroy	Admin. Coordinator	Durham College
Debbie Morrison	Professor	Durham College
Donna Pegg	Professor	Durham College
*Jeff Zakoor	Professor	Durham College
*Nicole Mastnak	Professor	Durham College
*Karen Founk	Professor	Durham College
*Catherine Patterson	Professor	Durham College

**Guests/Unelected Faculty/Staff**

Name	Title	Organization
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## KEY POINTS OF DISCUSSION

1. Acceptance of previous minutes – approved by J. Zakoor, seconded by K.Fledderus, Carried.
2. Addition to the agenda - Ride for Inclusion.
3. External Membership:
  - UOIT applied to ONCAT for a grant for remediation of suspended UOIT first year students.
  - Trent have updated transfer credits with DC. Trent personnel have been instrumental in revamping GASA pathway and have been proactive in establishing a path for students who are not successful with their application to Trent.
  - School of Justice, R Hoffman - Paramedic program has increased their seats from 35 to 50 seats. There are 900 - 1,100 applicants for seats. There were no direct entries from high school into the paramedic program this past year due to the admission standards and the waiting of the admission requirements. Going through MTCU review next year for all paramedic programs. Retention has been a big issue, student's feel overwhelmed and do not finish program. Suggested should be a three year, not a two year program to help with retention issues.
4. School Update:
  - New program started in September 2014 (GASK) for science and engineering students. It is two semesters and is a college focused program. GASZ is three semesters and is a university focused program. There are currently approximately 20 students enrolled in GASK.
  - DC-enrolment in GAS is up, which is 1 of only a few programs at DC with growing enrolment. 12% ahead over last year. Last year there were 700 students and this year, there are 1000 students.
  - GASN & H are over 80% of the students in GAS programs.
  - R.Christian, our student advisor, will be taking on a new role this fall, so a new advisor will be hired and trained.
  - Would like to continue the current plan of having planned information sessions for the student's where they can ask questions, get answers and obtain information. It is helpful as it can give student's direction and help them have a plan B, C etc.
  - This fall there could be up to 2000 GAS students.
  - Starting to do more hybrid style classes.
5. Program News:
  - PAC Committee is splitting into two, one for Social Science/Liberal Arts and the other for Science and Health. We will need a chair for the 2<sup>nd</sup> committee. Separate meetings will take place in November. The majority of the committee is science in nature, and has been focused on science in the last few years.
  - Selection of the chair for the 2<sup>nd</sup> committee will be held in the fall when more members for 2<sup>nd</sup> committee are selected.
  - Approached school boards to join committee before strike; hope they will join once over.
  - Programs are going through program reviews, college wide and changes will be made, which could affect where GAS program lives.
  - Jeff Zakoor is going to participate on the ONCAT project, which is aimed to help suspended students from UOIT take GAS courses. Up to 1000 general art and science students are expected each cycle.
6. Student Voice
  - There needs to be consistency on class expectations, can depend on the individual teacher.
  - Would like more sessions about pathways; look into doing online sessions as well to reach everyone.
  - Transcripts are confusing to students as they need an interim one to be accepted into pathway program, but DC does not know this. Need better process to send them from DC to UOIT.
  - Student liked General Art and Sciences as it helped prepare them for their future goals.
  - Would find it beneficial to have mapping explained and reasons behind why certain classes are needed.

7. Additional Agenda Items

- Ride for Inclusion - Kevin Baker, Dean of ISES is doing month-long charity bike ride in July to raise money for a bursary/scholarship for the students of the CICE program at Durham College. Will ride his motorcycle from Deadhorse, Alaska to Key West, Florida. Goal is to raise \$30,000. Can donate online/at ISES office or on social media. More details can be found about the Ride for Inclusion at: [www.rideforinclusion.com](http://www.rideforinclusion.com)


**STATUS OF RECOMMENDATIONS FROM *November 6<sup>th</sup> 2014* MEETING**

N/A

REPORT PREPARED BY: J. Wingate

DATE: May 25<sup>th</sup> 2015

DRAFT REVIEWED BY DEAN: Kevin Baker

SIGNATURE: 

APPROVED BY CHAIR:

SIGNATURE: \_\_\_\_\_

**HVAC and GAS Technician Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*John O'Connor	General Manager	EnerCare

**External Committee Members**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Joanne Boticella		EnerCare
*Paul Duncan		Frontier
*Jack Jewell		Rodman's Heating
*Steve Moore		Town of Whitby

**Elected Student/Alumni  
Representatives**

<b>Name</b>	<b>Year/Program/Alumni</b>
Adam Anisiewicz	HVAC Student
Anthony Cairns	HVAC student
Ian MacInnis	GAS 2 student

**Elected Faculty/Staff  
Representatives**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Shayne Bedford	HVAC/GFIT Faculty	Durham College
*David Watkins	HVAC/GFIT Program Coordinator	Durham College
*Pam Stoneham	Associate Dean	Durham College

**Guests/Unelected  
Faculty/Staff**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Greg Moran	HVAC/GFIT Faculty	Durham College
*Dan Sauve	HVAC/GFIT Faculty	Durham College

### KEY POINTS OF DISCUSSION:

Industry members discussed their recent hiring; Enercare hired 3 coop students and Town of Whitby not able to hire the student due to budget constraints.

Discussion around the use of cell phones in the classroom and on the job took place. It was suggested that a code of conduct should be put into place around their use, as they are necessary for troubleshooting by taking and sending pictures of any issues, part numbers, etc.

Dave Watkins discussed the program review advising the passing mark for core courses in HVAC and GFIT were being raised to 70% for the September 2015 intake. The communication and business courses passing grade will remain at 50%. The TSSA exam still requires a 75% to certify.

Beginning the fall 2016 G2 students will be allowed to enter the program even if they do not have their G3 license.

The program review recommendations have been implemented—more shop hours doubling the gas time, moving out of the HVAC shop other programs to accommodate more shop students.

The codebook is integral to the HVAC and G2 programs if the students have not bought the books by October it is difficult to be successful. The question was raised, should it be considered as an incidental fee to force the purchase?

Dave Watkins reviewed the courses on the program of study for both HVAC and GFIT.

### RECOMMENDED ACTIONS

No recommended actions at this time.

### STATUS OF RECOMMENDATIONS FROM PREVIOUS MEETING

1. Faculty to review Gas Technician 2's sequence of instruction for delivery of Heat module before Co-Op begins. Dave Watkins explained it was not possible due to time restraints and students requiring the fundamentals before heating.

**Next meeting date:** November 12, 2015

REPORT PREPARED BY: Mary Pearce

DATE: June 9, 2015

DRAFT REVIEWED BY: Pam Stoneham

SIGNATURE:



APPROVED BY CHAIR: John O'Connor

SIGNATURE:

**Journalism Program Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Manjula Selvarajah	Freelance	CBC
<b>External Committee Members</b>		
Tracy Adams	Director, Communications & Marketing	City of Oshawa
Donal Beattie	Sports Producer	Corus Entertainment
Kevin Hann	Deputy Editor	Toronto Sun
*Todd Humber	Associate Publisher/Managing Editor	Thomson Reuters
*Anna-Liza Kozma	Producer Cross Country Checkup	CBC Radio One
Rob Leth	Reporter	Global News
*Kyla Morgan	Freelance Writer/Grad Student	Ryerson University
*Ken Regular	Writer/Producer	CTV News
Reka Szekely	Reporter	Oshawa This Week
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Karen Edwards	2 <sup>nd</sup> Year Journalism	Durham College
*Ryan Verrydt	3 <sup>rd</sup> Year Journalism	Durham College
<b>Elected Faculty/Staff Representatives</b>		
	Title	Organization
Name		
*Charlotte Hale	Associate Dean	Durham College
*Danielle Harder	Professor	Durham College
Greg Murphy	Dean	Durham College
*Brian Legree	Coordinator, Journalism	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
	Title	Organization
Name		
Donna Boyd	Continuing Education Officer	Durham College
*Teresa Goff	Professor	Durham College

## KEY POINTS OF DISCUSSION

1. Minutes of October 21, 2014 were moved by B. Legree and seconded by D. Harder. Carried.
2. Agenda was accepted with no additions. T. Goff moved and seconded by D. Harder. Carried.
3. **Industry trends** indicate: Concerns around the students not having any experience in HTML and coding was raised. Journalists who can “code” an app to data mine through a large amount of research is on the rise. Storytelling is still very important in industry. Grads interviewing in industry are lacking good video skills. Lack of understanding of who they are telling the story to, need to focus more on the audience they are writing for. Average age of the individual who reads print material is 48; the average age of the individual who prefers the digital media is 33. Trade publications want FT storytelling staff not freelance writers. Broadcasting ratings are declining; this could be because there is such a broad spectrum of material available, niche opportunities are also on the rise.
4. **School Updates:** Across the post-secondary sector, enrollment is lower due to a demographic shift in high school age students. However, there is a marked increase in university students enrolling in college programs. This creates a very good new learning environment and an interesting dynamic. Durham has good relationships and pathways between our local universities that are continuing grow. The School of Media, Art & Design has had a number of graduate certificates in development and has been focused on continuing to raise the profile of the school in the GTA as a destination of choice for an exceptional educational experience in our creative sector programs.
5. **Program Updates:** B. Legree walked the membership through the curriculum for both programs. Questions around where social media is being covered within the curriculum were asked. Social Media has been embedded within several courses as opposed to having a specific course in social media. Individual branding with the students is also emphasized.
6. **Students Voice:** Would like to see the Freelancing & Professional Practice moved to semester 3 so that students have a completed portfolio before field placement happens in semester 4. The ability for students “to sell themselves” should be emphasized. More data journalism should be introduced. Had concerns about not having their own “newsroom” and sharing the space with other programs. Would like to have XD cams to work with, would help with experience for going into industry. More teaching in the Adobe Suite should be explored. Having professionals from Industry come in and guest speak was very beneficial. Explore the business side of Journalism.

## RECOMMENDED ACTIONS

1. Recommend that adding HTML and coding to the curriculum is explored. **ACTION BY: Program Team**
2. Recommend that the placement of the Freelancing and Professional Practice class moved from semester 4 to semester 3 is explored. **ACTION BY: Program Team**
3. Recommend that the graduate data from the Public Relations program is shared at the next meeting to see if there is any overlap with the program. **ACTION BY: ASSOCIATE DEAN**
4. Recommend that the students are taught more about the job market outreach early on in the program. **ACTION BY: Program Team**
5. Next meeting – Wednesday, November 18, 2015 at 6:00 p.m. at the Centre for Food.
6. Adjournment 8:00 p.m.

## STATUS OF RECOMMENDATIONS FROM October 21, 2014 MEETING

1. Teaching students how to pick a specific part of the Industry they would like to pursue has been embedded in the freelancing and entrepreneurial courses. Students are targeting specific field placement options during their 7 week field placement in semester 4.
2. Students have been taught how to find, research, build their own contacts, and pitch their news stories through portfolios.
3. Recommend that the students have better access to L223 as a dedicated newsroom space.
4. The Advisory membership was reviewed in terms of attendance and new members were added.
5. The Dean took the proposal of the new program Investigative Journalism to PPRC and it was approved and will run in September 2016.

REPORT PREPARED BY: Alanna Desaillier

DATE: June 16, 2015

DRAFT REVIEWED BY ASSOC. DEAN: C. Hale

SIGNATURE:



APPROVED BY CHAIR: Manjula Selvarajah

SIGNATURE: via email

**Law Clerk Advanced and Fast Track Programs Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Theresa Fergusson (LCAD/LCAF)	Financial Services Law Clerk	Stikeman Elliott LLP
TBA (OFLG)		
<b>External Committee Members</b>		
*Adriana Carnevale (Melanie Williams)	Lawyer	Carnevale Law Office
Lindsey Creen	Litigation Law Clerk	McMillan LLP
Susanne Currell	Corporate Law Clerk	McMillan LLP
April Gross	Property Inspector	Mun. Prop. Assess. (MPAC)
Lynn Gaudet	Assistant to Robert N. Franklin	Franklin LLP
Cynthia Kelly	HR Generalist	Aird & Berlis LLP
*Anna Naud	Lawyer	Mason Bennett Johncox
*Melinda Shiers	Law Clerk	Ernst & Young Electronic
*Michelle Long	Law Clerk	Pacific Rubiales Energy Cor
*Katie Bell	Law Clerk	Aird & Berlis LLP
*Cynthia Kelly	HR Generalist	Aird & Berlis LLP
*Trena Mumby	Manager, Legal Secretarial Support	Osler, Hoskin & Harcourt
Ashley Maurich	HR Coordinator	Osler, Hoskin @ Harcourt
*Elizabeth O'Brien	Office Manager	McGibbon, Bastedo, Armstrong & Armstrong
*Lindsay Ortega	Talent Management Specialist	Miller Thomson
Janet teBoekhorstz		Children's Aid Society
*Janelle Yu	HR Generalist	Goodmans LLP
Elected Student/Alumni Representatives	Year/Program/Alumni	
Jennifer Densham (LCAD)	Year 3 – Law Clerk Advanced	Durham College
*Stefano Ciarlariello (LCAD)	Year 2 – Law Clerk Advanced	Durham College
*Robin Graham (OFLG)	Alumni (OFLG)	Durham College
*Nicole Julott (OFLG)	2 <sup>nd</sup> Year Student	Durham College
Lindsay Orr (OFLG)	1 <sup>st</sup> Year Student	Durham College



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## Elected Faculty/Staff Representatives

Name	Title	Organization
Stephanie Ball	Dean	Durham College
*Peggy Hinan (OFLG)	Coordinator/Professor	Durham College
Drew Dowling (LCAD/LCAF)	Coordinator/Professor	Durham College
*Kathleen Stewart	Professor	Durham College

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## KEY POINTS OF DISCUSSION

1. Minutes of the Law Clerk Advanced Program Advisory and the Office Administration-Legal Program Advisory meeting on October 28, 2014 were approved by M. Shiers and seconded by M. Long.  
CARRIED
2. **Industry Trends:** The area of municipal law is a growing sector for employment. Some recruiters are using Skype to do pre-screen interviews.
3. **Enrolment Target and Projections:** The projected enrolment for first year is 65; 50 are eligible for second year; and 45 for third year. Law Clerk Advanced has a very strong retention rate especially for a three-year program. Office Administration-Legal has 14 confirmed students with a projected intake of 20 students and 15 students eligible for second year.
4. **KPI Updates:** The Law Clerk Advanced report indicates that the Law Clerk Advanced program has an employment rate of 84% with the cost of texts identified as an issue.
5. **Program Review Update:** The results of the Law Clerk Advanced program review noted the internal struggles that hindered marketing the program but new processes are now in place to target communication with perspective students. One lab has been designated to house all the legal specialized software needed in various courses in the program. Software licensing challenges continue.
6. **Curriculum Changes:** The Canadian Law course will be restructured for classroom, online or hybrid delivery for fall 2016. This will give the students more flexibility for the different type of learners. The Law Clerk Advanced program is investigating modifying the career event to make it a morning networking event.
7. **Employment Stats:** To date, 13 Law Clerk Advanced graduates have attained jobs and 5 graduates furthering their education. There are 8 Office Administration-Legal graduates with full time positions and 2 continuing their education.
8. **Hiring Practices:** Hiring practices vary depending on the agency. Practices include hiring co-op or college-level students for entry-level positions such as junior clerks.
9. **Legal Reflections Update:** M. Long, M. Shiers and J. Densham were thanked for their contribution to the spring newsletter. It is currently being reviewed by Comm. & Marketing and available for distribution within a few weeks.
10. **Keyboarding Requirements:** The current software allows for only one space after the end of a sentence. Some firms require two spaces. The students should be prepared to be flexible in the style preferred by the agency.
11. **Student Voices:** Law Clerk Advanced Program: The second year encompassed more hands-on courses and had a great field placement experience with the Carnevale Law Office. A refresher in PCLAW would be beneficial and the students experienced a high level of stress with their Mediation final test being worth 40%. Office Administration-Legal Program: The first year was very positive and the courses a great foundation and excellent professors. The only issue was with Durham Transit for their lateness or non-existence in being able to arrive for classes on time.

## RECOMMENDED ACTIONS

### Law Clerk Advanced Program:

1. An update on the KPI results will be provided at the fall meeting by K. Stewart.
2. The Mediation-ADR course will be reviewed to ensure alignment with college policy regarding weighting of evaluations and assessments by K. Stewart.
3. Utilizing the Bistro 67 at the Whitby Campus as the venue for the career event will be investigated by K. Stewart.

### **Office Administration-Legal Program**

1. An update on the KPI results and PQPR will be provided at the fall meeting by P. Hinan.

### **STATUS OF RECOMMENDATIONS FROM October 28, 2014 MEETING**

#### **Law Clerk Advanced Program:**

1. The issue of e-books with limited licenses and cost of texts and use in various courses will continue to be discussed by D. Dowling and the faculty team. ONGOING
2. D. Dowling will follow-up with M. Shiers, A. Naud, J. Densham and M. Long for articles for next spring's edition of the Legal Reflections newsletter. COMPLETED
3. The historical stats gathered on employment stats over the last 11 years will be forwarded to Comm. & Marketing as a promotional tool and in distinguishing our program by K. Stewart/D. Dowling. COMPLETED
4. An investigation on ILCO student membership during their final year will be explored by D. Dowling and faculty. COMPLETED
5. A survey monkey to canvas the advisory members on their interest in having an advisory meeting in Toronto in the spring to be initiated by D. Dowling. COMPLETED

### **Office Administration-Legal Program**

1. Textbooks vs e-books is an ongoing issue with the students and will continue to be discussed with P. Hinan and her program team. ONGOING

REPORT PREPARED BY: Peggy Hinan/Mary Bartosik

DATE: June 2, 2015

DRAFT REVIEWED BY COORDINATORS: Peggy Hinan and Kathleen Stewart

SIGNATURE: \_\_\_\_\_ P. Hinan/K. Stewart

APPROVED BY CHAIR: Theresa Fergusson SIGNATURE: \_\_\_\_\_

*Theresa Fergusson*



**Music Business Management Committee**  
**School of Media, Art & Design**  
**Minutes of June 23, 2015**

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**Music Business Management Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Evelyn Cream	President	Athena Music International
<b>External Committee Members</b>		
*Michelle Baily	Director HR	Re:Sound
Linda Bush	Owner/Manager	New Romantic Music
*Brian Chick	Director National Promotions	Universal Music Canada
Sari Delmar	President	Audio Blood Inc.
*Catherine Jones	Director, Bell Media Music	Bell Media Inc.
Ron Morse	Co-Owner, CFO.C.O.O	Wax Records
*Nicole Rochefort	Owner/Agent	Artists in Motion
*Allen Weinrib	Head of Production	Fadoo Production Inc.
<b>Elected Student/Alumni Representatives</b>		
Simon Chartrand	2 <sup>nd</sup> Year Music Business Mgmt.	
Emmalee Lovelace	3 <sup>rd</sup> Year Music Business Mgmt.	
Matt Nolson	Music Business Alumni	
<b>Elected Faculty/Staff Representatives</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>
*Charlotte Hale	Associate Dean	School of Media, Art & Design
*Greg Murphy	Dean	School of Media, Art & Design
*Tony Sutherland	Professor	School of Media, Art & Design
*Marni Thornton	Coordinator	School of Media, Art & Design
*Greg Jarvis	Professor	School of Media, Art & Design
<b>Guests/Unelected Faculty/Staff</b>		
<b>Name</b>	<b>Title</b>	<b>Organization</b>
Donna Boyd	Continuing Ed. Officer	Durham College

## KEY POINTS OF DISCUSSION

1. Approval of minutes of December 3, 2014 with one addition to #3 of Industry Trends: HMV is still open in Canada. Moved by G. Jarvis and seconded by M. Baily. Carried.
2. Approval of agenda was moved by M. Bailey and seconded by G. Murphy. Carried.
3. **Industry trends indicate:** M. Bailey shared that they have started a website called Music Works for You – it is based on research that defines how consumers prefer to have their musical experiences affect their lives – i.e. Would a user prefer to frequent a restaurant that uses legally streamed music. Re:Sound is based on commercial use. Discussion around the ability for the music industry to champion the legal use of music internally as a starting point ensued. Committee agrees that this will take time. B. Chick from Universal discussed “premium service” – YouTube, is stopping illegal downloading on some level. July 10<sup>th</sup> – “Global Release Friday” is a new initiative by the Global Music Industry. Vinyl, digital downloads and streaming are discussed. Vinyl has its own demographic as do CD’s. iTunes is still used. Research is being done on music consumers. N. Rochefort shared that festival season is on and she is interested in trends in merchandise. T-shirts, belt buckles etc. are good bets for artists to make sales. Radio is still a good place to launch. YouTube has copyright issues. A. Weinrib shared that Broadcasting is showing a downturn in interest in music programming. N. Rochefort discussed the Pan Am Games how it is bringing lots of music into Toronto at multiple venues. Festivals are being affected by radius clauses and the Canadian dollar. The touring market has been affected and it is much more competitive. PAC discussed whether there is enough consumer market to support the huge increase in festivals.
4. **College/School Update:** G. Murphy updated the committee around the decline in enrollment based on demographic data and the effect on the college admissions for this year. This is a system wide dynamic in North America. Financial claw backs are underway across the system to address budget shortfalls. MAD is addressing this issue as well. MBM program is fine for applications this year. We are not in a position of being complacent so maintaining program credibility is critical. G. Murphy congratulates the team for developing a quality program and a great reputation. Quality grads and recommendations from industry have real value. M. Bailey stated that the MBM faculty go above and beyond the task of providing employers with students in that they understand the context of the employer’s request by having a deep understanding of the employer’s needs and providing students that are more than capable. Soft skills and personality are as important to employers and MBM grads are consistently competent. T. Sutherland updated the committee on the NY trip- the lower Cdn. dollar has affected the plans for next year, Ireland is a possible destination now being considered.
5. **Student voice:** No student representation.

## RECOMMENDED ACTIONS

1. Recommend that the Program of Study be circulated to the Committee and review the program map for discussion at the next Advisory meeting. **ACTION BY: Dean and Program Coordinator**
2. Recommend that the Program team maintains the rigour of the program despite the lower number of applicants as employers need the program to maintain the same standards of grads as in the past. **ACTION BY: Program Team**
3. Next meeting – Tuesday, November 10, 2015 at Re:Sound at 6:00 p.m.
4. Adjournment 8:00 p.m.

## STATUS OF RECOMMENDATIONS FROM June 3, 2014 MEETING

1. Asking Music Canada to join one of the Advisory meetings is still on-going.
2. The Promotion of the MBM program in Ottawa has not moved forward as Algonquin would attract a different group of students, G. Murphy is more concerned with Centennial College as a competitive entity with a 2-year old program.
3. A Mentoring program has been included. It is taking place between second and first year students during the Music Business Practicum course.
4. The budget for MBM is being reviewed with the Dean to see what resources can be re-directed into other areas of the program that are under-resourced.
5. The Study Skills course within the curriculum is being reviewed by the Dean and program team in the spring meetings.

REPORT PREPARED BY: C. Hale

DATE: June 23, 2015

DRAFT REVIEWED BY DEAN: G. Murphy

SIGNATURE: 

APPROVED BY CHAIR: E. Cream

SIGNATURE: via email

**Paralegal Programs Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
<b>Harold St. Croix</b>	Paralegal/Assistant Business Manager	LIUNA Local 183
<b>External Committee Members</b>		
Kevin Anderson		Cogir Management
*Bob Banik	Lawyer	UNIFOR Legal Services Plan
*Maxine Coopersmith	Justice of the Peace	Ontario Court of Justice
*Cindy Coulter	Paralegal	
*Cathy Duignan	Community Legal Worker	Durham Community Legal
*Grant Kelly	Manager, Prosecution Services	Region of Durham
Kristina MacDonald	Paralegal	Pursuit Legal Services
*Rhonda Vanderlinde	Municipal Prosecutor	City of Oshawa
*Mark Doble	Paralegal	MPAC
Deborah Hastings	Executive Director	Durham Community Legal Clinic
Jody Parsons	Prosecutor	Town of Markham
Edwin Sadasivam	Paralegal	DEL Condominium Rentals Inc.
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Clara Suh	2nd Year Student	Durham College
<b>Elected Faculty/Staff Representatives</b>		
	Title	Organization
Name		
Stephanie Ball/*Moreen Tapper	Dean/Associate Dean	Durham College
*Mark Frayne	Coordinator/Professor	Durham College
*Laurie Marshall	Faculty	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
	Title	Organization
Name		
None		

## KEY POINTS OF DISCUSSION

1. The minutes of November 10, 2014 were amended to read as follows: 'The approval of the minutes of June 2, 2014 was moved by M. Coopersmith and seconded by G. Kelly.' CARRIED  
The approval of the above amended minutes of November 10, 2014 was moved by C. Duignan and seconded by L. Marshall. CARRIED
2. **KPI Results:** The Graduate Certificate program ranked the highest in the province for overall college experience, knowledge and skills, quality of learning, graduate satisfaction, graduate rate, and graduate employment. The Diploma Program exceeded the Provincial average in all areas, and stood first in the Province for the area of Graduate Satisfaction. Areas for improvement include more learning experiences, communication on further education opportunities, helpfulness of professors outside of class, and usefulness of assigned course materials.
3. **Program of Studies Changes:** The faculty team enhanced the opportunities for more learning in Torts and Contracts, Advocacy and Legal Research/Writing. The placement hosts had noted a positive improvement in these areas.
4. **Program Learning Outcomes:** The revised program learning outcomes were reviewed and approved by the members.
5. **Mock Trial Competition:** Durham hosted another successful annual competition with a team of Paralegal students along with teams from six other community colleges.
6. **Community Involvement:** Students are encouraged to give back to the community and were involved in fundraising events such as the Terry Fox Run, Movember, and Denise House.
7. **Field Placement:** Efforts are ongoing to reach out to potential field placement hosts. Placement hosts would also like to have feedback from the program/students.
8. **Pathways:** Numerous pathways are available to graduating students who wish to further their education and ultimate marketability.
9. **Paralegal Enrichment Nights:** The workshops organized by L. Marshall have been very successful and well attended by both current and alumni over the course of this year.
10. **Continuing Professional Development:** A series of 12 LSUC CPD webinars has been arranged for faculty.

## RECOMMENDED ACTIONS

1. The areas to be improved upon as identified in the KPI results will be reviewed and addressed at the next program team meeting.
2. Feedback to the field placement hosts will be investigated by M. Frayne and/or the Field Placement Coordinator.
3. Copies of the power point slide presentation on the KPI results will be circulated to the members prior to the next meeting by M. Frayne.
4. The revised Program Learning Outcomes will be presented by M. Frayne to the faculty team for final approval.

## STATUS OF RECOMMENDATIONS FROM November 20, 2014 MEETING

1. Student learning enhancement will be discussed at a program meeting with the faculty team. ONGOING
2. Faculty will look at reaching out to the legal community for acceptance of licensed paralegals in the courts. ONGOING
3. The advisory members will be notified by M. Frayne of the Mock Trial competition and CIJS events/activities. ONGOING

REPORT PREPARED BY: M. Frayne/M. Bartosik

DATE: June 9, 2015

DRAFT REVIEWED BY ASSOCIATE DEAN: M. Tapper

SIGNATURE: 

APPROVED BY ACTING CHAIR: M. Frayne

SIGNATURE: M. Frayne

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**Nursing & PSW Programs Advisory Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Tina Powers	Leader – Education/Student Affairs	Ontario Shores Centre for Mental Health Sciences
<b>External Committee Members</b>		
Maureen Awalt	Director of Care	Hillsdale Terraces
Shannon Lewis	Manager of Nursing Practice	Hillsdale Terraces
Theresa Henderson	Enterostomal Therapist	Partners in Community Nursing
*Brenda Robichaud	Team Leader CTO Nurse Case Manager	Canadian Mental Health Assoc.
Colleen Wilkinson	Manager, Corporate Professional Practice	Lakeridge Health Oshawa
*Susan Grant	Director of Pharmacy, Quality Professional Practice	Ross Memorial Hospital
Meghan Cellamare	Professional Practice Leader	Rouge Valley Health System
Amanda Laird	Manager, Nursing Practice	Fairview Lodge
Kimberlee Hilliard	Professional Practice Leader/Nursing Student Placement Coordinator/Telemedicine Coordinator	Markham Stouffville Hospital
<b>Elected Student/Alumni Representatives</b>		
Katherine Rautenberg	Alumni	Durham College
*Michelle Brand	Alumni	Durham College
*David Haastrup	PN Student - Year 2	Durham College
*Tanya Carrington	PN Student – Year 2	Durham College
Kali Easson	PSW Graduate	Durham College
Ashley Stephens	PSW Student	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Judeline Innocent	Dean	School of Health & Community Services
*Margret Campkin	Interim Associate Dean	School of Health & Community Services
Carol Burke	Associate Dean	School of Health & Community Services
*Debbie Morrison	Faculty/Coordinator	Practical Nursing Program
*Deborah Schuh	Faculty/Coordinator	Personal Support Worker Program
*Sandra Meader	Program Officer	Continuing Education
<b>Guests/Unelected Faculty/Staff</b>		
Mary Noble	Employment Advisor/	Durham College

*Mary Sich	Placement Officer	Durham College
*Stephanie Tufts	Student Advisor/Placement Officer	Durham College
	Student Advisor/Placement Officer	Durham College
*Lisa West		

### KEY POINTS OF DISCUSSION

1. Minutes of October 2, 2014, were approved by D. Morrison and seconded by T. Powers. Carried.
2. T. Powers has accepted the role of the Chair for this PAC. Thank you Tina.
3. External Membership Information Sharing: Ontario Shores has completed the preceptor training program for their staff. They have standardized how they approach the students and provide additional learning opportunities. They do not utilize PSW students due to there being a Personal Care Assistant role but they do take several of our PN students for placement. Faculty Advisors with consolidation students need to be MediTech trained. Hearing good things about Durham College students – they are prepared for Mental Health. Ross Memorial Hospital: they have opened a new integrated stroke unit. There will do a trial for a year RN/RPN mixed unit. They have received a lot of placement requests and it is difficult to accommodate with their staff taking their vacation.
4. PSW Program Updates: 53 students graduated at Convocation last week. Most of these students had jobs prior to completing the program and graduating. There is a big need for PSWs in Community agencies. PSW Faculty are receiving many calls from families for private hire due to homecare needs. There are 42 students in the May intake. KPI results will be shared in the Fall but PSW had a great report card. PSW Durham College student satisfaction is highest in the province. New Program standards will be implemented for the Fall 2015. NACC 'Diploma' design was brought forth at Ministry level and Heads of Health Science. Durham College is already meeting standards around palliative care/responsive behaviours. Enhancements to the curriculum include: PSWM (moved from Semester 2 to Semester 1, INTS-true Interpersonal course communicating with clients/patients/residents/HCT, reflective practice. Pharmacology for PSW's 28 hour course with lab component – scope still "assisting" but reality is administering includes overview of classifications/adverse reactions/med math/what to report, etc. (can see demand for this through ConEd).
5. PN Program Updates: Semester I, II, IV and V are currently running. The first Spring/Summer intake of 80 students (including international) occurred in May 2015. In Semester II, 80 students are out to Long Term Care and Mat/Child rotations at different hospitals peripherally (Northumberland Hills Hospital, Lakeridge Health Bowmanville (LHB), Ross Memorial, Markham Stouffville-Uxbridge, RVHS – Ajax, Lakeridge Health Whitby, Providence and Lakeridge Health Port Perry). Semester IV has 56 students placed at Lakeridge Health Oshawa, LHB and Rouge Valley Health System. Semester V students are out across the Region and beyond, 100% success in the comprehensive exam. The program is continuing with ePortfolios, moving the project to the next level to establish how they will benefit students in job seeking. Two of the PN Faculty were granted research funds through RPNAO to run an intra-professional Health Assessment course combining students from the BScN and PN programs. Results are currently being analyzed and will provide more of an update in the Fall. Durham College and Lakeridge Health Oshawa are working together on a Role Clarity Project funded by RPNAO as well. This project is expected to be finalized by March 2016 and results will be shared.
6. Student Voice: One of the PN graduates is currently working part-time at Lakeridge Health Oshawa and has an interview at Ontario Shores. This student is very interested in being a Preceptor once she has the experience. Students appreciate having a voice at the PAC. Another PN graduate has done placements at Lakeridge (Oshawa & Bowmanville) and Ontario Shores which have all been great and plans on continuing in Mental Health. Another PN student commented that her placements have gone well at Ontario Shores, Ross Memorial and Lakeridge Health Oshawa. Students feel the program as a whole runs very well. It is a heavy workload.
7. School/College Updates: There is a decrease as a whole in enrolment across the Province. High schools are closing which has a ripple effect on us but there is a new trend with a spike in Second Career applicants. Durham College is establishing relationships internationally i.e. affiliations and pathways with Universities in Ireland, England. This is opening the door so that students can do their placements abroad. We encourage international students to come in so that we can diversify and enrich the programs within the College. Durham College is now offering a FastStart program which provides an opportunity for students to become involved in Entrepreneurship - more information will be provided as it unrolls. The School of Health & Community Services hosted a Community Appreciation Event on June 10<sup>th</sup>. A flyer from the Centre of Food promoting their culinary classes was provided to all members.



## RECOMMENDED ACTIONS

1. Next meeting – December 3, 2015, 2:00-4:00 pm.
2. Adjournment 3:30 pm.

## STATUS OF RECOMMENDATIONS FROM OCTOBER 2, 2014 MEETING

1. T. Power has accepted the role of Chair for this PAC.
2. The new PSW program standards were e-mailed to the Membership.
3. S. Tufts and D. Schuh will send letters out for ParaMed, Community Care Durham and Durham Region Mental Health Services before our next meeting.
4. S. Meader has explored offering courses through DCConnect: Perinatal/Obstetrics will be converted to on-line by the Fall 2015. Students will be required to obtain 5 courses to receive a Durham College Certificate in Perinatal/Obstetrics RN/RPN. Nephrology RN/RPN certificate is being developed for on-line delivery as well. First course to be offered Fall 2015. There is a possibility of Med Math for PN students being offered by ConEd but it would have to be face-to-face. Pharmacology for PSW's will be offered in Winter for students needing to upgrade to new standards.

REPORT PREPARED BY: Sandra Thomson

DATE: August 19, 2015

DRAFT REVIEWED BY DEAN: Judeline Innocent

SIGNATURE:



APPROVED BY CHAIR:

SIGNATURE:

**LAW, POFD and PSI Program Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Mike Chesson (POFD)	Sgt. (Retired)	Durham Regional Police
*Dana Cardinal (LAW)	Resourcing & Specialized Training	OPG
Michael White (PSI)	Consultant	Security Risk
<b>External Committee Members</b>		
Elsa Gadsdon	Recruiter	OPP
*Chauntel Inman	Recruiting	RCMP Recruiting
*Rob Kobayashi	Staff Sgt.	OPP, Whitby
June MacDonald-Jenkins	Dean, PLC	Durham Regional Police
Sarah Schutt	Constable	Durham Regional Police
*Shayne Simpson	Sgt.	OPP, Whitby
Ken Polley	Assistant Crown Attorney	
*Anne Weber	Office Manager	Ministry of Attorney General
Wyatt Johns		Youth Connections
Mark Gilbert		Youth Connections
Gary Hasenhindl		Youth Connections
Chris Priebe		OPG
*Steve Lawson	Acting S/Sgt.	DRPS/PLC
*Neil Weaver	Vice President Strategic Accounts	GardaWorld Prot. Services
Derek Hannan	By-Law Enforcement	Ajax
Chris Swift	SSgt.	Alcohol & Gaming Comm.
*Carolyn Homes	Operations/Resource Protection	Sears - National
Lisa Robles	Nuclear Security Training Technician	OPG
Chris Collins	Darlington Security Shift Manager	OPG
Louis Duranleau	Director of Corporate Security	D & H, The East Mall
Ian Falzon	Customs	Canada Border Services
Tom Rousseau	Vice President, Corporate Security	Canadian Tire
Douglas Walker	Nuclear Security Training Manager	OPG
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Diji Ayodej	Alumni, LAW	Durham College
<b>Elected Faculty/Staff Representatives</b>		
	Title	Organization
Name		
*Stephanie Ball	Dean	Durham College
Marisa Cassar	School of Continuing Education	Durham College
*Maria Iannuzziello	Faculty Rep/Coordinator/PFP	Durham College
*Charles McAfee	Faculty Representative	Durham College
*Charlene Di Danieli	Faculty Representative	Durham College
*Bonnie St. George	Faculty Rep/Coordinator-LAW	Durham College
*Jason Vassell	Faculty Rep/Coordinator-PSI	Durham College
*Lynne Leroy	Faculty Rep/PSI	<b>Durham College</b>
<b>Guests/Unelected Faculty/Staff</b>		
Name		Organization
None	Title	

## KEY POINTS OF DISCUSSION

1. The minutes of November 20, 2014 were approved by M. Iannuzziello and seconded by N. Weaver.  
CARRIED
2. **Industry Trend:** Agencies are focusing on implementing active shooter protocols and procedures given our current climate. The security sector is introducing training in forensic accounting due to the increase in fraud causes.
3. **Enrolment Stats:** To date, Advanced Law has 32 confirmed with 8 paid; Police Foundations has 181 confirmed for 200 seats with 78 paid; and Protection, Security & Investigation has 135 confirmed for 121 seats with 63 paid.
4. **End of Year Cohort Survey:** The students in Advanced Law completed a survey on their experience in the program with overall positive feedback. There were several suggestions for improvement such as more practical exercises and assessment techniques.
5. **Annual Curriculum Renewal/KPIs:** The Advanced Law program generated an action plan as a result of the KPI results. It included incorporating activities such as additional graduate speaking opportunities, enhancing student engagement through informal team-building activities, survey completion at the end of each year for feedback and developing their math skills.
6. **Coordinators Conference Update:** Community involvement is the main focus of all police foundations programs. The Police Service Act is being amended to introduce the civilization of police jobs. Statistics have shown that 75% of all calls are not of a criminal nature.
7. **Program of Studies Changes:** Police Foundations program changed Police Powers I and II to a standalone Police Powers course this year. The emphasis of the program is more volunteer work which includes the Terry Fox Run, Durham Disabled Games, CIBC Run for the Cure and Police Memorial Run with DRPS. The involvement of our students at Village Union, Glen Street and Mary Street working with at-risk youth has been a rewarding experience for our students and the feedback from the schools has been very positive. The students have shared their experience working with youth which is shared with other students and faculty. The Protection, Security & Investigation program is introducing a new course, Intro. To Fitness and Academic Preparation which will address the importance and preparation for the fitness courses, copyright, referencing, and plagiarism.
8. **Hiring Trends, Educational Requirements and Technology Trends:** With the civilization of police jobs, Sudbury and Barrie will be posting for community service officers. Across the province only 5% of all graduates are hired within the 5 years with a Police Foundations diploma. The average age for hiring is still 26 – 27 years of age.
9. **Program Review:** The Protection, Security & Investigation program is currently undergoing their program review with some of our committee members and students participating. Overall, the program covers the different fields in law enforcement. The areas for improvement include the need for Career Preparation and training in testifying in court.
10. **PSI Representation at the Justice Games:** The program again orchestrated the Justice Games with competition in tug of war, floor hockey and arm wrestling which also helped in team building amongst the students in both years.
11. **Pan Am Games:** We have students in both the Protection, Security & Investigation and Police Foundations students who have been hired to work at the Pan Am Games.

## RECOMMENDED ACTIONS

### Advanced Law Enforcement & Investigation, Police Foundations and Protection, Security & Investigation Programs

- Based on the student feedback, the areas that were addressed will be discussed at a faculty program meeting by B. St. George.

### Police Foundations Program

- Attaining testimonials regarding the students' experience with the at-risk youth will be pursued further by M. Iannuzziello.
- The hiring of community service officers in Sudbury and Barrie will be further investigated by M. Iannuzziello.

### Protection, Security & Investigation Program

- Follow up on exposure in testifying in court that may be incorporated in some courses will be pursued by J. Vassell and various professors.

## STATUS OF RECOMMENDATIONS FROM NOVEMBER 20, 2014 MEETING

### Advanced Law Enforcement & Investigation, Police Foundations and Protection, Security & Investigation Programs

- The importance of interview preparation and use of Career Services will be stressed by the faculty with the perspective graduating students. COMPLETED

Protection, Security & Investigation Program:

- Incorporating lockdown drills, fire drills, shooter type training and violet situation training into the course content or through certificate training (CIJS) will be reviewed by the faculty. ONGOING
- Additional volunteer opportunities/community involvement/experiential learning will be sought by the faculty through their contacts. COMPLETED


REPORT PREPARED BY: M. Bartosik

DATE: June 12, 2015

DRAFT REVIEWED BY DEAN: S. Ball

SIGNATURE: 

APPROVED BY CHAIR: D. Cardinal:

SIGNATURE: 

**Paramedic Programs Advisory Committee Membership List**

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
Dr. Rudy Vandersluis, MD, CCFP(EM), FRCPC	Chair, Medical Advisory Board	Central East Prehospital Ca
<b>External Committee Members</b>		
Mike Slatter	Deputy Chief of Quality & Dev.	Hastings-Quinte Emergency
Andrew Bright	Primary Care Paramedic	Durham EMS
Linda Calhoun	Senior Director	Lakeridge Health
		Central East Prehospital
Jim Harris*	CQI Manager	Central East Prehospital
Gary Keilhack*	Superintendent, Professional Stand.	York Region Emergency
Keith Kirkpatrick	Chief	City of Kawartha Lakes
		Emergency Medical
David Mokedanz*	Superintendent, Operations	Durham Region Emerg.
Robert Morra*	Advanced Care Paramedic	Durham EMS
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Seong Park	Alumni	Durham College
Samantha Snell*	Alumni	Durham College
Angelo Licsi*	2 <sup>ND</sup> Year	Durham College
Danielle Graham	2 <sup>nd</sup> Year	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Name	Title	Organization
Stephanie Ball*	Dean	Durham College
Steve Bazak	Professor	Durham College
Ralph Hofmann*	Coordinator/Professor	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
None		

## KEY POINTS OF DISCUSSION

1. Minutes of October 29, 2014 were approved by J. Harris and seconded by R. Morra. CARRIED
2. **Industry Trends:** Due to retirements and/or staffing changes, restructuring/organizational changes have occurred at Durham Region EMS, Central East Prehospital and York Region EMS. The expectation is that the changes in staffing and the labour environment will result in more preceptors for our Paramedic students.
3. **Provincial Advisory Group Update:** Project College is being tabled by the advisory group at the provincial level. It is an exploration of partnerships with college programs to assist more students in receiving certification leveraging it towards their employment certification rather than having to repeat the time and the process. There is a current contract between the Base Hospital and Durham College.
4. **Provincial Update:** Base Hospital group has been invited to join and have representation on the Provincial Heads of Paramedics. This will provide a great link between the colleges and base hospitals.
5. **Employment:** Durham Region EMS has hired 16 full time Primary Care graduates this year. York Region EMS will be hiring 30 casual Primary Care graduates now and have posted for 8 Advanced Care positions.
6. **Enrolment Update:** The maximum intake for first year has been increased from 36 to 50 seats which means an increase in student lab space and equipment is needed for this September. To date, 56 have confirmed for the Primary Care and 10 confirmed for the Advanced Paramedic programs.
7. **Program Update:** The goal for September is to be entirely paperless with respect to lab evaluations. CompTracker and iPad Airs will be used to facilitate these point of care evaluations. Each student will also receive a subscription to Canadian Paramedic Magazine to facilitate a professional culture for all new paramedic students.
8. **Ministry Updates:** Within the next two years, paramedic program standards are scheduled for MTCU review. Regulators, employers, paramedics and other stakeholders will be consulted in this process. The MCTU has placed a moratorium on Community Paramedicine programs because there is no definition of what a community care paramedic is. They have asked for more consultation between potential programs occur before considering approval.

## RECOMMENDED ACTIONS

1. Utilize CompTracker and iPad Airs to move lab evaluations to a paperless, point of care system. For September 2015 implementation by faculty
2. Increase scheduled lab time to facilitate student success and increased enrollment in the Primary Care program.
3. More stretchers and stair chairs to be ordered to facilitate the higher student intake in the Primary Care program by R Hofmann
4. Mask fit testing equipment to be purchased to alleviate scheduling issues will be purchased for September 2015 by R Hofmann.
5. Revisions to evaluations to include and identify behavioral issues, rubrics updates to include team work, professional issues, department, and communication will be further refined for the September 2015 by the faculty team.

## STATUS OF RECOMMENDATIONS FROM OCTOBER 29, 2014 MEETING

1. A refresher program for graduates not in the field for several years will be pursued further by R. Hofmann. ONGOING
2. A new process for access to the Paramedic lab in the form of a contract and consequences will be devised by R. Hofmann and the program team. COMPLETED
3. Further investigation enhanced on-line delivery of courses through virtual reality by R. Hofmann and the program team. ONGOING

REPORT PREPARED BY: T. Kennington/M. Bartosik    DATE: June 23, 2015

DRAFT REVIEWED BY DEAN: S. Ball

SIGNATURE:



APPROVED BY ACTING CHAIR: R. Hofmann

SIGNATURE:

Ralph Hofmann

## **Project Management Program Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
*Kevin Aguanno	Principal Consultant/Senior Consultant / Managing Editor / Professional Speaker	GenXus Corporation / World Class Productivity / Multi-Media Publications Inc.
<b>External Committee Members</b>		
*Rhonda Bennett	Project Manager	Industry – Consulting/Agile
*Elaine Catell	Student Awards Advisor	Durham College
Michelle Darling	Senior Project Manager	Durham College
Jessica Harris	Manager, ITSM & Governance	DC/UOIT
*Cheryl Helm	Project Manager, Owner	Helm Communications, Inc.
Fiaz Jadoon	Coordinator/Officer, Economic	City of Pickering
*Michael Martin	Senior Executive Consultant	Industry – Global Tech
*Sandra Martyn	Consultant	Industry – Consulting/Training
<b>Elected Student/Alumni Representatives</b>		
	Year/Program/Alumni	
Richa Agrawal	Current Student	
*Edward Allen	Current Student	
*Karen Bridgman	Recent Graduate	
Katy Brouwer	Alumni	
*Meredith Dodge	Recent Graduate	
*Karyn Dsouza	Current Student	
*Amith Ramesh Gowda	Current Student	
*Tammy Hill	Recent Graduate	
*Kristen Macneil	Recent Graduate	
Jodie Owens	Alumni	
<b>Elected Faculty/Staff</b>		
*Sylvie Edwards	Part-time Professor	School of Business, IT & Management
*Geoff Crane	Part-time Professor	School of Business, IT & Management
*Anthony King	Part-time Professor	School of Business, IT & Management
<b>Guests/Unelected Faculty/Staff</b>		
*Jackie Bathe	Associate Dean	School of Business, IT & Management
*Donna Boyd	Program Officer	School of Continuing Education
*Victoria Kee	Recording Secretary	Durham College
*Sanja Kliska	Part-time Professor	Durham College

## KEY POINTS OF DISCUSSION

### 1. Additions to Agenda:

- Review Graduate Feedback

### 2. Agenda: accepted by K. Macneil, seconded by A. King.

### 3. Minutes of December 3, 2014 were approved by K. Aguanno and seconded by S. Edwards.

### 4. External Membership Information Sharing:

- Confidentiality issues when sharing documents via technology such as email is an area that is often overlooked. Google and Dropbox are not secure enough for highly confidential documents and many companies block these sites.
- Privacy is defined differently in different countries and this can contribute to problems with management of confidential information. Additionally, privacy and security issues do not seem to be respected by younger generations who share everything on social media. More education is required about issues and concerns surrounding privacy.
- The ability to use SharePoint is an important skill that will make students more employable upon graduation from the program.
- Using a wiki to allow students to share information could be a great resource. Security can be managed to an appropriate level when information is shared this way.
- Project needs can shift in the time between negotiating and beginning a project, or as the project progresses. It is important that the project team is flexible and able to re-evaluate as needs change. Gates should be built to make sure everything is on track.
- There needs to be a balance in the curriculum between teaching theory and teaching students how to use tools to apply the theories. Instructing students in different methodologies helps ensure they are more flexible and can apply their knowledge in many situations once they have entered the workforce; however, organizations want to hire employees who already have the ability to use software such as Excel or SharePoint. Requiring students to have experience with certain software before entering the program can be a benefit because it creates a common ground point but it can also eliminate applicants who could potentially be great students. It is also important to consider the limits on material that can be covered within a one year program.
- Graduating students should be able to use Excel for pivot tables and charts.
- Students need to be educated about email etiquette and policies so that they are able to utilize email communication in a professional manner.
- PMBOK provides guidelines, standards, rules and characteristics for project, program and portfolio management but it is not a methodology. This is a misunderstanding in the industry and should be clarified with students.
- Graduates of the program need to be able to apply PMBOK principles immediately. There is a desperate need to apply it in the workplace and it is anticipated that this need will continue in the future.
- A needs assessment of 45 experienced engineers found that one of the top five skills they were missing was project cost forecasting and project finance. These skills are very important and are in high demand in the field.
- Students should be given assignments that require analysis of real industry projects.
- There is a PM Paper Competition that requires students to write a short paper on lessons learned from a real world project. Contestants are short-listed over the summer and in the fall students are invited to present in front of an audience. The judges score students based on the information they present, as well as their presentation skills and ability to respond to questions. Winners receive cash prizes. This may be able to be incorporated in the program as an assignment and Durham College would be welcome to participate. The link is: <http://pmpapercompetition.com/>.
- Project consulting companies are interested in gathering data to evaluate projects after completion and determine whether the expected benefits were actually realized. Often by the time this type of evaluation can be done, the Project Manager has moved on to different projects.
- It is important to put a benefits realization plan in place for business owners once the Project Manager leaves to help them evaluate the success of the project.
- Business analysis work is important and assists in guiding the success of the project. The job of the Project Manager is to create a situation, environment or solution that realizes the business case.
- Close out needs to be addressed with students as follow up on projects is so important. The description of the program on the website does not include close out and this should be added.
- It is important that students understand project management fundamentals before learning MS Project because they then have an understanding of why they are inputting information into the program.
- Sites like Weebly or a resume builder can be used to create an e-portfolio which may benefit students and help them showcase their skills.

### 5. College/School update and program update:

- The college is experiencing lower enrolment this fall. The decrease was predicted several years ago due to a decrease in high school enrolment. The College is engaging in a vigorous marketing



- campaign.
  - The college is holding several information sessions for high school students and their parents who are worried about the impact of the strike.
  - Applications for the School of Business, IT & Management are good. In the fall three new programs will be offered, including International Business Management, Accounting and Payroll and Insurance.
  - The January intake of Project Management had excellent enrolment with 28 students.
  - Currently the applications and cost management courses of the program are being re-written. The communication course will now include a component on creating a portfolio and researching examples of best practices.
  - The general consensus from students in this program is that they would like to learn in class, not online.
6. **Continuing Education update:**
- In class enrolment is decreased for Continuing Education; however, demand for online programming has continued to increase and enrolment in this area continues to rise.
7. **Student Voice:**
- Students in general have found that the course is well structured and easy to follow.
  - Familiarity with Excel is recommended to enter this program and this is definitely important as the computer course would be difficult without any previous exposure to Excel.
  - Students would like to have the opportunity to volunteer in the field of project management in order to get more hands-on experience and to help apply knowledge learned in the program.
  - Cost management course was a weak area of the curriculum and preparing to write the CAPM required a strong review of this material.
  - K. Macneil is working with PMI to increase student involvement.
  - MS Project is expensive and it is not likely that students will have experience before entering the program.
  - It would benefit students to learn how to set up an effective profile on LinkedIn.
  - Alumni felt that the curriculum covered in the first semester was effective in preparing students for the Capstone project in the second semester.
8. **Additions to Agenda:**
- Review Graduate Feedback – Students want a placement or co-op; however, it would be difficult in Durham Region to find enough placements. In order to address this need, E. Catell will be liaising with different departments in the college to find real projects that students can get involved with and apply the methodologies they have learned to work in teams and create a plan. A second major change based on student feedback is that the cost module is being re-written and will include more in-depth information on project justification and ROI. Students will know how to create, justify and manage a budget.

## RECOMMENDED ACTIONS

1. Present KPIs to committee at fall meeting.
2. Investigate the PM Paper Competition for students and how it could be used with curriculum.
3. Follow-up on volunteer opportunities for students at fall meeting.
4. Follow-up on expansion of the amount of Excel covered in the curriculum.
5. Follow-up with K. Macneil regarding student participation with PMI.
6. Add Close Out to program description online.
7. Future meeting date: Thursday, December 3, 2015 Location: CFF
8. Adjournment: 8:25 p.m.

## STATUS OF ACTIONS FROM NOVEMBER 13, 2014 MEETING

1. Review feedback from communication course – the communication course has been updated and student satisfaction with the course seems to be improved. The flow of the course has been optimized and additional topics such as email etiquette, privacy and security have been added. Information on ethics will also be added to the curriculum.
2. Follow-up on PMI presentation for students – this event took place in March and was well attended. The symposium provides students a view of what it means to work in project management and maintaining a stronger link with the PMI Chapter. Planning will start earlier for the next event.
3. Feedback on added tardiness policy to course outlines – there will not be any changes at this time.
4. Results of investigation into insurance premiums for student placements – Due to the difficulty placing students from the program in Durham Region a field placement will not be added to the program at this time. However, students in the future will be connecting with employees in different areas of the college to develop projects. Additionally, discussion surrounding volunteers revealed that there may be quite a few opportunities in the Durham Region including for PMI events, at different municipalities or townships, or for other organizations who are holding events which are volunteer driven. J. Harris at Durham College

and K. Aguanno can be contacted regarding potential volunteer opportunities. R. Bennett, K. Macneil and C.Helm will work together to organize a master list or website with volunteer opportunities that students can access.

5. Results of investigation into work study opportunities – There are many requirements for work study which can be difficult to satisfy for students of a one year program. Summer work study opportunities are only available to returning students.
6. Follow-up on presentation to January intake students on services available at the college by E. Catell – S. Edwards is working on a structured plan to introduce this information to students at each intake.
7. Review introduction of business analysis content throughout program – continuing to be evaluated.
8. Results of research into business acumen software – continuing to be evaluated.
9. Report KPIs from February 2015 – these results are available next week and will discuss at the next meeting.

REPORT PREPARED BY: V. Kee

DATE: May 28, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE: 

APPROVED BY CHAIR: K. Aguanno

**Victimology Program Advisory Committee Membership List**

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

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>Committee Chair</b>		
TBA		
<b>External Committee Members</b>		
Mary Beamer	Faculty	Durham Alternative Second
Kathie Rideout	Manager, Programs	Family Services, Durham
Debbie Falconer	Victim Services Worker	Durham VWAP
Jeff Gauthier		
Jade Harper	Executive Director	Victim Services of Durham
Allison Hector-Alexander	Diversity Officer	DC/UOIT
Dawn Hopps	Supervisor	Partner Assault Response
Sheylene Jackson		Toronto Police Service
Wendy Leaver		
Shelley Tarnowski	Provincial Coordinator-Abuse Issues	OPP
Susan Pidlubny	Head of Special Programs	Durham Alternative Second
<b>Elected Student/Alumni Representatives</b>		
Almerinda Colella	Year/Program/Alumni Alumni	Durham College
<b>Elected Faculty/Staff Representatives</b>		
Name	Title	Organization
Stephanie Ball/Moreen Tapper*	Dean/Associate Dean	Durham College
Tracey Marshall	Professor	Durham College
Joanne Paterson*	Coordinator/Professor	Durham College
<b>Guests/Unelected Faculty/Staff</b>		
Name	Title	Organization
None		

## KEY POINTS OF DISCUSSION

1. The minutes of November 13, 2014 were approved by J. Paterson and seconded by M. Tapper.  
CARRIED
2. **Embedded Certification:** ASIST training will be embedded as part of their placement clinic. The two-day training may be held at Pickering or the Pickering Library depending on space availability.
3. **Community Partnerships (field placement):** Based on the feedback from both the students and the placement hosts, the placement hours will increase from 112 to 150 hours in the winter semester 2016. The placement hours in some of the other colleges range from 140 to 160 hours. This year the students will be required to submit all their placement documentation electronically in one central location on DC Connect.
4. **KPI Update:** Based on a preliminary review of the results, the main weaknesses are the delay in the grading of tests/assignments and access to faculty after classes.
5. **Continuing Education Update:** There are only 4 colleges across the province that offer the Victimology program with Georgian College delivering the program through Ontario Learn. The placement hours vary from 140 up to 160 hours
6. **Committee Chair:** A. Colella had volunteered to be Chair of the committee and her position has been approved.

## RECOMMENDED ACTIONS

1. The placement hosts will be advised of the increase in placement hours by the Field Placement Coordinator.
2. Providing timely feedback to the students and access/contact with faculty after classes will be addressed at the next program meeting by J. Paterson.
3. The availability of a classroom at the Pickering Library for the ASIST training will be investigated by J. Paterson.

## STATUS OF RECOMMENDATIONS FROM NOVEMBER 13, 2014 MEETING

1. Any advisory member interested in the Chair position should put forward their name to M. Bartosik or J. Paterson. COMPLETED
2. Increasing field placement hours and capstone projects will be addressed at a program team meeting. Placement hours increased. COMPLETED; Capstone Project - ONGOING

REPORT PREPARED BY: M. Bartosik

DATE: June 4, 2015

DRAFT REVIEWED BY ASSOCIATE DEAN: Moreen Tapper

SIGNATURE: 

APPROVED BY ACTING CHAIR: J. Paterson      SIGNATURE: 

# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion ☒  
Decision ☐

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 6, 2015

**FROM:** Don Lovisa, President

**SUBJECT:** **Final update on the 2014-2015 Program Advisory Committee Annual Compliance Report**

## A. Purpose

A report to provide the Board of Governors with a final update on the Program Advisory Committee Compliance Report for 2014-2015.

## B. Background

Under the Minister's Binding Policy Direction 3.0, Framework for Programs of Instruction, Section C. Advisory Committees, the Board of Governors ensures that an advisory committee for each program or cluster of programs of instruction is established and operates in compliance with By-Law #2 with respect to the committee structure, terms of reference and procedures for reporting the work and recommendations of the program advisory committees.

Durham College By-Law No. 2, Section 3.9 regarding Advisory Committee for Programs of Instruction, sets out in part that "... Advisory Committees will meet twice yearly."

## C. Discussion/Options

The May 26, 2015 Compliance Report presented to the Board of Governors at the June 8, 2015 meeting referenced that twelve Program Advisory Committee meetings were scheduled from June 8 to 30, 2015.

Ten of the twelve outstanding meetings are confirmed to have been completed from June 8 to 30, 2015. The Firefighter – Pre-service, Education and Training spring meeting was cancelled due to lack of quorum. The Energy Management Sustainable Building Technology spring meeting was cancelled due the program suspension for fall 2015.

Separately, the spring Child and Youth Worker meeting originally planned to be held prior to June 8 was cancelled due to lack of quorum.

Therefore, the following table below has been revised:

**Durham College Program Advisory Committee  
Compliance Report 2014 – 2015**

<b>SCHOOL</b>	<b># of PAC Committees</b>	<b>Frequency of meetings</b>	<b>Frequency of meetings</b>	<b>Frequency of meetings</b>
		<b>Met twice</b>	<b>Met once</b>	<b>Did not meet</b>
<b>Business, IT &amp; Management</b>	<b>11</b>	<b>11</b>		
<b>Health &amp; Community Services</b>	<b>11</b>	<b>10</b>	<b>1*</b>	
<b>Interdisciplinary Studies &amp; Employment Services</b>	<b>4</b>	<b>4</b>		
<b>Justice &amp; Emergency Services</b>	<b>12</b>	<b>11</b>	<b>1**</b>	
<b>Media, Art &amp; Design</b>	<b>12</b>	<b>12</b>		
<b>Science &amp; Engineering Technology</b>	<b>15</b>	<b>13</b>	<b>2***</b>	
<b>Skilled Trades, Apprenticeship &amp; Renewable Technology</b>	<b>12</b>	<b>10</b>	<b>2****</b>	

\* Child and Youth Worker. Spring meeting cancelled due to lack of quorum.

\*\* Firefighter – Pre-service, Education and Training. Spring meeting cancelled due to lack of quorum.

\*\*\* Energy Management Sustainable Building Technology: Fall meeting cancelled due to lack of quorum. Spring meeting cancelled due to program suspension for fall 2015.

\*\*\*\* Construction and Hoisting Techniques: Fall meeting cancelled due to lack of quorum.

\*\*\*\*\* Electrical Technician – Instrumentation and Control & Electrical Techniques: Fall meeting cancelled due to lack of quorum.

**D. Financial/Human Resource Implications**

N/A

**E. Implications for the Joint Campus Master Plan (if applicable)**

N/A

**F. Implications for UOIT (if applicable)**

N/A

**G. Recommendation(s)**

That the Durham College Board of Governors receive this final update to the 2014 - 2015 Program Advisory Committee Compliance Report for information.

# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion ☒  
Decision ☐

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 7, 2015

**FROM:** Don Lovisa, President

**SUBJECT:** **GTA Colleges' Report Back Trend Analysis**

## **A. Purpose**

To share information with the Board of Governors on five-year trends across the GTA contained in colleges' annual Report Backs submitted to the Ministry of Training, Colleges, and Universities.

## **B. Background**

Each year, Ontario postsecondary institutions submit an annual Report Back to the Ministry of Training, Colleges and Universities (MTCU), providing the government with a tool for public reporting on the performance of institutions based on the principles of access, quality, and accountability.

Following a presentation of the 2013-14 Report Back at its December 10, 2014 public meeting, the Durham College Board of Governors asked that President Lovisa make a request to MTCU for additional information on the annual Report Backs at a regional level. This information was received from MTCU in June 2015.

The accompanying report contains a trend analysis examining Report Back data from the six GTA colleges, namely Centennial, Durham, George Brown, Humber, Seneca and Sheridan, from the 2009-2010 to 2013-2014 Report Backs submitted to MTCU. Throughout the report, Durham is compared to the grouping comprised of the other five colleges (note that Durham is not included in the GTA category).

## **C. Discussion/Options**

In most areas, Durham College's performance is comparable to the other GTA colleges. It is noteworthy, however, that Durham College's significant enrolment growth is reflected in a rolling average change of 8.4 percent over the five-year period, compared to an average of 2.6 percent in the other colleges' combined enrolment.



Colleges in general are leaders in providing experiential, work-integrated learning opportunities for students. While the Report Back only collects information on co-op learning, Durham College strives to provide an experiential learning opportunity in all two- and three-year programs, including field placements, practicums, service learning, and the like. The trend analysis confirms that co-ops are strong in GTA colleges, and DC is presently developing a fulsome plan that will lead to the introduction of a new stream of co-op programs starting in September 2016.

Among the Key Performance Indicators, including student satisfaction, graduate satisfaction, employer satisfaction, employment rate, and graduation rate, Durham College has consistently performed well in comparison to the GTA colleges. Of particular note is DC's graduate employment rate, which has been higher than all other GTA colleges since 2010-11, with 85.5 percent of graduates surveyed in employment six months after graduation in the most current reporting period.

Please refer to the attached trend analysis for further information.

**D. Financial/Human Resource Implications**

None.

**E. Implications for the Joint Campus Master Plan (if applicable)**

None.

**F. Implications for UOIT (if applicable)**

None.

**G. Recommendation(s)**

That the Board of Governors receive this report for information.



## 2009-2010 / 2013-2014 GTA Colleges' Report Back Trend Analysis



The information in this document is a trend analysis of the data and highlights collected from the 6 GTA colleges (Centennial, Durham, George Brown, Humber, Seneca and Sheridan) in the 2009-2010 to 2013-2014 Report Backs submitted to the Ministry of Training, Colleges and Universities. **Durham is compared to the GTA colleges and is not included in the GTA category.**



Trend lines and the rolling average change are included for each result to provide a sense of the general direction of the particular measure. The rolling average change is an average of the year-over-year change experienced between 2009-10 and 2013-14.



Please refer to the Appendix at the end of this document for definitions of terms included below.

### 1) Enrolment - Full-Time Headcount

Total full-time headcount enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	67,943	70,498	70,418	73,048	75,364		2.6%
<b>Durham</b>	6,646	7,030	7,431	8,343	9,161		8.4%

Number of students under the age of 18							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	N/A	962	1,381	669	903		9.0%
<b>Durham</b>	N/A	133	123	196	191		16.4%

Number of students aged 18-24							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	51,227	52,537	53,337	55,111	56,646		2.5%
<b>Durham</b>	5,653	5,938	6,215	6,941	7,571		7.6%




Number of students aged 25+							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	16,036	17,821	15,692	17,268	17,815		3.1%
<b>Durham</b>	992	959	1,091	1,206	1,398		9.2%

#### Highlights



- Total full-time enrolment increased at most GTA colleges from 2009-2014, with all GTA colleges seeing growth in the 18-24 age group.
- All GTA colleges invested in expanding physical infrastructure, including new buildings and classrooms, to support student growth.
- Several GTA colleges used Strategic Enrolment Management Plans as well as Advisory Committees to develop new programs consistent with local economic factors and industry needs.
- Durham College's five-year enrolment plan targeted a net enrolment of 10,000 post-secondary students by the year 2015. Through a combination of new program introduction, a strategy of increasing capacity where applicant demand allowed, and a comprehensive admissions conversion plan, the enrolment target was reached in 2013-14.




## 2) Under-Represented Students

Students with disabilities full-time enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	6,296	8,274	9,121	10,257	11,502		16.6%
<b>Durham</b>	413	419	475	721	960		24.9%



Students with disabilities full-time enrolment as a percentage of total full-time student enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	8.7%	8.5%	9.2%	10.2%	11.8%		8.1%
<b>GTA - Highest %</b>	17.3%	18.6%	21.7%	23.8%	25.0%		9.7%
<b>Durham</b>	6.2%	6.0%	6.4%	8.6%	10.5%		15.0%




\*NOTE: Although colleges used a standard methodology to calculate the students with disabilities enrolment rates reported in the Report Backs, institutional comparisons and/or system-wide averages are not recommended.

First Generation Students full-time enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	18,632	17,796	18,669	20,799	23,254		5.9%
<b>Durham</b>	2,221	1,616	2,813	3,168	3,402		16.7%

First Generation Students full-time enrolment as a percentage of total full-time student enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	23.0%	16.9%	13.2%	10.6%	18.8%		2.3%
<b>GTA - Highest %</b>	45.5%	49.0%	39.7%	51.5%	42.0%		0.0%
<b>Durham</b>	33.4%	23.0%	37.9%	38.0%	37.1%		7.9%

\*NOTE: Colleges used a variety of methodologies to calculate the First Generation student enrolment rates reported in the Report Backs. As such, institutional comparisons and/or system-wide averages are not possible.

Aboriginal Students full-time enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	1,283	2,090	1,840	1,775	2,261		18.7%
<b>Durham</b>	234	119	121	149	203		3.0%

Aboriginal Students full-time enrolment as a percentage of total full-time student enrolment							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	0.2%	0.4%	0.6%	0.7%	0.7%		41.7%
<b>GTA - Highest %</b>	5.1%	7.7%	6.6%	4.2%	6.5%		13.8%
<b>Durham</b>	3.5%	1.7%	1.6%	1.8%	2.2%		-5.6%

\*NOTE: Colleges used a variety of methodologies to calculate the aboriginal student enrolment rates reported in the Report Backs. As such, institutional comparisons and/or system-wide averages are not possible.

## Highlights

### Students with Disabilities

- Most GTA colleges recognized a need to address mental health issues in existing disabilities services, including addictions and psychiatrics, and expanded programming and staff to suit that need.
- Several GTA colleges enhanced their support services for apprentices with disabilities, including workshops to speak about employment readiness and online tools to explore possible careers.
- A number of GTA colleges developed transition programming, such as orientation events and mentorship, to accommodate entering students with disabilities.
- Durham College is undertaking efforts to ensure a strong continuum of care between the Campus Health Centre and the Access and Support Centre (formally Centre for Students with Disabilities). These efforts include a designated counselling position to support students with mental health related problems, and offering workshops targetted at anxiety management and mindfulness.

### First Generation Students



- Several GTA colleges developed and expanded online engagement tools for First Generation (FG) students, including websites, online tutorials, videos, social media pages, and e-mentoring programs.
- All GTA colleges developed mentoring programs to aid FG students in the academic and social transition to post-secondary education.
- A majority of GTA colleges hired dedicated staff members to assist FG students in their first year at the institution.
- A majority of GTA colleges focused their efforts on extended orientation programming to ensure that FG students were supported throughout their first semester.
- Durham College's customer service outcomes indicated that 94% of FG students were likely to recommend the services to someone looking for similar services, and 96% were better prepared and able to successfully complete their academic year as a result of the services and supports provided through the FG program.

### Aboriginal Students




- Over the five year period all GTA colleges organized Aboriginal ceremonies, workshops, and guest speakers to promote Aboriginal culture.
- Several GTA colleges developed and/or expanded physical space or centres for Aboriginal students.
- Most GTA colleges hired Aboriginal staff members and developed training programs for new and existing employees dedicated to Aboriginal student success.
- Durham College has renovated and expanded its Aboriginal Student Centre to include a dedicated Smudge room with ventilation.

### 3) Credit Transfer

**Total number of college graduates who participated in the Graduate Survey who indicated that they were enrolled in a university in Ontario six months after graduation**

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	1,394	1,627	1,616	1,518	1,394		0.5%
<b>Durham</b>	97	115	137	121	152		12.9%

**Percentage of all college students who subsequently enrolled in universities who were satisfied or very satisfied with their academic preparation for university**

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	78.8%	74.8%	75.3%	80.9%	80.5%		0.6%
<b>GTA - Highest %</b>	87.7%	87.7%	88.8%	87.7%	88.8%		0.3%
<b>Durham</b>	83.3%	81.1%	83.3%	83.3%	75.6%		-2.3%

#### Highlights

- All GTA colleges focused efforts on consistently updating online transfer guides and/or websites to improve access to information for students.
- Several GTA colleges created new staff positions and office spaces dedicated to institutional partnerships and credit transfers.
- A number of GTA colleges noted use of the Credit Transfer Initiative Grant in order to improve existing services for internal and external transfers.
- At Durham College, a number of initiatives were undertaken which contributed to improvements in credit transfer processes. These included the hiring of a Pathways and Credit Transfer Coordinator whose responsibilities include redesigning the credit transfer application form to allow for multiple credit transfer requests via one form (resulting in less paperwork for students) and streamlining our internal credit transfer processes to improve application flow to school offices. These efforts resulted in an increased number of credit transfer applications and faster response times to credit transfer applications.

#### 4) Class Size

\*The Report Backs collected information on five class size categories – fewer than 30 students, 30 to 60 students, 61 to 100 students, 101 to 250 students and 251 or more students. For the purposes of this summary, however, only information on classes with fewer than 30 students is presented.

Percentage of First Year classes with fewer than 30 students							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	N/A	39.4%	26.2%	23.5%	23.1%		-15.2%
GTA - Highest %	N/A	55.6%	61.4%	61.0%	83.4%		15.5%
Durham	N/A	27.0%	42.9%	40.0%	44.3%		21.0%

Percentage of Second Year classes with fewer than 30 students							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	N/A	31.0%	21.6%	22.5%	21.2%		-10.6%
GTA - Highest %	N/A	62.5%	65.6%	58.7%	83.5%		12.2%
Durham	N/A	40.3%	45.7%	48.1%	36.9%		-1.5%

Percentage of Third Year classes with fewer than 30 students							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	N/A	33.4%	38.3%	30.5%	29.4%		-3.1%
GTA - Highest %	N/A	66.7%	76.1%	73.4%	90.2%		11.1%
Durham	N/A	64.6%	60.8%	48.7%	45.1%		-11.1%

Percentage of Fourth Year classes with fewer than 30 students							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	N/A	59.4%	52.2%	37.5%	46.0%		-5.9%
GTA - Highest %	N/A	97.0%	96.7%	100.0%	100.0%		1.0%
Durham	N/A	N/A	N/A	N/A	N/A	-	-

#### Highlights

- All GTA colleges utilized alternative or hybrid instruction formats in order to make more efficient use of available space. These alternate delivery models include weekend, evening, or summer course offerings, online instruction, as well as smaller seminars or tutorials for large foundational courses.
- A number of GTA colleges created policies on class size restrictions to lower the number of students per class.
- All GTA colleges invested in the construction of new classrooms or expansion of existing classrooms to accommodate growing enrolment over the five year period.
- Durham College is very proud to maintain small class sizes. Regardless of year of study, over 90% of students are in classes of 60 or fewer students. When large classes are run, it is often at the request of faculty and for the purpose of teaching theory. Smaller classes are often specifically created for courses in Foundations programs to provide a supportive classroom environment.

## 5) eLearning

Total number of Ministry-funded <u>courses</u> offered through eLearning formats								
		2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
Ontario College Credential	GTA	N/A	715	817	716	915		9.9%
	Durham	N/A	19	30	32	307		308.0%
Other Credential	GTA	N/A	674	633	902	1,381		29.8%
	Durham	N/A	0	0	0	407	-	-

Total number of Ministry-funded <u>programs</u> offered through eLearning formats								
		2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
Ontario College Credential	GTA	N/A	50	85	64	36		0.5%
	Durham	N/A	2	3	2	20		305.6%
Other Credential	GTA	N/A	63	86	104	121		24.6%
	Durham	N/A	0	0	0	37	-	-


Total number of Ministry-funded <u>registrations in programs</u> offered through eLearning formats								
		2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
Ontario College Credential	GTA	N/A	14,578	26,369	31,966	34,882		37.1%
	Durham	N/A	303	409	1,558	8,124		245.8%
Other Credential	GTA	N/A	7,543	15,272	17,597	18,237		40.4%
	Durham	N/A	0	0	0	683	-	-

\*NOTE: The Durham College methodology for determining courses, programs and registrations was revised in 2013-14, so results are not comparable to previous years.


### Highlights

- In 2009, all GTA colleges developed a plan for expanding or encouraging e-learning. With the exception of college credential programs, all e-learning areas at GTA colleges increased by 2014.
- Several GTA colleges conducted ongoing consultations with students and staff in order to develop e-learning strategies that meet the diverse needs of students.
- Most GTA colleges conducted professional development for faculty so that they feel comfortable and familiar with online delivery.
- The majority of GTA colleges upgraded or changed their learning management system to enhance student and faculty experience.

## 6) International Initiatives

Total number of <u>inbound</u> students participating in exchange/student abroad programs							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	865*	2,971*	3,585*	105	161		55.1%
<b>Durham</b>	0	0	0	0	0	-	-

\*NOTE: Some institutions included full-time international student enrolment as part of the inbound data from 2009-2011.



Total number of <u>outbound</u> students participating in exchange/student abroad programs							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	385	440	491	571	1,087		33.1%
<b>Durham</b>	0	0	0	0	0	-	-

### Highlights



- Over the five year period, several GTA colleges established new staff positions to lead international initiatives and support inbound and outbound study abroad students.
- A number of GTA colleges focused their efforts on expanding their recruitment initiatives, particularly by developing partnerships with India, China, and Southeast Asia.
- Some GTA colleges encouraged international experience by seeking out scholarships for students studying abroad.
- Durham College re-engaged in International Development Projects in 2013/14, being awarded a Colleges and Institutes Canada (CICan) Education For Employment project in Guyana to assist in the development of an automotive electronics program at the Government Technical Institute in Georgetown. This project is being undertaken in partnership with the College of the North Atlantic and the Marine Institute.



## 7) Work-Integrated Learning

Total number of programs with a Co-op stream							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	N/A	N/A	128	159	158		11.8%
<b>Durham</b>	N/A	N/A	1	2	1		25.0%

\*NOTE: Some institutions included full-time international student enrolment as part of the inbound data from 2009-2011.

Total number of students enrolled in a Co-op program							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA</b>	N/A	N/A	7,070	10,500	13,838		40.2%
<b>Durham</b>	N/A	N/A	34	32	26		-12.3%

### Highlights

- Several GTA colleges noted that international work placements were an important component of their work integrated learning, giving students a chance to complete their professional development in a unique setting.
- Many GTA colleges increased networking and job fair events to help students secure work placements.
- A number of GTA colleges focused on increased industry partnerships to provide students with mentors as well as ensure that co-op students have the skills industries need.
- The co-op placement offered at Durham College was in the Golf Facility Operations Management program.

## 8) Student Satisfaction

The student satisfaction rate at all colleges for KPI Question "Overall, your program is giving you knowledge and skills that will be useful in your future career"							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	82.5%	82.5%	84.7%	84.1%	84.6%		0.6%
GTA - Highest %	88.1%	86.9%	86.8%	86.8%	86.9%		-0.3%
Durham	84.2%	86.3%	86.4%	85.9%	86.7%		0.7%

The student satisfaction rate at all colleges for KPI Question "The overall quality of the learning experiences in this program"							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	72.6%	72.4%	76.4%	75.7%	75.5%		1.0%
GTA - Highest %	81.6%	80.3%	81.8%	80.9%	81.6%		0.0%
Durham	74.5%	76.5%	78.1%	76.9%	78.7%		1.4%



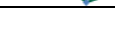
The student satisfaction rate at all colleges for KPI Question "The overall quality of the services in the college"							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	55.2%	55.5%	59.4%	61.2%	58.2%		1.4%
GTA - Highest %	68.6%	67.7%	66.0%	68.4%	61.3%		-2.6%
Durham	63.5%	62.8%	64.0%	65.7%	60.6%		-1.1%

The student satisfaction rate at all colleges for KPI Question "The overall quality of the facilities/resources in the college"							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	56.9%	57.1%	60.2%	62.6%	67.9%		4.6%
GTA - Highest %	69.6%	69.8%	67.8%	69.8%	71.5%		0.7%
Durham	64.0%	64.5%	66.7%	66.6%	71.3%		2.8%

### Highlights

- All GTA colleges used satisfaction data to inform improvements and upgrades in the facilities at the institution over the five year period. Most notable are transformed cafeterias, expanded athletic or recreational space, and renovations in libraries and academic resource centres for students.
- The majority of GTA colleges provided increased opportunities for student leadership initiatives, volunteering, and peer mentoring.
- Several GTA colleges focused recent student satisfaction efforts on improvements in mental health services and the creation of wellness centres on campus.
- Durham launched several initiatives to support positive student experiences, including the Respect campaign coordinated by the Diversity Committee. This campaign supports the college's commitment to providing a supportive and harassment-free learning, teaching, and working environment for everyone through leadership and positive role-modeling.




## 9) Graduation Rate

Graduation rate at all GTA colleges							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	56.6%	54.6%	54.6%	59.4%	60.5%		1.8%
<b>GTA - Highest %</b>	73.3%	72.0%	70.9%	72.3%	71.1%		-0.7%
<b>Durham</b>	67.5%	66.8%	68.0%	65.7%	66.7%		-0.3%

### Highlights

- Most GTA colleges recognized the need for flexible supports for early leavers or students who are just short of graduation. Over the five year period, these students were provided with online or expedited credit options in order to graduate, as well as accommodations for health or wellness related issues.
- Several GTA colleges developed early alert programs for at-risk students and worked to refer them to the appropriate student support service to help them stay on track.
- A small number of GTA colleges created peer tutoring or mentoring programs for student leaders to share learning strategies and experiences with struggling students.
- Durham College has expanded the opportunities for students to access academic tutoring options in order to ensure that students have every opportunity for remedial assistance when encountering academic challenges. One initiative that has been extremely successful is a strategy to develop online resources where students have access to learning and writing skills modules, videos, and tip sheets as well as help modules for math, science, accounting, and statistics.

## 10) Graduate Employment Rate

Graduate employment rate 6 months after graduation for all college graduates surveyed							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
<b>GTA - Lowest %</b>	77.3%	74.0%	72.8%	74.3%	73.1%		-1.4%
<b>GTA - Highest %</b>	85.3%	81.9%	83.1%	82.8%	82.5%		-0.8%
<b>Durham</b>	82.8%	83.2%	83.1%	83.7%	85.5%		0.8%

### Highlights

- Recognizing tough economic times, most GTA colleges expanded career services for recent graduates. These include: personalized free career advice up to one year post-graduation, alumni networking events, and mentorship opportunities with alumni working in the industry.
- The majority of GTA colleges held events such as career fairs to facilitate student-employer connections. In addition, some GTA colleges noted the creation of weekly or monthly workshops in order to increase the visibility of job supports and foster employment-readiness.
- All GTA colleges witnessed growth in their online presence when it comes to employment, including job search engines, career websites, webinars, as well as social media usage such as LinkedIn.
- Durham College's Career Services expanded the Career Education Seminar selections for faculty to consider as in-class seminars: Ready for Work, Success on the Job, Resume Jeopardy, LinkedIn, and Career Pathways. These seminars were added to the list of seminars that includes Advanced Resumes, Interview Preparation, Job Search, Portfolio Development, Cover Letters, and Intro to the Hired portal. A total of 200 in-class seminars were delivered to faculty and students.

## 11) Retention Rates

Retention rate achieved for Year 1 to Year 2							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	67.3%	65.9%	64.7%	64.1%	67.7%		0.2%
GTA - Highest %	87.0%	85.6%	86.5%	89.0%	76.6%		-2.9%
Durham	81.2%	86.9%	80.1%	81.4%	85.0%		1.3%

Retention rate achieved for Year 2 to Year 3							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	82.0%	76.5%	72.4%	72.5%	74.7%		-2.2%
GTA - Highest %	94.7%	92.4%	94.3%	94.4%	90.0%		-1.2%
Durham	87.6%	84.0%	81.9%	71.0%	84.5%		-0.2%

Retention rate achieved for Year 3 to Year 4							
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Trend	Rolling avg. change
GTA - Lowest %	88.0%	85.8%	84.2%	83.0%	77.4%		-3.1%
GTA - Highest %	95.2%	94.1%	96.7%	100.0%	96.8%		0.5%
Durham	N/A	N/A	N/A	N/A	N/A	-	-

\*NOTE: The methodology used to calculate the year-over-year retention rate was - November 1<sup>st</sup> full-time enrolment headcount divided by previous year's November 1<sup>st</sup> full-time enrolment headcount for the same program. This methodology produces retention results that are greater than 100% because it does not account, for example, student transfers or students returning from co-op placements.

\*NOTE: Institutions used a variety of student enrolment cluster groups in their MYAA Report Back student retention rate calculations. As such, comparison between the student retention rates is not recommended.

### Highlights

- Over the five year period, most GTA colleges developed retention plans and strategies to identify at risk students and ensure student success. A number of the initiatives are in the pilot stage and retention rates may reflect their ongoing development.
- The majority of GTA colleges worked with faculty to identify high failure or historically difficult first year courses and develop targeted supports for those courses. Many GTA colleges noted math was a particularly important learning skill, and are thus working to develop math transition programs for first year students.
- Most GTA colleges focused their retention efforts on first year transition activities or orientation programming to ensure that students feel connected to the college and other students. These initiatives, which often begin in the summer before first year, are also intended to improve the academic preparedness of students.
- At Durham College, there has been a focus on early identification of students who may be "at-risk" for completing college. The Student Success Survey includes questions pertaining to students' writing, reading, math and science skills, finances, and career alignment to program choice, which may identify possible at-risk students. Through the collaboration of various departments, customized messages were created to provide early outreach and early referral to support services targeting individual needs.

## APPENDIX

### **ENROLMENT:**

**Headcount** is the un-audited enrolment count on November 1 of a given year in the Ontario College Application System (OCAS) (Full-Time funded students only: does not include Nursing, Second Career, Apprentice or International students).

### **UNDER-REPRESENTED STUDENTS:**

**Students with disabilities** is the total number of students with disabilities (excluding apprentices) registered with the Office for Students with Disabilities and reported in Table 1 of the institutions' annual report to the Ministry for the Accessibility Fund for Students with Disabilities (AFSD).

**First Generation** is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution but the parent(s)/guardian(s) have not, the student is still considered a First Generation student.

Parents/Guardians: one or more adults, over the age of 21, who are legally responsible for the care and management of the affairs of the student.

Postsecondary Attendance: have attended (but not necessarily having obtained a credential from) any institution of higher education in Ontario or elsewhere including outside Canada after high school (includes programs that lead to a postsecondary credential e.g. degree, diploma, certificate).

**Aboriginal** is a collective name for the original people of North America and their descendants. The Canadian Constitution, Constitution Act 1982, recognizes three groups of Aboriginal peoples – Indians (First Nation), Métis and Inuit. These are three separate peoples with unique heritages, language, cultural practices and spiritual beliefs.

### **CLASS SIZE:**

**Class size** is the number of students per class in a section. A section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom. Each section should only be counted once. Students who withdrew part way through should be included in the count. Labs and tutorials are considered and sub-sections and should be excluded from the count. One-on-one independent study and/or practicum should also be excluded.

### **eLEARNING:**

#### **Courses**

A **Fully Online Learning (asynchronous) course** is a form of distance learning delivered to individuals with access to the Internet, either at home, work or through an access centre. Although courses may have a set start date and set due dates for assignments, students can otherwise access and participate in courses at times and places of their own choosing. The online component is typically over 80% of the total delivery. For example, a fully online course may include occasional face-to-face meetings, a proctored exam, etc. with the remainder of the content delivered online.

A **Synchronous Conferencing course** is delivered through audio and video conferencing to provide synchronous communications (i.e., at the same time) between an instructor at one site and students at other sites. Conferencing can make use of the public telephone system (ISDN), dedicated wideband networks or the Internet. A course is considered to be offered via synchronous conferencing if 80% or more of the content is delivered this way. For example, a synchronous conferencing course may have occasional face-to-face meetings, a proctored exam, etc. with the remainder of the content delivered through audio and video conferencing.

**Hybrid Learning Course** is a course where face-to-face teaching time is reduced, but not eliminated, to allow students more time for online study. This model comes in a number of formats; however the online component is typically 50%-80% of the total course delivery. In this case, a hybrid learning course may have components delivered via traditional face-to-face; however, over half the course delivery should be online.

### **Programs**

A **Fully Online Learning (asynchronous) program** describes a program, which is considered to be fully online if 80% or more of its courses are fully online courses. As an example, suppose a program consisted of 10 courses where, 8 courses are delivered fully online and 2 courses are delivered via traditional face-to-face. In this case, 80% of courses in the program are fully online, and the program is defined as a fully online program.

A **Synchronous Conferencing program** describes a program which is considered to be offered via synchronous conferencing if 80% or more of its courses are delivered via synchronous conferencing and 2 courses are delivered via traditional face-to-face. In this case, 80% of courses in the program are delivered via synchronous conferencing, and the program is defined as a synchronous conferencing program.

A **Hybrid Learning Program** describes a program where 80% or more of its courses are hybrid learning courses.

### **INTERNATIONAL INITIATIVES:**

**Outbound Students** are students who pay tuition at an Ontario college/university for credit received for study/work abroad.

**Inbound Students** are international students participating in student exchanges/study abroad/internships/international experiences at an Ontario college/university to receive academic credit towards a credential granted by their home institution.

### **WORK-INTEGRATED LEARNING:**

**Work-Integrated Learning** is the process where students learn from experiences in educational and practice settings and integrate those experiences for effective professional practice and employment (adapted from HEQCO, 2012).

A **Co-operative Education Program** is defined as one that formally integrates a student's academic studies with work experience. The usual plan is for the student to alternate periods of experience in career-related fields according to the following criteria (Canadian Association for Co-Operative Education, 2012):

- Each work situation is approved by the co-operative education institution as a suitable learning situation;
- The co-operative education student is engaged in productive work rather than merely observing;
- The co-operative education student receives remuneration for the work performed;
- The co-operative education student's progress on the job is monitored by the cooperative education institution;
- The co-operative education student's performance on the job is supervised and evaluated by the student's employer;
- The time spent in periods of work experience must be at least 30 per cent of the time spent in academic study.

# BOARD REPORT

Public: ☒  
In-camera: ☐

Action Required:  
Information/Discussion ☐  
Decision ☒

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 10, 2015

**FROM:** Jennifer Clark, board secretary

**SUBJECT:** Annual Board Work Plan for 2015-2016

## A. Purpose

To identify the key decisions and actions required of the Board and its committees from September 1, 2015 to August 31, 2016.

## B. Background

Decisions and actions required under Government of Ontario legislation, Minister's Binding Policy Directives, Durham College By-Laws, Board Policies and Board practices have been identified and scheduled for committee and/or Board attention. The senior management team has been canvassed for planned decisions and actions requiring Board input. All have been scheduled on the Board's annual Work Plan for 2015-2016. The strategic goals advanced by the decisions and actions on the Work Plan have been identified. Due to the new Business Plan format and dashboard reporting plans, mapping the Work Plan items to Business Plan objectives was not undertaken.

The Executive Committee reviewed the Work Plan at its meeting of September 14, 2015 and endorses approval of it.

## C. Discussion/Options

Specific decisions and actions have been scheduled for the optimum dates. When not bound by MTCU deadlines, and given unexpected circumstances some decisions and or actions may be brought to the relevant committee or to the Board at earlier or later dates.

## D. Financial/Human Resource Implications

The Annual Work Plan calendar itself has no financial or human resource implications.

**E. Implications for the Campus Master Plan (if applicable)**

None.

**F. Implications for UOIT (if applicable)**

The joint DC & UOIT Boards event, which alternates annually with the Program Advisory Committee Chairs and Board of Governors Roundtable, will not be held this year.

**G. Recommendation(s)**

**THAT the Board of Governors approves the Annual Board Work Plan 2015-2016.**



Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
Each Meeting	Programs	Receive Program Advisory Committee meeting minutes by resolution	BOG	X	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	CAO	Our People	All four goals		In-Camera BOG
Each meeting	Accountability and Monitoring	Receive 2015-2016 budget and cash flow update for information	A&F				X	Finance	Our Business	Core institutional priorities		Every A&F except May/June
September	Governance	Provide DC internal Board orientation	Admin		X			BOG Sec	Our People	All four goals		September 9
September	Subsidiaries	Provide Board orientation on Durham College Foundation and its business	BOG	X	X		X	President's Office - DC Fdn	Our People	Core institutional priorities		September 9
September	EVENT	Hail & Farewell Dinner - recently retired and current BOG, VPs and spouses						BOG Sec				Thanking out-going and welcoming in-coming governors - Sept 9
September	Governance & Accountability	Recommend Annual Board Goals for 2015-2016	Exec BOG	X				President, Chair and Vice-Chair	Our Business			Confirm at Sept 14 Exec Approve at Oct 14 BOG Public session
September	Governance	Annual Board Work Plan for 2015-2016	Exec BOG	X		X		BOG Sec	Our Business			Confirm at Sept 14 Exec Approve at Oct 14 BOG Public session
September	Governance and Accountability - BOG	Confirm attendance at CO Board Orientation, HES and CIC Conference	Exec BOG	X	X			BOG Sec	Our People Our Business			Confirm at Sept 14 Exec Approve at Oct 14 BOG Public session
September	Finance and Compliance	Endorse Annual Report on Accessibility Plan	Exec BOG	X		X		Student Affairs	Our Students, People, Community	Core institutional priorities		Oct 14 - public session
September	Governance	Identify and develop recommendation for professional development opportunities for the current Board year	GRC				X	BOG Sec	Our People			Sept 28 - GRC
September	Governance	Review and approve Board Policies	GRC BOG	X				BOG Sec	Our Business			Election of Internal Govs, Code of Conduct, Exec Constraint, Staff-Student-Client-Visitor Treatment Revise and recommend GRC Sept 28 Approve BOG Oct 14
September	Governance and Accountability - BOG	Assess recruitment and reappointment needs for 2016-2017	Nom	X	X			BOG Sec	Our People			Sept 28 - Nom On Aug 31/16 - DA, RI, PM 1st terms conclude

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
October	Programs	Receive Addendum to Program Advisory Committee Verification for 2014-2015	BOG	X	X			Academic	Our Students	Student-focused teaching and learning		Sept 28 - GRC Oct 14 - BOG (recommend moving compliance from June to Oct)
October OR Nov?	Governance & Accountability; Planning and Reporting	Receive 2016-2017 budget process update for information	A&F BOG				X	Finance	Our Business	Core institutional priorities		Receive at Oct 6 or Nov 2 A&F Report at Oct 14 or Dec 7 BOG
October	Accountability and Monitoring	Update on Internal Controls Review Recommendations	A&F				X	Finance	Our Business			Oct 6 - final report.
October	Finance and Compliance	Endorse 2015-16 Budget Submission to MTCU	A&F BOG	X				Finance	Our Business	Core institutional priorities		Oct 6 - A&F Oct 14 - BOG - submission for this current fiscal year MTCU requires BOG-approved budget in specific format
October	Governance and Accountability	Receive initial 2015-2016 enrolment report for information	BOG				X	Student Affairs and Academic	Our Students	Responsible, strategic growth		Twice per year - Oct & Dec Public session
October		Receive Student Association 2014-2015 Audited Financial Statements and 2015-16 Operating Budget for information	BOG				X	Student Affairs	Our Students			Oct 14 BOG - public session
October	Governance & Accountability - Planning and Reporting	Receive Business Plan update for information	BOG				X	President's Office	Our Business	All four goals		Oct 14 - BOG - in-camera
October	Finance and Administration	Receive 2015-2016 DC Foundation Business Plan for approval	BOG	X		X		President's Office - DC Fdn	Our Business Our Community	Core institutional priorities		Oct 14 - in-camera session
October	Finance and Administration	Receive 2015-2016 DC Foundation Board membership for approval	BOG	X		X		President's Office - DC Fdn	Our Business Our Community	Core institutional priorities		Oct 14 - in-camera session
October	Finance and Administration	Receive 2014-2015 DC Foundation Annual Report for information	BOG			X	X	President's Office - DC Fdn	Our Business Our Community	Core institutional priorities		Oct 14 - in-camera
October	EVENT	Convocation - governors in platform party	BOG					BOG Sec	Our Students			October 29
October	Finance and Compliance	Endorse MYAA/SMA Report-back	BOG		X		X	Academic	Our Students, Our Business	Student-focused teaching and learning		Timing dependent on MTCU. October 14 - public session
November	Governance & Accountability - Planning and Reporting	Approve 2015-2016 external audit plan	A&F	X				Finance	Our Business	Core institutional priorities		Invite BDO rep to Nov 2 A&F

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
November	Governance and Accountability	Receive President's mid-year performance update for information	Exec	X	X			CAO, President's Office, Chair	Our People	All four goals		November 2
November	Governance	Initiate Board Retreat Planning	Exec				X	BOG Sec	Our People			November 4
November	Governance and Accountability - BOG	Recommend re-appointments Identify recruitment needs and recommend plan, if necessary	Nom BOG	X	X			BOG Sec	Our People			Nov 4 - Nom - prepare recommendations Dec 7 - BOG - in-camera
November	Governance and Accountability - BOG	Colleges Ontario New Board Member Orientation session (s)	Other	X	X		X	BOG Sec	Our People			November 14 & 15, Sheraton Hotel, Toronto
December	Governance and Accountability	Receive update on 2015-2016 enrolment report for information	BOG				X	Student Affairs and Academic	Our Students	Responsible, strategic growth		Twice per year - Oct & Dec Public session
January	Governance	DC internal Board orientation - follow-up session	Admin		X			BOG Sec	Our People	All four goals		January 13 - inaugural session
January	Governance	Review and approve Board Policies	GRC BOG		X			BOG Sec	Our Business			Entrepreneurial Activities, Financial Matters, Programs of Instruction, PACs Revise and recommend GRC Jan 25 Approve BOG Feb 10
February	Accountability and Monitoring	Update on the progress of the 2016-17 budget process	A&F				X	Finance	Our Business	Core institutional priorities		February 1
February	Governance & Accountability	Receive Annual Risk Register Report	A&F BOG		X			Finance	Our People	All four goals		Feb 1 A&F Feb 10 BOG in-camera Annually in Feb; high and extreme risks brought to A&F upon occurrence
February	Finance and Administration	Approve 2016-2017 tuition and ancillary fees	A&F BOG	X		X		Student Affairs - SEM	Our Students	Responsible, strategic growth Core institutional priorities		Confirm at Feb 1 A&F Approve at Feb 10 BOG public session (Dependent on receipt of MTCU Framework for 2016-2017)
February	Governance & Accountability	Approval of interim 2015-2016 budget	A&F BOG	X				Finance	Our Business	Core institutional priorities		Confirm at Feb 1 A&F Approve at Feb 10 BOG - public session Requires submission to MTCU in Jan.
February		College Sector Scorecards	Exec BOG				X	President's Office	Our Business			Feb 1 - Exec Feb 10 - BOG - in-camera Timing dependent on MTCU
February	Governance & Accountability	Establish plan for development of new strategic plan and SMA	BOG					President's Office	All Pillars			Feb 10 - BOG public

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
February	Governance & Accountability - Planning and Reporting	Receive Business Plan update for information	BOG		X		X	President's Office	Our Business	All four goals		Feb 10 - in-camera
February	Governance and Accountability	Receive progress update on PQAPA recommendations for information	BOG				X	Academic	Our Students	Student-focused teaching and learning		Feb 10 - Public session
February/March	OCAATA 2002 O.R. 34/03 O.Reg. 301/10	Internal Governor Nominations & Election	BOG	X	X			BOG Sec	Our People			Timing TBC - Student Governor election only
March	Programs of Instruction (PAC Chairs)	BOG&PAC Chairs meeting	BOG					Academic (PAC Chairs)	Our Students (PAC Chairs)			March 9
March	Board Appointments	Confirm standing committee surveys for 2016-2017 year	Nom					BOG Sec	Our Business Our People			Confirm at March Nom mtg (21, 22 or 23) Implement in April
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 (21, 22 or 23) Implement in April, prior to Retreat
March	Governance and Accountability - BOG	Direct Appointment Candidate Interviews; Recommend appointment for Sept 1/15 start, if necessary	Nom BOG	X				BOG Sec	Our People			If necessary 'Mar 21, 22, 23 Interviews and Nom mtg To April BOG - in-camera
April	Finance and Compliance	Recommend 2016-2017 annual budget for approval	A&F BOG	X	X	X		Finance	Our Business	Core institutional priorities		Confirm at April 4 A&F Approve at April 13 BOG public session
April	Accountability and Monitoring	Approve Annual Business Plan 2016-2017	Exec BOG	X	X	X		President's Office	Our Business			Confirm at April 4 Exec Approve at April 13 BOG
April	Governance	Semi-annual review of progress toward 2015-2016 Board Goals	Exec BOG					BOG Sec	Our Business			Exec - April 4 BOG - April 13 - public session
March	Governance	Initiate discussion regarding 2016-2017 Board Goals	Exec BOG					BOG Sec	Our Business			Exec - April 4 BOG - Retreat
April	Board Appointments	Announce chair and vice-chair election results	BOG	X	X	X		BOG Sec	Our People			April 13 BOG - public session
April	Governance	Board Retreat	BOG				X	Retreat Sub-Ctte	Our People			April 15-16
April	Governance	Appoint members to Standing Committees for 2016-2017	Nom BOG	X	X	X		BOG Sec	Our Business Our People			Confirm at April 27 Nom Approve at May 11 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 11 BOG in camera

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
May	Governance	Confirm Annual Board Effectiveness Survey questions	Exec	X	X		X	BOG Sec	Our Business Our People			Confirm at May 2 Exec
May	President's Evaluation	President's Performance Appraisal	Exec BOG					CAO President's Office Chair	Our People	All four goals		Exec mtg - May 2 Chair to review appraisal with president after May 11 BOG
May	President's Evaluation	Establish President's Goals and Objectives for coming year	Exec BOG	X	X	X	X	CAO President's Office	Our People Our Business	All four goals		Confirm at May 2 Exec Approve at May 11 BOG in-camera
May	Administrative	Schedule of Board and Committee meeting dates for 2016-2017	Exec BOG		X		X	BOG Sec	Our Business			Confirm at May 25 Exec Approve at June 13 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 11 public session
May	Accountability and Monitoring	Academic Directions and Pathways	BOG					Academic	Our Students	Student-focused teaching and learning		High-level update May 11 Public session
May		Receive names of nominees for Honourary Credential and/or Faculty or Staff Emeritus for informationfor information	BOG				X	Student Affairs - SEM and	Our Community			May 11 BOG - in-camera; if necessary
May	Governance & Accountability	Recommend approval of 2016-2017 salary and performance pay adjustments for Admin Staff	Exec BOG	X	X			CAO	Our People	Core institutional priorities		Confirm at May 2 Exec **ok with Scott?*** Approve at May 11 BOG in-camera Includes direct reports to the President.
May	Governance	Implement Annual Board Effectiveness Survey	BOG	X	X		X	BOG Sec	Our Business Our People			May 9-13 - on-line
April	Governance and Accountability	Report back on 2015-16 Business Plan	BOG	X				President's Office	Our Business	All four goals		April 13 BOG - in-camera session
May	Governance	Review and amend By-laws	GRC BOG	X	X		X	BOG Sec	Our Business			May 16 GRC June 13 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 GRC May 16; BOG June 13

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
May	Accountability and Monitoring	Receive annual President's Letter of Verification 2015-2016	GRC BOG					BOG Sec	Our Business			Confirm items for inclusion in report at May 16 GRC Receive at June 13 public session (Recommend move to Sept GRC and Oct BOG)
May	Finance and Administration	Receive annual Investment Report (DC Foundation) for 2015-2016	A&F BOG	X	X			Finance	Our Business	Dynamic partnerships		Confirm at May 25 A&F Receive at June 13 BOG Public Session This is the report on the DC Foundation's investments.
May	Finance and Compliance	Recommend approval of Audited Financial Statements 2015-2016	A&F BOG	X	X			Finance	Our Business	Core institutional priorities		Confirm at May 25 A&F Receive at June 13 BOG public session
May	Finance and Compliance	Endorse 2016-17 Budget Submission to MTCU	A&F BOG	X				Finance	Our Business	Core institutional priorities		May 25 A&F; June 13 BOG public session MTCU requires BOG-approved budget in specific format
May	Governance	Review annual evaluation of governance effectiveness 2015-2016	Exec	X	X		X	BOG Sec	Our Business Our People			May 25 Exec
June	Finance and Compliance	Receive 2015-2016 Annual Report for Approval	BOG	X	X	X		President's Office	Our Business	All four goals		Approve at June 13 BOG public session
June	Programs	Annual Report on Program Reviews	BOG	X	X			Academic	Our Students	Student-focused teaching and learning		June 11 public session (or 1st mtg in next year)
June	Finance and Compliance	Approve signing-authorities for upcoming year	BOG				X	BOG Sec and Finance				June 11 - public session
June	EVENT	Convocation - governors in platform party	BOG					BOG Sec	Our Students			June 13, 14, 15
Annually	Accountability and Monitoring	Receive report on sharing agreement principles for academic collaboration (pathways) for information	BOG				X	Academic	Our Students	Dynamic partnerships		Public session
As Required	Programs	Approval of new/suspended/cancelled programs of instruction	BOG	X	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, others?	Our Business			DC Fdn In-camera
As Required		Receive Honourary Credential nomination for information	BOG				X	Student Affairs - SEM ED	Our Community			May BOG for spring convocation; Oct BOG for fall - in-camera
As Required	Finance and Compliance	Approve changes to annual budget in excess of 10%	A&F/BOG	X				Finance	Our Business	Core institutional priorities		In-camera
As Required	Finance and Compliance	Approve issuance of debt securities	A&F/BOG	X				Finance	Our Business	Core institutional priorities		In-camera

Durham College Board of Governors Work Plan 2015-2016												
Month	Action Point per MBPD	Action Item/Description	Authority/Committee	Legisl. Req'm't	Board/College Policy	Board Res.	Board Practice	Dept	Pillar	Business Plan	Status	Notes
As Required	Finance and Compliance	Approve use of reserve funds	A&F/BOG	X		X		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				Finance	Our Business	Core institutional priorities		In-camera
As Required	Accountability and Monitoring	Approve new entrepreneurial activities (MOA required)	BOG	X		X		Finance	Our Business			In-camera
As Required	Finance and Compliance	Approve purchase, sale or encumbrance of property	A&F/BOG	X		X		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			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	Finance	Our Business, Our People			BOG Sec check with Mgr Insurance in April re: any major developments in new policy. RFP required in 2017-2018 for new multi-year provider.
As Required		Receive names of Faculty or Staff Emeritus for information	BOG				X	CAO	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 2015-2016; Jnt DC&UOIT in 2016-2017
2015 - 2016	Governance and Accountability	Begin strategic planning for post 2016-2017	BOG	X				President's Office	All pillars			2013-2016 Strategic Plan extended for one year
2016-2017	Governance and Accountability	President's Performance Appraisal - 360° survey	Exec					CAO	Our People	All four goals		Every 3-years as per Exec Rpt to BOG May 4, 2015
2016-17		Receive employee engagement survey results for information	BOG					CAO	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		Finance				Current contract expires in 2017.
2016-2017	Finance and Compliance	Approve tuition fees for 2017-2018	A&F/BOG	X		X		Student Affairs - SEM				MTCU tuition framework confirmed for 3 years in 2012-2013
2016-2017	Subsidiaries	Revisit DC Foundation MOU, last signed Sept 2012	BOG	X				President's Office - DC Fdn	Our Business			In-camera
2019-2020	Finance and Administration	Review of Compulsory Ancillary Fees Protocol	BOG	X				VPSA and SA				Review reason for fees, as per Protocol approved October 2014

# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion  
Decision

X  
☐

**MEETING DATE:** October 14, 2015

**REPORT DATE:** September 9, 2015; updated October 9 by J. Clark

**FROM:** Meri Kim Oliver, Vice President Student Affairs

**SUBJECT:** Accessibility Report 2014

## A. Purpose

The purpose of this report is to inform the Board of Governors of the updates to Durham College's Accessibility Plan in compliance with the Ontarians with Disabilities Act 2001 (ODA).

## B. Background

Under the ODA, the college is required to develop a multi-year accessibility plan that outlines our strategy to prevent and remove barriers to access. The plan must include review of policies, programs and services as they relate to persons with disabilities. In 2005, the Accessibility for Ontarians with Disabilities Act (AODA) was passed to establish standards in customer service, information and communication, employment, transportation and the built environment. The standards stipulate timelines and minimum expectations for implementation of standards within institutional accessibility plans. The Accessibility Plan must be updated annually, posted on the Durham College website, and submitted to DCLT and the Board of Governors for approval and endorsement respectively. The Accessibility compliance report is filed every two years with the Ministry of Economic Development, Employment and Infrastructure and states that the Accessibility Plan has been posted.

## C. Discussion/Options

The Accessibility Working Group ensured that Durham College completed objectives of the 2014-2015 plan and established goals for 2015-2016. The focus going forward is establishing pro-active initiatives to ensure ongoing compliance in areas of training, mental health support and communications.



**D. Financial/Human Resource Implications**

An annual budget of \$200,000 is set aside to continue improvements to the built environment for accessibility. Staff in CAFÉ (Centre for Academic Faculty Enrichment) ASC (Access and Support Centre) and HR (Human Resources) continue to invest significant time and energy into training and education for students and employees throughout the campus.

**E. Implications for the Joint Campus Master Plan (if applicable)**

There are no implications for the Joint Campus Master Plan.

**F. Implications for UOIT (if applicable)**

Built environment initiatives provide support to all members of the Oshawa campus. UOIT has a distinct plan for other AODA compliance requirements.

**G. Recommendation(s)**

At its meeting of September 14, 2015, to allow the college to submit the plan by deadline, the Executive Committee endorsed the Durham College AODA and ODA Plan 2015-2016 on behalf of the Board of Governors.

No action is required by the Board at this time.

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**Durham College AODA and ODA  
Accessibility Plan 2015-2016  
Year Thirteen**

**Expecting Diversity, Embracing Inclusion**

September 2015

Under the Accessibility for Ontarians with Disabilities Act, 2005, and specifically Regulation 191/11 “Integrated Accessibility Standards” (“Regulation”), the Government of Ontario Legislative Assembly, designated public sector organizations and large organizations, including the Office of the Ombudsman, are required to develop multi-year accessibility plans outlining their strategy to prevent and remove barriers, and to meet requirements under the Regulation. (O.Reg. 191/11,s.4).

Available in Alternate Format on Request

## ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

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## Introduction

The following report updates the Durham College Accessibility Plan and is submitted in compliance with the Ontarians with Disabilities Act, (ODA, 2001). The report provides information on Durham College's progress towards developing an accessible and inclusive environment in the context of our values of respect, equal access and diversity.

Our strategic goal is to support student success and the College has welcomed the pro-active approach of the Accessibility for Ontarians with Disabilities Act (AODA) in setting standards to identify and remove barriers that ultimately ensure not only student success, but the success of our entire community.

We are pleased with the progress towards an inclusive campus during the past year, through the annual prioritization of removing barriers in the built environment and through progress on the objectives established for 2014-2015:

1. Continue initiatives to sustain compliance with AODA requirements.
2. Continue initiatives to expand the campus capacity to support mental health.
3. Promote inclusion for access to all.
4. Establish WCAG A standards for websites.

We look forward to continuing on the path to accessibility in the coming year.

# Accessibility Plan 2014-2015 Progress Report

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## ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

<b>Objective 1: AODA Compliance</b>			
<b>Goals</b>			
Initiative	Department	Status	Progress to Date/Planned Adjustments
1. Review of all training initiatives and confirmation of staff completion.	Human Resources	Completed	<p>Complete audit of employee training in customer service standard, integrated standard and where applicable, universal design was completed</p> <p>Multiple training sessions on creation of accessible documents delivered to over 200 staff and students, by members of the Access and Support Centre; and CAFÉ teams. These sessions will continue over the 2015-16 academic year.</p>
2. Identify gaps in training and implement process to resolve.	Human Resources/VP SA	Completed	<p>Notices were issued to managers regarding any identified training gaps.</p> <p>Training completion rates restored to near 100% with exceptions for employees on leave or in process of training because of recent start dates.</p>

# ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

<p>3. Continue review of all policies and procedures for accessibility and inclusion.</p>	<p>VPsA, Office of the President</p>	<p>In progress</p>	<p>Accessible templates have been created for all college policies and procedures. Existing policies and procedures are being transferred to the new template, and all new policies/procedures will be entered into the template.</p> <p>The following policies were either created, or updated and reviewed by legal counsel:</p> <ul style="list-style-type: none"> <li>• Durham College Accessibility Policy</li> <li>• Durham College Accommodations for Students with Disabilities/Exceptionalities Policy and Procedure (includes an appeals process)</li> <li>• Durham College Academic Accommodation for Students with Disabilities</li> </ul> <p>The Accessible Customer Service and Integrated Accessible Standards Regulation were separated from the existing Durham College Accessibility Policy into stand-alone policies.</p>
<p>4. Review existing websites for two departments (International and Employment Help in 2014-15) and update for accessibility.</p>	<p>Communications and Marketing</p>	<p>In progress</p>	<p>The re-designed International website exceeded our initiative by complying with both WCAG 2.0 A and WCAG 2.0 AA standards. To ensure continued compliance, the website has been added to Site Improve, for continuous monitoring by the Durham College web team.</p> <p>The new International website is slated to launch Fall 2015.</p>

# **ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT**

5. Continue adaptations of built environment including public spaces. Review and develop implementation plans.	AVP, Facilities	In progress	Funding (2014-2015) available for accessibility renewal is 150K. Summer upgrades and renovations completed and compliant with AODA. Fire exit signs updated from red to green.
6. Expand resources on Accessibility website for staff and faculty use.	Communications & Marketing, VPSA	Completed	<p>Staff are now required to make their web documents accessible prior to upload. Resources (both print and video) relating to creating accessible documents have been provided via campus intranet. Sourcing additional resources remains ongoing as new resources become available.</p> <p>The Communications and Marketing team hired a work study student to continue review of website accessibility compliance.</p> <p>Training on use of the new accessibility-monitoring tool initiated and to continue in 2015.</p>
7. Complete broad-based consultation with student population with exceptionalities to review Accessibility Plan and identify next steps to update.	Access and Support Centre	Completed	Focus group conducted in January, 2015. Students were asked to provide feedback about their experiences in the classroom, with the Access and Support Centre, and facilities. Students' primary recommendations were that faculty receive additional mandatory training on AODA standards; and that the college hire additional assistive technologists.



# ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

## Objective 2: Expand Mental Health and Healthy Campus Support

Goals: :

Initiative	Department	Status	Progress to Date/Planned Adjustments
1. Implement Coaching Pilot to determine impact on resilience from assigning students to a coach.	VP SA	completed	<ul style="list-style-type: none"> <li>Coaching pilot implemented with focus on resilience and prevention of mental health crises. Students in the pilot were split into two groups with one group assigned to a coach and a comparator group not assigned to a coach. Students with coaches indicated improved resilience through quantitative and qualitative feedback. The pilot demonstrated that person-to person contact is important for success. E-coaching is helpful, but the next stage of the program will focus on the one-one coach to student support.</li> <li>The Access and Support Centre (ASC) implemented pilot program with at-risk students this year. Program outcomes demonstrated that students who have active intervention developed their own success plan and followed the plan, experienced higher retention rates than at risk students who did not follow through on the intervention process.</li> </ul>
2. Implement recommendation to train all new staff and faculty in Mental Health First Aid.	Human Resources	In process	<ul style="list-style-type: none"> <li>Mental Health First Aid training was offered to all staff and faculty 3 times over the course of the year. Recommendation made to expand more intentionally to specific faculty groups.</li> </ul>

# ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

3. Expand existing training and resource material on supporting individuals with mental illness and mental health issues.	VP SA	In progress	Coaches regularly update existing training and resource material on supporting individuals with mental illness and mental health issues; as well as providing new resources.
4. Complete and obtain approval for Wellness Support and Intervention policy and procedure; and implement.	VP SA	Completed	<p>Campus Assessment and Support for Students (CASS) policy and procedure were developed and approved by college leadership team in August 2015.</p> <p>This purpose of this policy is to consider all available factors when assessing a student's concerning behavior, with a goal of supporting the student through a distressing event or complex circumstances. Student needs are triaged and prioritized primarily to support and protect the individual, members of the college community, and to protect college reputation and assets.</p>
5. Move campus intramural and recreation program coordination to Athletics and establish targets to increase participation rates by 10% in 2014-15.	VP SA	Completed	Participation rates were increased by 100 per cent over 2013-14. Targets to increase involvement were based on research showing improved mental health and overall wellness for students who participate in physical activity.

# ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

## Objective 3: Diversity, Inclusion, and Community Culture Integration

Initiative	Department	Status	Progress to Date/Planned Adjustments
1. Implement “Yes Means Yes” campaign.	Diversity	Completed	<ul style="list-style-type: none"> <li>• Yes Means Yes campaign focused on consent, healthy sex, relationships and sexuality and allows students to take ownership of their sexual practices.</li> <li>• More positive conversations have been taking place about sexual violence. A committee was launched earlier this year to create campus protocols, in advance of the Sexual Violence Response protocol mandated by the government. Dialogue sessions took place with students about consent and what healthy sex meant to them.</li> <li>• Training sessions have been delivered to DC Crew and Residence Advisor. In addition, sexual violence training sessions have been developed for staff for roll-out in August, September and October.</li> <li>• Sexual Violence Response policy, procedure and protocol was finalized and made publicly available online as of March 31.</li> </ul>
2. Promote campus community participation in Pan Am and Para Pan Am Games leadership and diversity programs	VP SA	Completed	Promotion and facilitation of volunteer enrollment occurred October 29.
3. Initiate Wellness Activity Challenge for campus.	VP SA	Completed	Healthy Campus Task force – Staff and Culture group ran challenge from January to April, 2015. A total of 64 staff participated in 12 week challenge that focused on all aspects of wellness.

## ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

Objective 4: Communication			
1. Re-design International department website to meet WCAG A standards and include additional usability features to help improve language barriers.	Communications & Marketing	Completed	<p>The re-designed International website exceeded our initiative by complying with both WCAG 2.0 A and WCAG 2.0 AA standards. To ensure continued compliance, the website has been added to Site Improve, for continuous monitoring by the Durham College web team.</p> <p>The new International website is slated to launch Fall 2015.</p>
2. Update all 150+ program pages on the Durham College website to meet WCAG A standards.	Communications & Marketing	Completed	<ul style="list-style-type: none"> <li>The Durham College program pages have been redesigned to exceed our initiative by complying with both WCAG 2.0 A and WCAG 2.0 AA standards. To ensure continued compliance, the Durham College website has been added to Site Improve, for continuous monitoring by the Durham College web team.</li> </ul>
3. Re-design Community Employment Services website to meet WCAG A standards.	Communications & Marketing	In progress	<ul style="list-style-type: none"> <li>The re-designed Community Employment Services website has two minor fixes needed to exceed our initiative by complying with both WCAG 2.0 A and WCAG 2.0 AA standards.</li> </ul> <p>Durham College has worked with several plugin developers to ensure their plugins comply with WCAG 2.0 AA standards. This not only fixes Durham College websites, but hundreds of thousands of websites around the world.</p> <p>Once the last plugin on this website is fixed in Fall of 2015, it will comply with WCAG 2.0 AA standards.</p> <p>To ensure continued compliance, the website has been added to Site Improve, for continuous monitoring by the Durham College web team.</p>

## ACCESSIBILITY PLAN 2014-2015 PROGRESS REPORT

- **Other 2014-2015 Accomplishments/Updates**

List all other accomplishments, updates, initiatives, and/or project status relating to accessibility that cannot be captured within the objectives noted above.

Initiative	Department	Status	Progress To Date/Planned Adjustment
Re-formed Accessible Coordinating Committee	VP SA	Completed	<ul style="list-style-type: none"> <li>Group was re-structured to realize goals integrating the campus by engaging members of the college community and moving items into action. Accessibility is becoming embedded into the college culture and identified as everyone's responsibility.</li> </ul>

## Objectives 2015-2016

- I. AODA Compliance
  - a. Establish procedure to ensure more efficiency in updates to part time employee training compliance.
  - b. Continue adaptations of built environment as identified for accessibility.
  - c. Expand training for all employees on creation of accessible documents and presentations.
  - d. Implement communications plan for all new accessibility and accommodations policies approved in 2015.
- II. Mental Health and Wellness
  - a. Establish new employee program and policy for wellness development.
  - b. Develop and implement expanded Mental Health First Aid program to include identification of writing of concern and use of new Campus Assessment for Support (CASS) policy and procedure.
  - c. Implement communications plan for CASS to raise awareness of new policy and procedure.
  - d. Expand coaching pilot to all students registered with Access and Support Centre for accommodations.
  - e. Expand ASC program to identify at risk students for outreach on mental health issues.
  - f. Launch coaching and support centres in Whitby and Oshawa for daily coaching support to students.
  - g. Launch peer mentoring program in Whitby to support students with mental health needs.
- III. Diversity, Inclusion and Community Culture
  - a. Collaborate on employee training initiative to incorporate inclusion of individuals who need accommodations and promotion of integration of the community culture
  - b. Establish programs for prevention and response to sexual violence in context of campus well-being.
- IV. Communication
  - a. Continue development of websites at WCAG A standards.
  - b. Implement use of Site Tracker and train community in use to establish best practices in web design.
  - c. Review all current Durham College websites that do not meet WCAG 2.0 level A standards and develop a plan to ensure websites will be redesigned or updated to meet standards.

**APPENDIX A**

**2014-2015 Accessibility Working Group Members**

Brandon Carson, Co-chair, Communications and Marketing  
Jennifer Gibbs, Co-chair, Human Resources

Ralph Aprile, Facilities and Ancillary Services (Alan Dunn, winter 2015)

Ashley Bennett, Student Association  
Kyle Chapman, C.A.F.E  
Rebecca Dempsey, Campus Health Centre  
Paula Desaulniers, Access and Support Centre  
Angie Paisley, Student Affairs  
Cindy Foley, Continuing Education  
Edie Forsyth, External representative  
Karen Anderson, Community Integration through Cooperative Education  
Kathy Lazenby, Campus Health Centre  
Andrea Leskowsky-Grupp, Faculty, School of Interdisciplinary Studies  
Donna McAllister, External representative  
Meri Kim Oliver, Student Affairs  
Christian Schortmeyer, Student representative

# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion ☐  
Decision ☒

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 8, 2015

**FROM:** Don Lovisa, president

**SUBJECT:** Designation as “Head” Under FIPPA

## A. Purpose

To delegate authority as “Head” of the college, which under the Freedom of Information and Protection of Privacy Act, 1990 (FIPPA) rests with the chair of the Board to a designated member of senior management.

## B. Background

Regulation 460 of FIPPA identifies the Chair of the Board as “head” in respect of a College of Applied Arts and Technology. The head is responsible for all institutional decisions and communications regarding access to records and exempted records; and, collection, retention, use and disclosure of personal information. Under FIPPA, Section 62. (1), a head may in writing delegate a power or duty granted or vested in the head to an officer or officers of the institution or another institution subject to such limitations, restrictions, conditions and requirements as the head may set out in the delegation. The Freedom of Information and Privacy Manual produced by the Information and Privacy Commissioner of Ontario provides example resolutions for this purpose. The proposed resolution is based on this information.

## C. Discussion/Options

Currently, delegation of the Head’s responsibilities at Durham College is to the vice-president, Human Resources, and requires updating to appropriately designate the authority to the position of chief administrative officer, created July 1, 2015. The new position, held by Scott Blakey, was created as an outcome of the reorganization of senior leadership team responsibilities upon the resignation of the college’s former vice-president, Corporate Services and CFO.

## D. Financial/Human Resource Implications

None.



**E. Implications for the Joint Campus Master Plan (if applicable)**

None.

**F. Implications for UOIT (if applicable)**

None.

**G. Recommendation(s)**

That the Durham College Board of Governors delegates all powers and duties under the Freedom of Information and Protection of Privacy Act to the chief administrative officer.

# BOARD REPORT



Public ☒  
In-camera ☐

Action Required:  
Information/Discussion  
Decision

☒  
☐

**MEETING DATE:** October 14, 2015

**REPORT DATE:** August 20, 2015

**FROM:** Meri Kim Oliver, Vice President, Student Affairs

**SUBJECT:** **Student Association Audited Budget statements**

## **A. Purpose**

To provide the Student Association 2014-2015 Audited Financial Statements and 2015-2016 Operating budget to the Durham College Board for information.

## **B. Background**

The Agreement between Durham College and the Student Association that was signed by both parties in September, 2014, requires that audited statements for the Student Association be provided to the Durham College Board of Governors for information annually.

## **C. Discussion/Options**

Durham College and The Student Association at Durham College and UOIT Advisory Committee established by the Durham College and Student Association Agreement received and accepted the audited statements August 11, 2015.

Audited Financial Statements.

The Student Association received a “clean” audit report from their auditors. The SA has established a significant surplus over the past few years and the auditors have recommended a reduction of that surplus. The 2015-2016 budget for the SA includes several changes and investments that will reduce the future operating surplus.

Budget

1. The SA has signed an agreement for a new health benefits plan for students that will result in more extensive coverage for students and additional revenues for the SA. The SA is working towards establishing a student health benefits plan that will be managed by the SA through a self-insured model.

2. The SA has moved the operation of intramural programs to Campus Athletics and Recreation again for 2015-2016 and has indicated an intent to do so permanently beginning in 2016.
3. The 2015-2016 budget prioritizes growing the student voice on campus, focusing on advocacy, promoting services and increasing financial aid.

**D. Financial/Human Resource Implications**

The official move of intramural program funding to Campus Athletics and Recreation finalizes a process started in 2014 by which the SA transferred funds to Athletics and Recreation to operate the program on behalf of the SA. Campus Athletics and Recreation hired a contract staff member to operate the program and this position will be regularized when the program is permanently relocated.

As part of this move, the SA has indicated an intent to reduce its student fee by the amount per student that was historically assigned to fund intramural programs and will support Durham College in running a referendum for an ancillary fee that is designated to the institution.

**E. Implications for the Joint Campus Master Plan (if applicable)**

N/A

**F. Implications for UOIT (if applicable)**

UOIT students participate equally in campus intramural programs and UOIT will be part of any changes to how fees are designated, collected and distributed to support intramural programs. The student fee protocol for UOIT is distinct from DC's protocol and will require ongoing joint meetings of the SA, DC and UOIT to identify the best pathway to transition this fee.

**G. Recommendation(s)**

That the Durham College Board accept the audited statements for 2014-2015 and the Student Association budget for 2015-2016 as partial fulfilment of the Agreement signed by the Durham College Board and the SA in September 2014.

**THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT**  
**Financial Statements**  
**Year Ended April 30, 2015**

**THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT**

**Index to Financial Statements**

**Year Ended April 30, 2015**

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of The Student Association at Durham College and UOIT

We have audited the accompanying financial statements of The Student Association at Durham College and UOIT, which comprise the statement of financial position as at April 30, 2015 and the statements of operations, changes in fund balances, and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

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

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Student Association at Durham College and UOIT as at April 30, 2015 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Courtice, Ontario  
July 29, 2015

*Collins Barrow Durham LLP*  
Collins Barrow Durham LLP  
Chartered Accountants  
Licensed Public Accountants

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Statement of Financial Position

April 30, 2015

	2015	2014
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 3,878,580	\$ 2,295,007
Accounts receivable	8,322	18,578
Government remittances recoverable (Note 5)	82,527	202,407
Inventories	44,175	44,117
Prepaid expenses	258,802	202,561
Due from Durham College (Note 4)	-	1,242,714
Due from UOIT (Note 4)	270,523	1,075,915
	<u>4,542,929</u>	<u>5,081,299</u>
Capital assets (Note 6)	<u>368,271</u>	<u>291,104</u>
	<u><b>\$ 4,911,200</b></u>	<u><b>\$ 5,372,403</b></u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable	\$ 158,547	\$ 162,956
Due to student clubs and societies	148,389	100,289
Deferred revenue (Note 7)	800,352	1,364,562
Due to Durham College (Note 4)	24,143	-
	<u>1,131,431</u>	<u>1,627,807</u>
<b>Net assets</b>		
Unrestricted fund	2,857,040	2,606,291
Invested in capital assets	368,271	291,104
Contingency fund - internally restricted	175,401	175,401
Health fund - internally restricted	379,057	671,800
	<u>3,779,769</u>	<u>3,744,596</u>
	<u><b>\$ 4,911,200</b></u>	<u><b>\$ 5,372,403</b></u>
Contingent liabilities (Note 14)		

### ON BEHALF OF THE BOARD

Sirajiddin Syed Director Siraj syed - vp university affairs  
Mike Guerard Director mike Guerard - vp college affairs

The accompanying notes are an integral part of these financial statements

 **Collins Barrow**  
 Chartered Accountants

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Statement of Operations

Year Ended April 30, 2015

	2015	2014
<b>Membership and other revenue</b>		
Health fees (Note 8)	\$ 3,897,538	\$ 3,740,587
Student fees (Note 9)	3,210,052	3,117,523
Program revenue (Note 10)	128,119	200,686
Other pub and retail revenue	91,606	102,142
Rent and other income	43,484	45,591
Operating grants	-	60,000
	<u>7,370,799</u>	<u>7,266,529</u>
<b>Operating revenue</b>		
Pub, food service and retail sales (Note 11)	782,895	1,013,858
Cost of sales (Note 11)	<u>(441,969)</u>	<u>(552,582)</u>
	<u>340,926</u>	<u>461,276</u>
<b>Expenses</b>		
Student health insurance (Note 8)	3,822,439	3,292,788
Salaries and wages (Note 12)	1,717,613	1,722,446
Programs (Note 10)	1,049,346	886,971
Amortization	186,032	195,320
Professional fees	181,089	215,352
Advertising and promotion	146,533	134,132
Supplies	68,627	55,160
Memberships	64,455	65,220
Committees and elections	51,240	23,690
Insurance	49,319	48,450
Conferences, training and development	47,317	42,687
Repairs and maintenance	46,312	53,288
Utilities	41,325	43,383
Bank charges	29,811	37,987
Telephone	28,136	23,102
Cleaning	27,357	26,144
Office	16,944	21,415
Rent	7,791	5,194
Vehicle	6,930	4,763
Security	2,936	2,568
	<u>7,591,552</u>	<u>6,900,060</u>
<b>Excess of revenue over expenses from operations</b>	120,173	827,745
<b>Other expenses</b>		
Durham College pledge contribution (Note 4)	<u>85,000</u>	<u>85,000</u>
<b>Excess of revenue over expenses</b>	<u>\$ 35,173</u>	<u>\$ 742,745</u>

The accompanying notes are an integral part of these financial statements



**THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT**  
**Statement of Changes in Fund Balances**  
**Year Ended April 30, 2015**

	2015	2014
<b>Unrestricted fund</b>		
Balance, beginning of year	\$ 2,531,291	\$ 1,771,093
Prior period adjustment	-	109,711
Prior period adjustment (Note 3)	<u>75,000</u>	<u>60,000</u>
As restated	2,606,291	1,940,804
Excess of receipts over expenditures	35,173	742,745
Transfer from capital asset fund	(77,167)	92,644
(Excess) deficiency of revenue over expenses of the health fund (Note 8)	<u>292,743</u>	<u>(169,902)</u>
Balance, end of year	<u>\$ 2,857,040</u>	<u>\$ 2,606,291</u>
<b>Invested in capital assets</b>		
Balance, beginning of year	291,104	383,748
Purchase of Capital Assets	263,199	102,676
Amortization for the year	<u>(186,032)</u>	<u>(195,320)</u>
Balance, end of year	<u>\$ 368,271</u>	<u>\$ 291,104</u>
<b>Contingency fund</b>		
Balance, beginning of year	<u>\$ 175,401</u>	<u>\$ 175,401</u>
<b>Health fund</b>		
Balance, beginning of year	\$ 671,800	\$ 668,452
Prior period adjustment	<u>-</u>	<u>(166,554)</u>
As restated	671,800	501,898
Excess (deficiency) of revenue over expenses of the health fund (Note 8)	<u>(292,743)</u>	<u>169,902</u>
Balance, end of year	<u>\$ 379,057</u>	<u>\$ 671,800</u>

The accompanying notes are an integral part of these financial statements

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Statement of Cash Flow

Year Ended April 30, 2015

	2015	2014
<b>Operating activities</b>		
Excess of membership and other revenue over expenses	\$ 35,173	\$ 742,745
Item not affecting cash:		
Amortization of capital assets	186,032	195,320
	<u>221,205</u>	<u>938,065</u>
 Changes in non-cash working capital:		
Accounts receivable	10,256	(3,081)
Government remittances recoverable	119,880	(41,329)
Inventories	(58)	(9,030)
Prepaid expenses	(56,241)	21,094
Due from Durham College	1,242,714	(234,254)
Due from UOIT	805,392	(94,890)
Accounts payable	(4,409)	(116,869)
Due to student clubs and societies	48,100	29,443
Deferred revenue	(564,210)	92,062
Due to Durham College	24,143	(14,604)
	<u>1,625,567</u>	<u>(371,458)</u>
	<u>1,846,772</u>	<u>566,607</u>
 <b>Investing activity</b>		
Purchase of capital assets	(263,199)	(102,675)
 <b>Increase in cash flow</b>	<b>1,583,573</b>	<b>463,932</b>
 <b>Cash - beginning of year</b>	<u><b>2,295,007</b></u>	<u><b>1,831,075</b></u>
 <b>Cash - end of year</b>	<u><b>\$ 3,878,580</b></u>	<u><b>\$ 2,295,007</b></u>

The accompanying notes are an integral part of these financial statements

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

### 1. Nature of Organization

The Student Association at Durham College and UOIT (the 'Student Association') was incorporated on December 3, 1993 without share capital and operates as a not-for-profit organization that is tax exempt under the Income Tax Act. The purpose of the Student Association is to represent the students and to provide the student body with cultural, recreational, social and educational opportunities.

### 2. Summary of significant accounting policies

#### Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The financial statements include the only the entity's assets, liabilities, revenue and expenses as related to the operations of the Student Association, excluding the land and buildings on which the Student Centre is located, together with any mortgage or other property debt, and also exclude any assets, liabilities, revenue and expenses of the Student Centre's tenants.

#### Fund accounting

The Unrestricted Fund accounts for the Student Association's program delivery and administrative activities. This fund reports unrestricted resources.

The Contingency Fund reports unusual and non-recurring items as approved by the Board. No expenses were paid from the contingency fund during the year.

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

#### Inventories

Pub and retail inventories are valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

#### Capital assets

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

Motor vehicles	5 years	straight-line method
Computer equipment	3 years	straight-line method
Furniture and fixtures	3 years	straight-line method
Leasehold improvements	5 years	straight-line method

The Student Association regularly reviews its capital assets to eliminate obsolete items.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

(continues)

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

---

### 2. Summary of significant accounting policies *(continued)*

#### Revenue recognition

The Student Association follows the deferral method of accounting for contributions.

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

Unrestricted contributions for health fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Student health insurance premiums provide coverage for students on an annual basis ending August 31. The portion of student fees collected covering premiums for the period from May 1 to August 31 have been reported as deferred revenue.

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

#### Contributed services

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

#### Measurement uncertainty

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

*(continues)*

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# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

### 2. Summary of significant accounting policies (continued)

#### Financial instruments policy

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

Financial assets measured at amortized cost include cash, accounts receivable and amounts due from Durham College and UOIT.

Financial liabilities measured at amortized cost include accounts payable, amounts due to student clubs and societies and due to Durham College.

Financial assets measured at cost are tested for impairment when there are indicators of impairment.

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

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

### 3. Restatement of prior year fund balances

	Previously stated	2012 and 2013 adjustments	2014 adjustment	Restated
Unrestricted fund	\$ 1,771,093	\$ 109,711	\$ 60,000	\$ 1,940,804
Health fund - internally restricted	668,452	(166,554)	-	501,898
	<u>\$ 2,439,545</u>	<u>\$ (56,843)</u>	<u>\$ 60,000</u>	<u>\$ 2,442,702</u>

The Student Association has restated its prior year financial statements. The restatement relates primarily to the accounting for the Durham College pledge contribution. An adjustment has been made to increase prepaid expenses as at April 30, 2014 by \$75,000, resulting in a net decrease in the Durham College pledge contribution of \$15,000 for the year ended April 30, 2014 and \$60,000 for the year ended April 30, 2013. The net impact of this adjustment results in an increase in closing net assets at April 30, 2014 of \$75,000.

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

### 4. Related party transactions

The Student Association is governed by a board of directors consisting of student representatives from Durham College of Applied Arts and Technology ("Durham College") and the University of Ontario Institute of Technology ("UOIT"), collectively "the institutions".

In 2015, The Student Association entered into operating agreements with Durham College and UOIT. Under the Durham College agreement, the Student Association has the right to operate the Student Centre facility at the North Oshawa Campus and the land and building continue to remain the property of Durham College. In accordance with a student referendum held, the original investment in the facility is funded through a long term mortgage to be repaid through the 'Student Centre Levy'. The agreements are effective until April 2019.

Under the agreements, the institutions are responsible to collect the ancillary fees from students, which include a Student Association levy, the Student Centre levy, campus radio levy, Universal Transit Pass and student health and dental fees which are then remitted to the Student Association, with the following exceptions:

- The Student Centre levy consists of two fees: (1) operating expense and ongoing capital expenditures and (2) debt servicing, which pertains to the land and building on which the Student Centre is located. Durham College and UOIT apply the debt servicing fee towards the existing mortgage principal and interest, and only the remaining portion is paid to the Student Association.
- Ancillary fees related to Universal Transit Pass (U-Pass) are not remitted to the Student Association as it does not control the receipts or related disbursements; therefore, no revenues or expenses related to the U-Pass are recognized by the Student Association.

The institutions commit to support the Student Association through a cost sharing arrangement related to the operations of the Student Centre facility. Under this arrangement, Durham College and UOIT have agreed to each contribute 22% of eligible operating costs such as, maintenance, cleaning, utilities and waste removal provided by Durham College shared services. Durham College invoices the Student Association for its portion (56%) on a monthly basis therefore, only the portion of expenses attributable to the Student Association have been recorded in these financial statements.

In 2010, the Student Association entered into an agreement with Durham College to invest in renovations of two campus locations, specifically for the use by the Student Association and students. The Student Association pledged to contribute \$500,000 to Durham College over a five year period from 2011 to 2015 toward this purpose. During the current year, the Student Association paid \$100,000 to Durham College, \$500,000 has been paid to date. The spaces in these two locations will be occupied by the Student Association for a period of ten years beginning May 2011 during which Durham College will provide operating services without charge. Rent-free periods or rent subsidies received are amortized on a straight-line basis over the term of the lease and in the current year, have been recorded as a reduction of the Durham College pledge contribution.

On June 1, 2012 the Student Association entered into a rental agreement with UOIT for space in the downtown location at an annual rate of \$7,791. The agreement is effective until April 2019. In 2015, additional space was rented in the downtown location for one year at an annual rate of \$3,381. The Student Association is responsible for maintenance and operating costs associated with these spaces.

The operations of the Student Association depend on the contribution of services from Durham College and UOIT. The fair value of the services cannot be reasonably determined and are therefore not reflected in these financial statements.

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

**THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT**

**Notes to Financial Statements**

**Year Ended April 30, 2015**

**5. Government remittances recoverable**

	<u>2015</u>	<u>2014</u>
Harmonized sales tax	\$ 82,527	\$ 202,407

Included in harmonized sales tax recoverable is \$82,527 relating to an amended return for the quarter ended April 30, 2012. This amount was received in June 2015.

**6. Capital assets**

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
Motor vehicles	\$ 30,062	\$ 21,043	\$ 9,019	\$ 15,031
Computer equipment	96,935	81,254	15,681	18,994
Furniture and fixtures	1,183,487	1,019,251	164,236	83,917
Leasehold improvements	858,938	679,603	179,335	173,162
	<u>\$ 2,169,422</u>	<u>\$ 1,801,151</u>	<u>\$ 368,271</u>	<u>\$ 291,104</u>

**7. Deferred revenue**

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 1,364,562	\$ 1,272,500
Funds received	3,333,328	3,832,649
Funds earned in year	<u>(3,897,538)</u>	<u>(3,740,587)</u>
	<u>\$ 800,352</u>	<u>\$ 1,364,562</u>

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

### 8. Health Fund

	2015	2014
<i>Revenue</i>		
Student health levy	\$ 3,876,751	\$ 3,712,423
Other	20,787	28,164
	<u>3,897,538</u>	<u>3,740,587</u>
<i>Expenses</i>		
Student health insurance	3,822,439	3,292,788
Wages, salaries and benefits	305,487	225,584
Program expenses	58,006	44,154
Training and development	4,079	7,262
Marketing and promotion	270	897
	<u>4,190,281</u>	<u>3,570,685</u>
Excess (deficiency) of revenue over expenses of the health fund	\$ (292,743)	\$ 169,902

### 9. Student fees

	2015	2014
Student Association	\$ 2,035,317	\$ 1,978,386
Student Centre	961,143	931,586
Campus radio station	213,592	207,551
	<u>\$ 3,210,052</u>	<u>\$ 3,117,523</u>



# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

### 10. Programs

	2015	2014
<i>Revenues</i>		
Campus life	\$ 128,119	\$ 108,618
Campus recreation	-	92,068
	<u>\$ 128,119</u>	<u>\$ 200,686</u>
<i>Expenses</i>		
Campus life	\$ 644,528	\$ 508,840
Campus recreation	142,486	170,296
Clubs and societies	149,723	106,185
Health programs	58,006	44,154
Riot Radio	23,956	20,198
Other services	30,647	37,298
	<u>\$ 1,049,346</u>	<u>\$ 886,971</u>

### 11. Pub, food service and retail sales

	Sales	Cost of sales	Net
<u>2015</u>			
Pub	\$ 209,231	\$ 87,747	\$ 121,484
Retail	174,278	138,316	35,962
Food service	399,386	215,906	183,480
	<u>782,895</u>	<u>441,969</u>	<u>340,926</u>
<u>2014</u>			
Pub	381,313	167,934	213,379
Retail	189,547	152,340	37,207
Food service	442,998	232,308	210,690
	<u>1,013,858</u>	<u>552,582</u>	<u>461,276</u>

### 12. Wages and benefits

	2015	2014
Executive	\$ 132,588	\$ 130,776
Management	119,430	292,981
Pub, food service and retail	615,651	595,142
Programs	294,612	245,394
Administrative	249,845	232,569
Health Fund	305,487	225,584
	<u>\$ 1,717,613</u>	<u>\$ 1,722,446</u>

# THE STUDENT ASSOCIATION AT DURHAM COLLEGE AND UOIT

## Notes to Financial Statements

Year Ended April 30, 2015

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### 13. Financial instruments

#### Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Student Association is not exposed to significant credit risk, as accounts receivable are primarily due from Durham College and UOIT and expect to be collected in full, and its cash and cash equivalents are held with a major Canadian financial institution.

#### Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Student Association is exposed to this risk mainly in respect to its accounts payable and amounts due to clubs and societies. Cash flow from operations is adequate to meet these cash requirements.

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### 14. Contingent liabilities

On November 19, 2014, a lawsuit was initiated against the Student Association by a former employee alleging wrongful dismissal. The claim including damages, interest and other costs is estimated at \$385,000 to \$400,000. The Company has filed a statement of defence and counterclaim. It is the intention of the Student Association to aggressively defend this lawsuit.

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Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Account	Acct #	Planning			Monthly Static Budget														Annual Total	Budget Assumptions Explanation
		FY15 Budget	FY14 Actual	Variance	2014								2015							
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr				
<b>Campus Life</b>																				
Orientation Week	4231	103,500	78,816	(24,684)			10,000	43,500	50,000									103,500	Tony Lee (250 at \$6/student), Comedy Show (250 at \$2/student) and CF Concert (4,000 at \$25/student)	
Frost Week	4232	9,500	9,836	336								1,500	8,000					9,500	Tony Lee (250 at \$6), Comedy Show (250 at \$2), WF Concert (400 at \$7), S4 Trip (48 at \$15)	
Concerts	4233	8,000	5,012	(2,988)							4,000				4,000			8,000	2 concerts outside of CF and WF (\$7 per student for 400 each - Nov & Mar)	
Galas/Formals	4234	3,000	-	(3,000)											3,000			3,000	Annual Gala (Snowball or Spring Fling) - 150 guests at \$20 per student	
Trips	4235	1,260	2,053	793									630	630				1,260	Trip to Canada's Wonderland Halloween Haunt (50 at \$14 per - 2 buses)	
Last Blast	4237	6,500	5,820	(680)											1,500	5,000		6,500	650 tickets at \$10 per student	
Event Sponsorship	4238	20,000	7,081	(12,919)				7,500	5,000	1,000	1,000		4,000		1,500			20,000	Potential to attract key sponsors for CampusFest/WinterFest	
Total Campus Life Revenue		151,760	108,618	(43,142)	-	-	10,000	51,000	55,000	5,000	1,000	1,500	12,630	630	10,000	5,000		151,760		
Total Cost of Campus Life Sales		-	-	-														-		
Gross Margin		151,760	108,618	(43,142)	-	-	10,000	51,000	55,000	5,000	1,000	1,500	12,630	630	10,000	5,000		151,760		
Total Campus Life Selling Expenses		-	-	-														-		
Salaries	5601	40,000	30,992	(9,008)	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333		40,000	VP of Campus Life (separate from Campus Rec coordinator), Rounded	
Payroll Benefits (CPP / EI)	5603	2,748	2,189	(559)	229	229	229	229	229	229	229	229	229	229	229	229		2,748	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%	
WSIB	5604	500	237	(263)	42	42	42	42	42	42	42	42	42	42	42	42		500	Rounded, based on average WSIB source deduction of 1.25%	
EHT	5605	600	481	(119)	50	50	50	50	50	50	50	50	50	50	50	50		600	Rounded, based on average CRA source deduction of 1.5%	
Employee Benefits	5606	1,600	1,429	(171)	75	75	75	775	75	75	75	75	75	75	75	75		1,600	Cell phone, parking pass, health benefits	
Training and Development	5610	3,500	1,606	(1,894)		2,500					1,000							3,500	COCA National (June) and COCA Regional (November)	
Variety	5612	15,500	15,093	(407)						7,750					7,750			15,500	Addition of \$5,000 in order to help facilitate better Thursday programming	
Concerts	5614	20,000	12,424	(7,576)							10,000				10,000			20,000	Addition of \$5,000 in order to help facilitate securing better artists for the concerts	
Co-Productions	5616	15,000	15,235	235						5,000	3,000					7,000		15,000	Includes various one-off events, as well as Nov and Mar concerts	
General Programming	5618	80,000	95,663	15,663		2,500	5,000	7,000	10,000	15,000	5,000	5,000	16,500	7,500	6,500	5,000		80,000	Increased for additional event expansion	
Last Blast	5620	27,500	25,653	(1,847)											7,500	20,000		27,500	Allows for slight increase of Last Blast budget	
Orientation Week	5622	335,000	277,183	(57,817)	1,000	50,000	50,000	100,500	125,000	5,000	3,500							335,000	Assumes that we would once again be going for "All-Out" CampusFest Concert. Includes a 2-week fee	
SOCAN Fees	5624	7,872	2,218	(5,654)	656	656	656	656	656	656	656	656	656	656	656	656		7,872	Based on last year's fees	
Frost Week	5626	55,000	40,838	(14,162)							15,000	15,000	20,000	5,000				55,000	Expands WinterFest by \$5,000 to allow for a bigger annual concert budget	
Pangaea	5628	15,000	15,974	974											15,000			15,000	Increased to cover rising costs of food for event	
Total Campus Life Admin Expenses		619,820	537,217	(82,603)	5,385	56,885	56,885	110,585	136,385	32,135	51,885	24,385	40,885	16,885	51,135	36,385		619,820		
Total Expenses		619,820	537,217	(82,603)	5,385	56,885	56,885	110,585	136,385	32,135	51,885	24,385	40,885	16,885	51,135	36,385		619,820		
Net Income (Loss) Campus Life		(468,060)	(428,599)	39,461	(5,385)	(56,885)	(46,885)	(59,585)	(81,385)	(27,135)	(50,885)	(22,885)	(28,255)	(18,255)	(41,135)	(31,385)		(468,060)		

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Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Account	Acct #	Planning			Monthly Static Budget														Annual Total	Budget Assumptions Explanation
		FY15 Budget	FY14 Actual	Variance	2014								2015							
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr				
Campus Recreation																				
Intramural Leagues & Tournaments	4276	108,500	88,255	(20,245)		-	-	7,500	45,000	45,000	1,000		10,000				108,500	Based on a small increase in fees (5%-10%) increase on fees to cover costs off		
Extramural Tournaments	4277	6,000	3,113	(2,887)												6,000	6,000	Annual Hosting of Challenge Cup - \$500 registration fee for 12 participating teams		
Athletic Banquets	4278	9,500	700	(8,800)												9,500	9,500	DC Banquet (218 athletes at \$20) and UOIT (245 athletes at \$20)		
Total Campus Recreation Revenue		124,000	92,068	(31,932)	-	-	-	7,500	45,000	45,000	1,000		10,000	-	-	15,500	124,000	Based on ~ 1500 participants		
Total Cost of Campus Recreation Sales		-	-	-													-			
Gross Margin		124,000	92,068	(31,932)	-	-	-	7,500	45,000	45,000	1,000		10,000	-	-	15,500	124,000			
Total Campus Recreation Selling Expenses		-	-	-																
Salaries	5631	17,820	-	(17,820)	1,485	1,485	1,485	1,485	1,485	1,485	1,485	1,485	1,485	1,485	1,485	1,485	17,820	Campus Rec Convenor (24 x \$12/hr for 12 months) Potential increase of hours during		
Contract Wages	5632	65,000	19,938	(45,062)				500	250	10,000	8,000	15,000	3,500	5,000	17,500	5,250	65,000	Increase of \$5,000 to account for increasing rates of contracted referees (Flag Football, Curling, Ultimate		
Payroll Benefits (CPP / EI)	5633	5,690	1,118	(4,572)	102	102	102	136	119	789	652	1,133	342	448	1,304	483	5,690	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%		
WSIB	5634	1,035	157	(878)	19	19	19	25	22	144	119	206	62	81	237	84	1,035	Rounded, based on average WSIB source deduction of 1.25%		
EHT	5635	1,242	333	(909)	22	22	22	30	26	172	142	247	75	97	285	101	1,242	Rounded, based on average CRA source deduction of 1.5%		
Employee Benefits	5636	-	-	-																
Training and Development	5640	1,000	-	(1,000)	250	250	250	250									1,000	Conference and other training		
Administrative Fees	5641	-	7,266	7,266	-	-	-	-	-	-	-	-	-	-	-	-	-	League/Toolbox admin fees; Moneris admin fees		
Intramural Leagues and Tournaments	5642	65,000	107,872	42,872					27,500		20,000	1,000	16,500				65,000	Increase of \$10,000 for inflationary prices of jerseys (and more) and ice time		
Extramural Teams	5644	22,000	13,620	(8,380)			2,000	1,000	2,500	2,500	2,500	1,000	3,000	3,000	3,000	1,500	22,000	Increase of \$5,000 for addition of at least one extramural team in another sport such as (Extramural Soccer)		
Athletic Banquets and Awards	5646	40,000	35,557	(4,443)				1,600							20,000	18,400	40,000	Inflationary increases and Athletics expansion (i.e. more athletes)		
Facility Equipment (CRWC)	5648	17,500	9,973	(7,527)			7,500	2,500			7,500						17,500	Equipment maintenance; Potentially new equipment for Curling, Flag Football, and Ultimate's Frisbee		
Total Campus Recreation Admin Expenses		236,287	195,833	(40,454)	1,878	1,878	11,378	7,526	31,902	15,090	40,397	20,071	24,965	10,109	43,811	27,283	236,287			
Total Expenses		236,287	195,833	(40,454)	1,878	1,878	11,378	7,526	31,902	15,090	40,397	20,071	24,965	10,109	43,811	27,283	236,287			
Net Income (Loss) Campus Rec		(112,287)	(103,765)	8,522	(1,878)	(1,878)	(11,378)	(26)	13,098	29,910	(39,397)	(20,071)	(14,965)	(10,109)	(43,811)	(11,783)	(112,287)			

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual Total	Budget Assumptions Explanation
				FY15 Budget	FY14 Actual	Variance	2014						2015											
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr						
Department	Clubs	Clubs																						
Revenue	Clubs			-	-																			
Revenue	Clubs	Total Club Revenue		-	-																			
Less: Cost of Sales	Clubs	Total Cost of Club Sales		-	-																			
Gross Margin	Clubs	Gross Margin		-	-																			
Selling Expenses	Clubs			-	-																			
Selling Expenses	Clubs	Total Club Selling Expenses		-	-																			
Administrative Expense	Clubs	Salaries	5531	77,200	30,079	(47,121)	6,433	6,433	6,434	6,433	6,433	6,433	6,433	6,433	6,433	6,433	6,433	6,433	6,433	6,433	77,200			
Administrative Expense	Clubs	Wages	5532	18,360	10,513	(7,847)				2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	18,360		2 Office Assistants (Aug - Apr: 2 * 34 hrs * 20 hrs * \$12.75) (It is increased from last year as the assistant	
Administrative Expense	Clubs	Payroll Benefits	5533	6,565	2,767	(3,798)	442	442	442	582	582	582	582	582	582	582	582	582	582	582	6,565		Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%	
Administrative Expense	Clubs	WSIB	5534	1,194	327	(867)	80	80	80	106	106	106	106	106	106	106	106	106	106	106	1,194		Rounded, based on average WSIB source deduction of 1.25%	
Administrative Expense	Clubs	EHT	5535	1,433	572	(861)	97	97	97	127	127	127	127	127	127	127	127	127	127	127	1,433		Rounded, based on average CRA source deduction of 1.5%	
Administrative Expense	Clubs	Employee Benefits	5536	3,000	1,269	(1,731)	150	150	150	150	1,350	150	150	150	150	150	150	150	150	150	3,000		Parking pass, cell phones (1* \$75), health plan	
Administrative Expense	Clubs	Training and Development	5540	4,500	1,342	(3,158)			4,000		500										4,500		Course tuition, COCA Conference (in line with FY '13)	
Administrative Expense	Clubs	Campus Clubs	5542	10,008	1,318	(8,690)	834	834	834	834	834	834	834	834	834	834	834	834	834	834	10,008		Software, Office Expenses, Club/Society space	
Administrative Expense	Clubs	Special Events	5543	27,500	1,144	(26,356)					25,000	250	250	250	1,000	250	250	250	250	250	27,500		Conference at the beginning of the year to engage campus leaders and provide training/networking	
Administrative Expense	Clubs	Base Funding	5544	75,000	28,011	(46,989)	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	75,000		Based on 100 clubs * \$750 base funding (all funding to be distributed before Nov. 1)	
Administrative Expense	Clubs	Supplemental Funding	5545	20,000	13,230	(6,770)					10,000				10,000						20,000		Supplementary funding for larger scale club events or clubs that are more active on campus	
Administrative Expense	Clubs	Club Awards	5546	4,400	801	(3,599)					200	200	200	200	200	200	200	200	3,000		4,400		Student of the Month Leadership award, Club Recognition award, Appreciation Banquet	
Administrative Expense	Clubs	Total Club Admin Expenses		249,160	91,372	(157,788)	20,536	24,536	20,537	22,772	59,672	23,222	10,722	10,722	21,472	10,722	10,722	10,722	13,522		249,161			
Total Expenses	Clubs	Total Expenses		249,160	91,372	(157,788)	20,536	24,536	20,537	22,772	59,672	23,222	10,722	10,722	21,472	10,722	10,722	10,722	13,522		249,161			
Net Income (Loss)	Clubs	Net Income (Loss) Clubs		(249,160)	(91,372)	157,788	(20,536)	(24,536)	(20,537)	(22,772)	(59,672)	(23,222)	(10,722)	(10,722)	(21,472)	(10,722)	(10,722)	(10,722)	(13,522)		(249,161)			

**Student Association at Durham College and UOIT**  
**Monthly Budget by Department**  
**FY 2014-15**

Type	Department	Account	Acct #	Planning			Monthly Static Budget												Annual	Budget Assumptions	
				FY15 Budget	FY14 Actual	Variance	2014													Total	Explanation
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Department	Finance & Admin	Finance & Admin																			
Revenue	Finance & Admin	Operating Grant [DC]	4050	-	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-		
Revenue	Finance & Admin	Operating Grant [UOIT]	4055	-	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-		
Revenue	Finance & Admin	Leases / Rental Income	4326	7,950	8,550	570	655	655	655	655	655	655	655	655	655	655	655	655	7,950		
Revenue	Finance & Admin	Vendor Registrations	4327	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Revenue	Finance & Admin	Bank Machine	4328	9,000	7,680	(1,320)	750	750	750	750	750	750	750	750	750	750	750	750	9,000		
Revenue	Finance & Admin	Grad Photo Contract	4385	8,000	9,230	1,230	-	-	-	-	-	-	-	1,000	-	-	-	7,000	8,000		
Revenue	Finance & Admin	Interest	4405	3,600	9,864	6,264	300	300	300	300	300	300	300	300	300	300	300	300	3,600		
Revenue	Finance & Admin	Miscellaneous Income	4415	-	9,459	9,459	-	-	-	-	-	-	-	-	-	-	-	-	-		
Revenue	Finance & Admin	Uniforms	4418	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Revenue	Finance & Admin	Total Finance & Admin Revenue		28,550	104,783	76,203	1,715	1,715	1,715	1,715	1,715	1,715	1,715	2,715	1,715	1,715	1,715	8,715	28,550		
Less: Cost of Sales	Finance & Admin	Total Cost of Finance & Admin Sales		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Gross Margin	Finance & Admin	Gross Margin		28,550	104,783	76,203	1,715	1,715	1,715	1,715	1,715	1,715	1,715	2,715	1,715	1,715	1,715	8,715	28,550		
Selling Expenses	Finance & Admin			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Selling Expenses	Finance & Admin	Total Finance & Admin Selling Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Administrative Expense	Finance & Admin	Management Team Salaries	5201	195,000	267,717	72,717	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	195,000	Executive Director, Controller, Director of Operations	
Administrative Expense	Finance & Admin	Management Team Payroll Benefits	5203	13,397	34,570	21,173	1,116	1,116	1,116	1,116	1,116	1,116	1,116	1,116	1,116	1,116	1,116	1,116	13,397	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%	
Administrative Expense	Finance & Admin	Management WSIB	5204	2,438	1,273	(1,165)	203	203	203	203	203	203	203	203	203	203	203	203	2,438	Rounded, based on average WSIB source deduction of 1.25%	
Administrative Expense	Finance & Admin	Management EHT	5205	2,925	2,331	(594)	244	244	244	244	244	244	244	244	244	244	244	244	2,925	Rounded, based on average CRA source deduction of 1.5%	
Administrative Expense	Finance & Admin	Management Team Training & Developm	5220	8,300	9,541	1,241	-	-	-	-	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	8,300	Conferences (CSA, AMCCUS, COCA) and training	
Administrative Expense	Finance & Admin	Management Employee Benefits	5206	17,700	4,897	(12,803)	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	17,700	Cell phones, parking passes	
Administrative Expense	Finance & Admin	Administrative Salaries	5211	75,000	63,469	(11,511)	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000	Facilities Manager, Finance Generalist	
Administrative Expense	Finance & Admin	Administrative Wages	5212	4,680	5,133	453	1,976	1,352	1,352	-	-	-	-	-	-	-	-	-	4,680	Accounting Clerk (360hrs * \$13)	
Administrative Expense	Finance & Admin	Admin Payroll Benefits (CPP / EI)	5213	5,474	4,762	(692)	555	522	522	429	429	429	429	429	429	429	429	429	5,474	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%	
Administrative Expense	Finance & Admin	Admin Employer Health Tax (EHT)	5214	996	671	(325)	103	95	95	78	78	78	78	78	78	78	78	78	996	Rounded, based on average WSIB source deduction of 1.25%	
Administrative Expense	Finance & Admin	Admin WSIB	5215	1,195	1,035	(160)	123	114	114	94	94	94	94	94	94	94	94	94	1,195	Rounded, based on average CRA source deduction of 1.5%	
Administrative Expense	Finance & Admin	Admin Employee Benefits	5216	2,300	4,077	1,777	192	192	192	192	192	192	192	192	192	192	192	192	2,300	Cell phones (11575), parking passes (21500)	
Administrative Expense	Finance & Admin	Admin Training & Development	5221	1,000	-	(1,000)	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000	Annual tuition reimbursement (21500)	
Administrative Expense	Finance & Admin	Payroll Service Fees	5225	5,000	4,897	(103)	417	417	417	417	417	417	417	417	417	417	417	417	5,000	Payroll payroll service fees	
Administrative Expense	Finance & Admin	Armored Car Service	5230	2,300	2,317	17	192	192	192	192	192	192	192	192	192	192	192	192	2,300	Guard deposit pickup	
Administrative Expense	Finance & Admin	Bad Debt	5231	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000	Based on current receivables overdue	
Administrative Expense	Finance & Admin	Interest Charges	5226	250	6	(244)	21	21	21	21	21	21	21	21	21	21	21	21	250	Possible Government remittance penalties	
Administrative Expense	Finance & Admin	Bank Charges/Credit Card Fees	5227	3,600	5,617	2,017	300	300	300	300	300	300	300	300	300	300	300	300	3,600	Based on M/C annual fee (20150), monthly bank charges (121250)	
Administrative Expense	Finance & Admin	Committees	5228	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Administrative Expense	Finance & Admin	Depreciation	5229	275,000	-	(275,000)	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	22,917	275,000		
Administrative Expense	Finance & Admin	Insurance (Umbrella and Package)	5232	35,000	41,958	6,958	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000		
Administrative Expense	Finance & Admin	License Fees	5233	4,200	3,558	(642)	350	350	350	350	350	350	350	350	350	350	350	350	4,200	Tuck, F&B operating licenses	
Administrative Expense	Finance & Admin	Occupancy Expense (DC)	5260	100,000	100,000	-	-	-	-	-	-	-	-	100,000	-	-	-	-	100,000	Gordon Wiley, Whitley Student Lounge space	
Administrative Expense	Finance & Admin	Portable	5234	2,000	-	(2,000)	-	-	-	2,000	-	-	-	-	-	-	-	-	2,000	Annual cleaning	
Administrative Expense	Finance & Admin	DC - Office Supplies	5261	5,200	493	(4,707)	433	433	433	433	433	433	433	433	433	433	433	433	5,200	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Office Supplies	5235	16,000	15,548	(452)	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16,000		
Administrative Expense	Finance & Admin	Professional Fees	5236	10,000	43,936	33,936	833	833	833	833	833	833	833	833	833	833	833	833	10,000	Strategic consultants, lawyer	
Administrative Expense	Finance & Admin	Strategic Initiatives	5237	40,000	80	(39,920)	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000		
Administrative Expense	Finance & Admin	Team Building	5238	10,000	8,169	(1,811)	833	833	833	833	833	833	833	833	833	833	833	833	10,000	Team morale events	
Administrative Expense	Finance & Admin	Staff Incentives	5239	500	523	23	42	42	42	42	42	42	42	42	42	42	42	42	500	Meals, gift cards, entertainment	
Administrative Expense	Finance & Admin	Miscellaneous Expense	5240	-	1,404	1,404	-	-	-	-	-	-	-	-	-	-	-	-	-	Extraordinary expenses, prior year expenses	
Administrative Expense	Finance & Admin	Building - DC Cleaning	5262	22,500	20,255	(2,245)	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	22,500	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - DC Maintenance - Repairs & Equi	5263	26,000	25,891	(109)	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - DC Utilities	5264	58,000	43,195	(14,805)	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	4,833	58,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - DC Telephone	5265	1,000	2,328	1,328	83	83	83	83	83	83	83	83	83	83	83	83	1,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Mortgage Payments (P&I)	5266	230,000	32,583	(197,412)	19,167	19,167	19,167	19,167	19,167	19,167	19,167	19,167	19,167	19,167	19,167	19,167	230,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Telephone	5271	19,000	17,543	(1,357)	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Cable TV	5272	4,500	3,131	(1,369)	375	375	375	375	375	375	375	375	375	375	375	375	4,500	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Cleaning Supplies	5273	1,750	27	(1,723)	146	146	146	146	146	146	146	146	146	146	146	146	1,750	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Equipment Lease	5274	10,000	1,916	(8,084)	833	833	833	833	833	833	833	833	833	833	833	833	10,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Maintenance General Repairs	5275	25,000	23,052	(1,948)	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Building - Other	5276	-	2,140	2,140	-	-	-	-	-	-	-	-	-	-	-	-	-	Shared expenses with DC and UOIT	
Administrative Expense	Finance & Admin	Van - Gas	5280	1,000	810	(190)	83	83	83	83	83	83	83	83	83	83	83	83	1,000		

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual	Budget Assumptions	
				FY15 Budget	FY14 Actual	Variance	2014												2015						
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total	Explanation					
Administrative Expense	Finance & Admin	Van - Parking Pass	5281	1,000	479	(521)				1,000												1,000	North and Whitby parking passes		
Administrative Expense	Finance & Admin	Van - Insurance	5282	2,200	1,974	(226)	183	183	183	183	183	183	183	183	183	183	183	183				2,200			
Administrative Expense	Finance & Admin	Van - Maintenance	5283	2,000	42	(1,958)	167	167	167	167	167	167	167	167	167	167	167	167				2,000			
Administrative Expense	Finance & Admin	Van - Other	5284	300	-	(300)	25	25	25	25	25	25	25	25	25	25	25	25				300			
Administrative Expense	Finance & Admin	Van - Licence	5285	82	-	(82)												82				82			
Administrative Expense	Finance & Admin	Mileage and Travel	5290	2,500	1,458	(1,042)	208	208	208	208	208	208	208	208	208	208	208	208				2,500	Mileage and Travel for all staff		
Administrative Expense	Finance & Admin	Total Finance & Admin Administrative Expenses		1,248,287	804,847	(441,440)	96,231	95,547	95,547	97,065	95,102	95,102	95,102	195,102	96,102	95,184	95,102	96,102				1,247,266			
Administrative Expense	Finance & Admin	Salary Increases	0	-	-	-																-			
Total Expenses	Finance & Admin	Total Expenses		1,248,287	804,847	(441,440)	96,231	95,547	95,547	97,065	95,102	95,102	95,102	195,102	96,102	95,184	95,102	96,102				1,247,266			
Net Income (Loss)	Finance & Admin	Net Income (Loss) F&A		(1,217,707)	(760,063)	517,644	(94,516)	(93,832)	(93,832)	(95,350)	(93,387)	(93,387)	(93,387)	(192,387)	(94,387)	(93,469)	(93,357)	(87,387)				(1,218,706)			

**Student Association at Durham College and UOIT**  
**Monthly Budget by Department**  
**FY 2014-15**

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual Total	Budget Assumptions	
				FY15 Budget	FY14 Actual	Variance	2014								2015									Explanation	
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr							
Department	Food	Food Service																							
Revenue	Food	Food Sales - Dine-In	4152	185,000	173,965	(11,035)	500	500	500	500	22,875	22,875	22,875	22,875	22,875	22,875	22,875	22,875	22,875	185,000			Increased sales due to additional seating request and Deli implementation, sales higher		
Revenue	Food	Food Sales - Take-Out	4154	260,000	233,858	(26,142)	1,500	1,500	1,500	1,500	34,250	34,250	34,250	34,250	34,250	34,250	34,250	34,250	34,250	260,000			Deli sales \$7,000, need new line for deli revenue centre		
Revenue	Food	Pizza/Pizza Sales	4156	-	326	326	-	-	-	-	-	-	-	-	-	-	-	-	-	-			Discontinued as of June, 2013		
Revenue	Food	Catering Sales - Food	4158	18,500	14,961	(3,539)	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	18,500					
Revenue	Food	Catering Sales - Beverage	4160	17,500	14,536	(2,964)	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	17,500			Includes all beverages - alcoholic and non-alcoholic		
Revenue	Food	Over/Under - Food	4165	(500)	(131)	369	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Revenue	Food	Total Food Sales		500,500	437,516	(62,984)	4,999	4,999	4,999	4,999	60,124	60,124	60,124	60,132	60,124	60,124	60,124	60,124	60,124	501,000					
Less: Cost of Sales	Food	Food	5028	234,000	237,183	3,183	2,000	2,000	2,000	2,000	28,250	28,250	28,250	28,250	28,250	28,250	28,250	28,250	28,250	234,000			Moving to a "just-in-time" inventory system rather than over-stocking inventory; C.O.S. 45%		
Less: Cost of Sales	Food	Pizza/Pizza	5029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			Discontinued as of June, 2013		
Less: Cost of Sales	Food	Non-Alcoholic Beverages	5030	21,000	26,784	5,784	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000			C.O.S. budgeted 40%		
Less: Cost of Sales	Food	Catering	5032	-	914	914	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Less: Cost of Sales	Food	Spillage	5031	3,500	2,842	(658)	-	-	-	-	3,500	-	-	-	-	-	-	-	-	3,500			Spillage process will be reviewed and counted properly		
Less: Cost of Sales	Food	Rebates	5040	(10,000)	(7,503)	2,497	-	-	-	-	-	-	-	(5,000)	-	-	(5,000)	-	-	(10,000)					
Less: Cost of Sales	Food	Total Cost of Food Sales		248,500	260,230	11,730	3,750	3,750	3,750	3,750	33,500	30,000	30,000	25,000	30,000	30,000	25,000	30,000	30,000	248,500					
Gross Margin	Food	Gross Margin Food		252,000	177,285	(74,715)	1,249	1,249	1,249	1,249	26,624	30,124	30,124	35,132	30,124	30,124	35,124	30,124	30,124	252,500					
Selling Expenses	Food	Advertising	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Food	POS	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Food	Supplies and Equipment	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Food	Total Food Selling Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Administrative Expense	Food	Salaries	5801	41,000	41,478	478	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	41,000			Reflects a 5% increase in salaries		
Administrative Expense	Food	Wages	5802	-	136,244	136,244	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Administrative Expense	Food	Payroll Benefits (CPP / EI)	5803	2,817	10,503	7,686	235	235	235	235	235	235	235	235	235	235	235	235	235	2,817			Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%		
Administrative Expense	Food	WSIB	5804	513	3,044	2,531	43	43	43	43	43	43	43	43	43	43	43	43	43	513			Rounded, based on average WSIB source deduction of 1.25%		
Administrative Expense	Food	EHT	5805	615	2,350	1,735	51	51	51	51	51	51	51	51	51	51	51	51	51	615			Rounded, based on average CRA source deduction of 1.5%		
Administrative Expense	Food	Employee Benefits	5806	800	1,065	265	67	67	67	67	67	67	67	67	67	67	67	67	67	800			Parking (1 * \$500), Health benefits (1 * \$200/yr), Cell phone (1 * \$75/mo)		
Administrative Expense	Food	Training and Development	5810	2,500	-	(2,500)	-	2,000	500	-	-	-	-	-	-	-	-	-	-	2,500					
Administrative Expense	Food	Uniforms	5812	4,000	7,210	3,210	333	333	333	333	333	333	333	333	333	333	333	333	333	4,000			Combine lines 5812 and 5812		
Administrative Expense	Food	Merchant Fees	5814	3,000	3,331	331	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000					
Administrative Expense	Food	Flex Admin Fee	5816	7,000	6,500	(500)	583	583	583	583	583	583	583	583	583	583	583	583	583	7,000					
Administrative Expense	Food	Sundry Admin Fee	5817	1,500	2,050	550	125	125	125	125	125	125	125	125	125	125	125	125	125	1,500					
Administrative Expense	Food	Pizza/Pizza Royalty	5818	-	12	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-			Discontinued as of June, 2013		
Administrative Expense	Food	Total Food Admin Expenses		63,745	213,776	150,031	5,104	7,104	5,604	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	63,745					
Total Expenses	Food	Total Expenses Food		63,745	213,776	150,031	5,104	7,104	5,604	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	63,745					
Net Income (Loss)	Food	Net Income (Loss) Food		188,255	(36,491)	(224,746)	(3,854)	(5,854)	(4,354)	(3,854)	21,521	25,021	25,021	30,029	25,021	25,021	30,021	25,020	25,020	188,755					



Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

6/18 JS

Account	Acct #	Planning			Monthly Static Budget														Annual Total	Budget Assumptions
		FY15 Budget	FY14 Actual	Variance	2014												2015			Explanation
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr				
Governance		-	-																	
Total Governance Revenue		-	-																	
Total Cost of Governance Sales		-	-																	
Gross Margin																				
Administrative Costs	5126	800	186	(614)	67	67	67	67	67	67	67	67	67	67	67	67	800	Estimate based on a combination of FY12 budget and FY13 actual's		
Committees/Meetings	5127	6,000	816	(5,184)		-	-	-	750	750	750	750	750	750	750	750	6,000	Estimate based on a combination of FY12 budget and FY13 actual's		
President Initiatives	5131	33,000	4,856	(28,144)	-	-	-	-	4,125	4,125	4,125	4,125	4,125	4,125	4,125	4,125	33,000	President initiatives (+ \$25,000 for bursaries)		
College Affairs Initiatives	5128	33,000	1,494	(31,506)		-	-	-	4,125	4,125	4,125	4,125	4,125	4,125	4,125	4,125	33,000	VP of College Affairs initiatives (+ \$25,000 for bursaries)		
University Affairs Initiatives	5129	33,000	4,019	(28,981)	-	-	-	-	4,125	4,125	4,125	4,125	4,125	4,125	4,125	4,125	33,000	VP of UOIT Affairs initiatives (+ \$25,000 for bursaries)		
College Student Affiance Membership	5130	54,000	3,960	(50,041)	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	54,000			
Insurance - Directors and Officers	5132	3,500	3,760	260	292	292	292	292	292	292	292	292	292	292	292	292	3,500	Estimate based on a combination of FY12 budget and FY13 actual's		
Elections	5134	25,000	22,831	(2,169)		-	-	-	-	-	-	1,500	4,500	19,000	-	-	25,000	Estimate based on a combination of FY12 budget and FY13 actual's		
Legal Fees	5136	20,000	136,234	116,234	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000	Estimate based on a combination of FY12 budget and FY13 actual's		
Membership Linkage	5138	10,000	113	(9,887)		-	-	-	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	10,000	Estimate based on a combination of FY12 budget and FY13 actual's		
Audit Fees	5140	23,000	-	(23,000)	-	-	-	23,000	-	-	-	-	-	-	-	-	23,000	Annual Audit/ T2 Tax Return fees \$16000 incl. HST, Added consulting fees of \$4000		
Referendum	5142	-	-	-													-	Estimate based on a combination of FY12 budget and FY13 actual's		
Training	5144	15,000	4,047	(10,954)	-	-	-	-	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	15,000	Estimate based on a combination of FY12 budget and FY13 actual's		
Total Governance Admin Expenses		256,300	182,338	(73,962)	7,425	7,425	7,425	30,425	23,675	23,675	23,675	25,175	28,175	42,675	18,275	18,275	256,300			
Total Expenses		256,300	182,338	(73,962)	7,425	7,425	7,425	30,425	23,675	23,675	23,675	25,175	28,175	42,675	18,275	18,275	256,300			
Net Income (Loss) Governance		(256,300)	(182,338)	73,962	(7,425)	(7,425)	(7,425)	(30,425)	(23,675)	(23,675)	(23,675)	(25,175)	(28,175)	(42,675)	(18,275)	(18,275)	(256,300)			

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual Total	Budget Assumptions	
				FY15 Budget	FY14 Actual	Variance	2014						2015						Explanation						
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr							
Department	Health	Health																							
Revenue	Health	Health Fund (DC)	4089	1,934,600	1,709,990	(224,610)			193,460			870,570				870,570					1,934,600	9,013 Students * 193.46 Annual Fee			
Revenue	Health	Health Fund (UOIT)	4090	1,934,600	1,455,122	(449,478)			193,460			870,570				870,570					1,934,600	8,891 Students * 193.46 Annual Fee			
Revenue	Health	Student Care Allowance	4091	-	-	-															-	Not applicable			
Revenue	Health	Opt-Out Cheque Revenue	4092	10,000	17,668	7,668														10,000	10,000	Conservative estimate based FY12 and FY13 actuals			
Revenue	Health	Sundry Health Revenue	4093	-	3,070	3,070														-	-	Family plan revenue from Student Care			
Revenue	Health	CERT	4094	2,100	200	(1,900)				1,050										1,050	2,100	Special Event coverage (\$500), First Aid Course Revenue (\$600)			
Revenue	Health	Total Health Revenue		3,881,300	3,216,251	(665,049)	-	-	368,920	-	1,050	1,741,140	-	-	-	-	1,741,140	-	-	11,050	3,881,300				
Less: Cost of Sales	Health	Total Cost of Health Sales		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Gross Margin	Health	Gross Margin		3,881,300	3,216,251	(665,049)	-	-	368,920	-	1,050	1,741,140	-	-	-	-	1,741,140	-	-	11,050	3,881,300				
Selling Expenses	Health	Advertising	5114	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Selling Expenses	Health	Total Health Selling Expenses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Administrative Expens	Health	Salaries	5101	45,000	40,183	(4,812)	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000	45,000	Based on 5% annual increase			
Administrative Expens	Health	Wages	5102	32,000	22,155	(9,845)	-	-	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	32,000	32,000	Estimate based on a combination of FY12 budget and FY13 actuals plus a 5% annual increase			
Administrative Expens	Health	Payroll Benefits (CPP / EI)	5103	5,290	4,073	(1,218)	253	253	258	258	532	532	532	532	532	532	532	532	532	5,290	5,290	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%			
Administrative Expens	Health	WSIB	5104	963	460	(473)	47	47	47	47	97	97	97	97	97	97	97	97	97	963	963	Rounded, based on average WSIB source deduction of 1.25%			
Administrative Expens	Health	EHT	5105	1,155	871	(284)	56	56	56	56	116	116	116	116	116	116	116	116	116	1,155	1,155	Rounded, based on average CRA source deduction of 1.5%			
Administrative Expens	Health	Employee Benefits	5106	1,400	1,221	(179)	-	-	-	-	175	175	175	175	175	175	175	175	175	1,400	1,400	Estimate based on a combination of FY12 budget and FY13 actuals			
Administrative Expens	Health	Training and Development	5110	2,500	3,065	585				1,000						1,500				2,500	2,500	AWCCUS Conference			
Administrative Expens	Health	Insurance - Health Plan	5111	3,608,040	3,156,307	(651,733)		634,673	634,673			634,673	634,673				634,673	634,673		3,608,040	3,608,040	17,904 DC and UOIT Students * \$168.15 Annual Fee; Opt-out rate @ 20% - 3,580 * \$109.77			
Administrative Expens	Health	Staff Incentives	5112	500	250	(250)									500					500	500	Estimate based on a combination of FY12 budget and FY13 actuals			
Administrative Expens	Health	Campaigns	5116	4,300	846	(3,454)									4,300					4,300	4,300	Expenses related to external campaigns, i.e. Relay for Life, Holiday Food Drive, Power of Pink			
Administrative Expens	Health	CERT	5118	36,600	17,057	(19,543)	250	250	2,000	2,500	2,300	5,000	3,000	3,000	4,950	3,000	5,000	5,350		36,600	36,600	Since North campus only - Medical supplies (\$15,000), Uniforms, Training (\$10,000), Conferences, Banquet (\$11,600)			
Administrative Expens	Health	Total Health Admin Expenses		3,937,748	3,246,542	(691,206)	4,351	639,034	640,784	6,611	11,971	648,344	646,344	11,671	19,921	648,344	648,344	14,021		3,937,747	3,937,747				
Total Expenses	Health	Total Expenses		3,937,748	3,246,542	(691,206)	4,351	639,034	640,784	6,611	11,971	648,344	646,344	11,671	19,921	648,344	648,344	14,021		3,937,747	3,937,747				
Net Income (Loss)	Health	Net Income (Loss) Health		(56,448)	(30,291)	26,167	(4,361)	(639,034)	(253,884)	(6,611)	(10,921)	1,092,799	(646,344)	(11,671)	(19,921)	1,094,796	(648,344)	(2,971)		(56,447)	(56,447)				
Net Income (Loss)	Consolidated	Net Income (Loss) Consolidated (excl. Health)		126,487	208,920	80,433	(207,639)	(273,174)	63,527	(345,417)	(425,153)	1,263,493	(265,315)	(259,175)	(263,257)	1,331,050	(262,252)	(238,648)		103,697	103,697				

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

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		Planning			Monthly Static Budget														Budget Assumptions	
Account	Acct #	FY15 Budget	FY14 Actual	Variance	2014								2015				Annual	Explanation		
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total			
Communications & Marketing																				
Sponsorship	4400	-	808	808													-			
Total Marketing Revenue		-	808	808													-			
Total Cost of Marketing Sales		-	-	-													-			
Gross Margin		-	808	808	-	-	-	-	-	-	-	-	-	-	-	-	-			
Advertising - Campus Recreation	5320	4,000	173	(3,828)	-	-	-	1,000	1,000	-	-	1,000	1,000	-	-	-	4,000			
Advertising - Campus Life	5321	30,000	30,372	372	-	-	-	8,000	5,000	1,500	4,000	1,500	4,000	1,000	4,000	1,000	30,000			
Advertising - Elections	5322	8,000	3,022	(4,978)	-	-	-	-	-	-	-	2,000	3,000	3,000	-	-	8,000			
Advertising - Outreach Services	5323	10,000	7,602	(2,398)	-	2,500	2,000	1,500	1,500	500	500	-	500	250	750	-	10,000	New: Signage, brochures, restock promo items		
Advertising - Member Services	5324	10,000	6,260	(3,740)	-	-	1,000	2,000	1,000	1,000	1,000	500	1,000	500	1,000	1,000	10,000	New: Advocacy Campaigns, Reverse Job Fair, Signage in Clubs Space		
Total Marketing Selling Expenses		62,000	47,427	(14,573)	-	2,500	3,000	12,500	8,500	3,000	5,500	5,000	9,500	4,750	5,750	2,000	62,000	Transition advertising lines to appropriate department budgets in the future		
Salaries	5301	132,000	110,670	(21,330)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000	Includes Senior Graphic Designer, C & M Coordinator, Student Rights & Advocacy Service Coordinator		
Wages	5302	32,000	23,746	(8,254)	2,000	2,500	2,500	5,000	5,000	1,667	1,667	5,000	5,000	1,667			32,000	Junior Graphic Designer, PT Graphic Designer, Promo Crew		
Wages (Workstudy)	5307	-	-	-													-			
Payroll Benefits (CPP / EI)	5303	11,267	9,816	(1,451)	893	927	927	1,099	1,099	870	870	1,099	1,099	870	756	756	11,267	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%		
WSIB	5304	2,050	1,137	(913)	163	169	169	200	200	158	158	200	200	158	138	138	2,050	Rounded, based on average WSIB source deduction of 1.25%		
EHT	5305	2,460	1,917	(543)	195	203	203	240	240	190	190	240	240	190	165	165	2,460	Rounded, based on average CRA source deduction of 1.5%		
Training and Development	5310	3,000	190	(2,810)	250	250	250	250	250	250	250	250	250	250	250	250	3,000			
Staff Incentives	5312	2,000	375	(1,625)	-	-	-	-	150	150	150	500	150	150	250	500	2,000	Employee Recognition		
Employee Benefits	5306	3,700	3,910	210	75	75	75	2,875	75	75	75	75	75	75	75	75	3,700	Parking pass (4*500), cell phones (4*75), Health Plan (4*200)		
Community Relations	5314	5,000	1,500	(3,500)	-	-	-	1,000	1,000	-	-	1,500	500	-	-	1,000	5,000	#Fa'r Housing, Holiday Food Drive, Leave the Pack Behind, Community Clean-ups		
Appreciation Banquet - Partners	5330	5,500	4,630	(870)	-	-	-	-	-	-	-	-	-	-	-	5,500	5,500			
Appreciation Banquet - Students	5331	3,000	-	(3,000)	-	-	-	-	-	-	-	-	-	-	-	3,000	3,000			
Organization Branding & Promotions	5332	45,000	19,125	(25,875)	2,500	3,500	3,500	10,000	15,000	2,000	2,000	1,000	1,000	1,000	2,500	1,000	45,000	SA branded items, promotional items for orientation		
Web Design and Hosting	5333	18,000	4,500	(13,500)	400	2,000	2,000	10,400	400	400	400	400	400	400	400	400	18,000	Switching web-hosting providers		
Marketing Supplies	5334	5,000	7,177	2,177	100	100	300	2,500	250	250	250	250	250	250	250	250	5,000	New: Partner with students to make movie about SA, Volunteer Program		
Opportunity Fund	5336	10,000	-	(10,000)	-	-	-	-	2,500	2,500	2,500	-	-	-	2,500	-	10,000	Opportunities that arise throughout the year		
Sponsorship - Outgoing	5340	5,500	6,000	500	2,000	-	400	400	400	400	400	400	400	-	400	300	5,500	DT Oshawa Farmer's Market, Outreach Sponsorships		
Sponsorship - Fulfillment	5342	3,000	-	(3,000)	250	250	250	250	250	250	250	250	250	250	250	250	3,000	Banners, Signage at Athletics Department/Arena		
Total Marketing Admin Expenses		288,477	194,693	(93,784)	19,826	20,974	21,574	45,214	37,814	20,160	20,160	22,164	20,814	16,261	18,933	24,583	288,477			
Total Expenses		350,477	242,120	(108,357)	19,826	23,474	24,574	57,714	46,314	23,160	25,660	27,164	30,314	21,011	24,683	26,583	350,477			
Net Income (Loss) Marketing		(350,477)	(241,313)	109,164	(19,826)	(23,474)	(24,574)	(57,714)	(46,314)	(23,160)	(25,660)	(27,164)	(30,314)	(21,011)	(24,683)	(26,583)	(350,477)			

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Account	Acct #	Planning			Monthly Static Budget																Annual Total	Budget Assumptions Explanation
		FY15 Budget	FY14 Actual	Variance	2014								2015									
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr						
Outreach																						
Food Bank	4288	-	1,268	1,268															-			
Women's Centre	4289	-	456	456															-			
SHRC	4290	-	2,953	2,953															-	Non-profit revenue: items sold at cost		
Vagina Monologues	4291	-	115	115															-			
LGBTQ	4292	-	90	90															-			
Downtown	4293	-	30	30															-			
Total Outreach Revenue		-	4,883	4,883	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Cost of Outreach Sales		-	-																-			
Gross Margin		-	4,883	4,883	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Outreach Selling Expenses		-	-																-			
Salaries	5501	187,000	103,212	(83,788)	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	187,000	confirm: Manager, Advisor, Coordinator (2080 hrs)		
Wages	5502	26,385	35,246	8,861	-	-	-	-	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	26,385	confirm: SHRC Coordinator (Sept - May: 38 wks*30 hrs*\$15.50/hr), Dtn Coordinator (50*30 hrs*\$16.11)		
Payroll Benefits (CPP / EI)	5503	14,680	9,271	(5,389)	1,071	1,071	1,071	1,071	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	14,680	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%		
WSIB	5504	1,686	1,092	(593)	123	123	123	123	149	149	149	149	149	149	149	149	149	149	1,686	Rounded, based on average WSIB source deduction of .79%		
EHT	5505	4,161	1,883	(2,278)	304	304	304	304	368	368	368	368	368	368	368	368	368	368	4,161	Rounded, based on average EHT source deduction of 1.95%		
Employee Benefits	5506	3,100	5,634	2,534	60	150	150	1,550	150	150	150	150	150	150	150	150	150	150	3,100	confirm: Parking pass (2*\$500), cell phones (2*\$75), Health Plan (2*\$200)		
Training and Development	5510	8,150	4,178	(3,972)	679	679	679	679	679	679	679	679	679	679	679	679	679	679	8,150	Conferences and workshops - Rainbow Health Ontario		
Food Bank	5512	8,000	2,817	(5,183)	667	667	667	667	667	667	667	667	667	667	667	667	667	667	8,000	Replenishment, Feed the Need membership fee, grocery store gift certificates		
LGBTQ	5514	6,000	2,433	(3,567)	500	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000			
Women's Centre	5516	50,000	12,687	(37,313)	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000	Includes Women's Centre, iCarol, Pride, Hey Bro, Whitby expansion		
SHRC	5518	5,000	4,391	(609)	417	417	417	417	417	417	417	417	417	417	417	417	417	417	5,000			
Downtown services	5520	24,500	4,518	(19,982)	-	-	-	-	3,063	3,063	3,063	3,063	3,063	3,063	3,063	3,063	3,063	3,063	24,500			
Total Outreach Admin Expenses		338,641	187,360	(151,281)	23,560	23,660	23,660	25,060	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	338,641			
Total Expenses		338,641	187,360	(151,281)	23,560	23,660	23,660	25,060	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	30,338	338,641			
Net Income (Loss) Outreach		(338,641)	(182,477)	156,164	(23,560)	(23,660)	(23,660)	(25,060)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(30,338)	(338,641)			

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual Total	Budget Assumptions	
				FY15 Budget	FY14 Actual	Variance	2014												2015		Explanation				
							May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr							
Revenue	Pub	Liquor Sales	4125	106,000	99,522	(6,018)	100	100	100	100	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	106,000	sales higher than expected 2013-2014, raising prices					
Revenue	Pub	Beer Sales	4126	96,000	84,424	(11,576)	100	100	100	100	13,657	13,657	13,657	1,158	13,657	13,657	13,657	12,500	96,000	sales higher than expected 2013-2014, raising prices					
Revenue	Pub	Draft Sales	4127	160,000	148,464	(11,536)	100	100	100	100	22,800	22,800	22,800	2,800	22,800	22,800	22,800	20,000	160,000	sales higher than expected 2013-2014, raising prices					
Revenue	Pub	Wine/Cooler Sales	4128	20,000	16,183	(3,817)	50	50	50	50	2,828	2,828	2,828	832	2,828	2,828	2,828	2,000	20,000	sales higher than expected 2013-2014, raising prices					
Revenue	Pub	Non-Alcoholic Beverages	4129	38,000	32,623	(5,377)	50	50	50	50	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	38,000	sales higher than expected 2013-2014, raising prices					
Revenue	Pub	Over/Under - Pub	4130	-	(355)	(355)	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Revenue	Pub	Total Pub Revenue		420,000	381,313	(38,687)	400	400	400	400	57,210	57,210	57,210	22,715	57,210	57,210	57,210	52,425	420,000						
Revenue	Pub	Other Pub Sales		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Revenue	Pub	Pub Rental Fee	4141	2,000	1,365	(635)	500	500	500	500	-	-	-	-	-	-	-	-	2,000	Rental agreement with Regent did not occur. Concerts have not been booked.					
Revenue	Pub	External Services	4142	6,000	4,493	(1,507)	500	500	500	500	500	500	500	500	500	500	500	500	6,000	Events at Junction and Regent did not occur solely beverage service fees					
Revenue	Pub	Door Sales	4143	2,000	1,787	(213)	-	-	-	-	250	250	250	250	250	250	250	250	2,000	Events at Junction did not occur, 25% of door sales clubs/societies					
Revenue	Pub	Pool Tables	4144	11,000	6,105	(4,895)	250	250	250	250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,000	Addition of new pool table					
Revenue	Pub	Total Other Pub Sales		21,000	13,756	(7,244)	1,250	1,250	1,250	1,250	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	21,000						
Less: Cost of Sales	Pub	Liquor	5011	22,000	20,553	(1,447)	500	500	500	500	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000	22,000	C.O.S. budgeted 21%					
Less: Cost of Sales	Pub	Beer	5012	40,000	38,958	(1,042)	500	500	500	500	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	40,000	C.O.S. budgeted 39%					
Less: Cost of Sales	Pub	Draft	5013	71,000	70,703	(297)	500	500	500	500	8,625	8,625	8,625	8,625	8,625	8,625	8,625	8,625	71,000	C.O.S. budgeted 43%					
Less: Cost of Sales	Pub	Wine/Cooler	5014	8,500	7,969	(531)	100	100	100	100	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	8,500	C.O.S. budgeted 35%					
Less: Cost of Sales	Pub	Mix	5015	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Less: Cost of Sales	Pub	Spoilage	5017	3,000	3,268	268	250	250	250	250	250	250	250	250	250	250	250	250	3,000						
Less: Cost of Sales	Pub	Rebates	5026	-	(149)	(149)	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Less: Cost of Sales	Pub	Total Cost of Pub Sales		144,500	141,351	(3,149)	1,850	1,850	1,850	1,850	19,633	17,138	17,138	14,638	17,138	17,138	17,138	17,138	144,500						
Gross Margin	Pub	Gross Margin Beverage		275,500	239,961	(35,539)	(1,450)	(1,450)	(1,450)	(1,450)	37,573	40,073	40,073	8,078	40,073	40,073	40,073	35,288	275,500						
Gross Margin	Pub	Gross Margin Other		21,000	13,756	(7,244)	1,250	1,250	1,250	1,250	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	21,000						
Selling Expenses	Pub	Staff Incentives	5716	3,000	2,624	(376)	-	-	-	-	375	375	375	375	375	375	375	375	3,000	F&B Staff promotions and incentives					
Selling Expenses	Pub	Advertising	5718	15,000	27,855	12,855	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	Major marketing campaign scheduled, re-design of menu, catering menu planned					
Selling Expenses	Pub	Events and Activities	5728	1,500	1,487	(13)	125	125	125	125	125	125	125	125	125	125	125	125	1,500	Taxi service, promotional give-aways					
Selling Expenses	Pub	SOCAN Fees	5729	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Pub	DJ and Sound	5730	6,000	4,200	(1,800)	-	-	-	-	750	750	750	750	750	750	750	750	6,000	DJ, sound equipment costs					
Selling Expenses	Pub	External Inventory	5722	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Pub	POS	5720	1,500	1,135	(365)	125	125	125	125	125	125	125	125	125	125	125	125	1,500	Software upgrade, general repairs					
Selling Expenses	Pub	Disposables	5711	26,000	26,079	79	1,000	1,000	1,000	1,000	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	26,000						
Selling Expenses	Pub	Containers	5740	-	(3,183)	(3,183)	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Pub	Supplies and Equipment	5724	15,000	13,958	(1,042)	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	Sound equipment repairs, recalibration of sound equipment, Smallwares (kitchen and pub) < \$3000					
Selling Expenses	Pub	Chemicals and Cleaning Supplies	5725	5,500	5,661	361	-	500	500	500	500	500	500	500	500	500	500	500	5,500						
Selling Expenses	Pub	Gift Cards / Certificates	5732	1,500	-	(1,500)	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Selling Expenses	Pub	Total Beverage Selling Expenses		75,000	80,175	5,175	3,750	4,250	4,250	4,250	7,125	7,125	7,125	7,125	7,125	7,125	7,125	7,125	75,000						
Administrative Expenses	Pub	Salaries	5701	125,000	109,972	(15,028)	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	125,000	Reflects a 5% increase in salaries. Now includes beverage supervisor, beverage manager and SVH					
Administrative Expenses	Pub	Wages	5702	300,000	139,142	(160,858)	1,500	1,500	1,500	1,500	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750	300,000	Reflects additional cost for minimum wage increase					
Administrative Expenses	Pub	Payroll Benefits (CPP / EI)	5703	29,193	15,192	(14,001)	819	819	819	819	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	29,193	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%					
Administrative Expenses	Pub	WSIB	5704	5,313	4,205	(1,108)	149	149	149	149	590	590	590	590	590	590	590	590	5,313	Rounded, based on average WSIB source deduction of 1.25%					
Administrative Expenses	Pub	EHT	5705	6,375	3,103	(3,272)	179	179	179	179	708	708	708	708	708	708	708	708	6,375	Rounded, based on average CRA source deduction of 1.5%					
Administrative Expenses	Pub	Employee Benefits	5706	4,000	3,838	(162)	333	333	333	333	333	333	333	333	333	333	333	333	4,000	Parking (4 * \$500 + 5 * \$250), Health benefits (2 * \$200/yr), Cell phone (1 * \$75/mo)					
Administrative Expenses	Pub	Training and Development	5710	8,000	6,354	(1,646)	-	6,000	2,000	-	-	-	-	-	-	-	-	-	8,000	Conferences - CRFA, CHWA, COCA, Training - Security Training					
Administrative Expenses	Pub	Uniforms	5712	1,000	(2,949)	(3,949)	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000						
Administrative Expenses	Pub	Merchant Fees	5714	5,000	5,875	875	417	417	417	417	417	417	417	417	417	417	417	417	5,000						
Administrative Expenses	Pub	External Security	5726	5,000	-	(5,000)	-	-	-	-	2,500	-	-	-	-	-	-	2,500	5,000	Decreasing use of pay duty officers					
Administrative Expenses	Pub	Total Beverage Admin Expenses		484,888	234,563	(250,318)	13,813	19,813	15,813	14,813	52,454	54,954	52,454	52,454	52,454	52,454	52,454	54,954	484,888						
Total Expenses	Pub	Total Expenses Beverage		563,826	364,742	(199,144)	17,563	24,063	20,063	19,063	59,579	62,079	59,579	59,579	59,579	59,579	59,579	62,079	563,826						
Net Income (Loss)	Pub	Net Income (Loss) Beverage		(267,356)	(111,026)	(156,360)	(17,763)	(24,263)	(20,263)	(19,263)	(20,007)	(20,007)	(17,507)	(49,502)	(17,507)	(17,507)	(17,507)	(24,792)	(267,356)						
Net Income (Loss)	Consolidated	Net Income (Loss) Consolidated (excl. Health)		126,497	206,920	80,433	(207,669)	(273,174)	53,527	(345,417)	(425,153)	1,263,498	(265,315)	(259,175)	(263,257)	1,331,050	(262,252)	(238,646)	103,897						

Student Association at Durham College and UOIT  
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Account	Acct #	Planning			Monthly Static Budget														Annual Total	Budget Assumptions Explanation
		FY15 Budget	FY14 Actual	Variance	2014								2015							
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr				
<b>Riot Radio</b>																				
Riot Radio Fees [DC]	4070	107,400	-	(107,400)	-	-	-	-	-	-	-	53,700	-	53,700	-	-	107,400	10000 Students x \$10.74		
Riot Radio Fees [UOIT]	4075	107,400	-	(107,400)	-	-	-	-	-	-	-	53,700	-	53,700	-	-	107,400	10000 Students x \$10.74		
Total Riot Radio Revenue		214,800	-	(214,800)	-	-	-	-	-	-	-	107,400	-	107,400	-	-	214,800			
Total Cost of Riot Radio Sales		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Gross Margin		214,800	-	(214,800)	-	-	-	-	-	-	-	107,400	-	107,400	-	-	214,800			
Advertising	5672	6,000	2,801	(3,199)	-	-	1,000	1,000	1,000	-	-	1,000	1,000	-	-	1,000	6,000	Posters, handbills, business cards, etc.		
Website Expenses	5674	5,000	415	(4,585)	150	150	3,000	150	200	200	200	200	200	200	200	150	5,000	TuneIn Radio; SoCast ( <a href="http://www.socastsm.com/">http://www.socastsm.com/</a> )		
Events & Activities	5681	2,500	951	(1,549)	-	-	-	-	800	800	-	-	-	-	-	800	2,500	Mix & Mingle Fall/Winter		
Total Riot Radio Selling Expenses		13,500	4,166	(9,334)	150	150	4,000	1,150	2,100	1,000	200	1,200	1,200	200	200	1,950	13,500			
Salaries	5661	125,000	114,622	(10,378)	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	125,000	SM, VC, PC (Gross Hr/Rate SM \$19, VC/PC \$17)		
Wages	5662	26,000	7,494	(18,506)	-	-	-	1,735	3,466	3,466	3,466	1,735	3,466	3,466	3,466	1,735	26,000	2PT Broadcast Technicians (Gross \$25/hr/week rate 17), Work-study student (UOIT/DC)		
Payroll Benefits (CPP / EI)	5663	10,374	8,514	(1,860)	716	716	716	835	954	954	954	835	954	954	954	835	10,374	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%		
WSIB	5664	1,888	965	(923)	130	130	130	152	174	174	174	152	174	174	174	152	1,888	Rounded, based on average WSIB source deduction of 1.25%		
EHT	5665	2,265	1,687	(578)	166	166	166	182	208	208	208	182	208	208	208	182	2,265	Rounded, based on average CRA source deduction of 1.5%		
Employee Benefits	5666	4,000	3,248	(752)	300	300	300	300	350	350	350	350	350	350	350	350	4,000	Forecast benefits don't make sense		
Training and Development	5670	600	-	(600)	120	120	120	120	-	-	-	-	-	-	120	-	600	Workshops - staff/volunteers		
Staff Incentives	5675	1,200	362	(838)	75	75	75	100	100	50	150	150	75	150	150	50	1,200	Lunch & Learn sessions/team outings/rewards, Xmas/Spring team thank you lunch		
Office Supplies	5676	725	244	(481)	160	-	100	-	50	150	-	75	75	75	50	-	725	General office supplies		
Contract Services	5678	13,000	18,475	5,475	1,000	1,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,000	Livestream - Network Plan, based on previous agreement		
Supplies	5680	2,500	772	(1,728)	450	300	300	-	300	-	200	400	200	100	100	150	2,500	Cable purchases/replacement, studio maintenance, etc.		
Insurance	5682	2,700	2,712	12	225	225	225	225	225	225	225	225	225	225	225	225	2,700	* Require a copy of Media Insurance		
Socan	5684	2,400	267	(2,133)	200	200	200	200	200	200	200	200	200	200	200	200	2,400	* Require a copy of applied Tariffs)		
Total Riot Radio Admin Expenses		192,652	169,363	(33,289)	13,939	13,639	13,839	15,366	17,542	17,293	17,443	15,821	17,443	17,418	17,513	15,396	192,651			
Total Expenses		206,152	163,529	(42,623)	14,089	13,789	17,839	16,516	19,642	18,293	17,643	17,021	18,643	17,618	17,713	17,346	206,151			
Net Income (Loss) Riot		8,648	(163,529)	(172,177)	(14,089)	(13,789)	(17,839)	(16,516)	(19,642)	(18,293)	(17,643)	90,379	(18,643)	89,782	(17,713)	(17,346)	8,649			

Student Association at Durham College and UOIT  
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		Planning			Monthly Static Budget															Budget Assumptions	
Account	Acct #	FY15 Budget	FY14 Actual	Variance	2014								2015				Annual	Explanation			
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total				
SA Membership Services																					
Student Fees [DC]	4010	1,023,100	1,260,074	236,974			102,310			460,395				460,395			1,023,100	Durham College enrolment estimated at 9,013 students. The SA fee is \$102.31.			
Student Fees [UOIT]	4015	1,023,100	1,260,074	236,974			102,310			460,395				460,395			1,023,100	UOIT enrolment estimated at 8,891 students. The SA fee is \$102.31.			
ISC Fee [DC]	4030	585,100	-	(585,100)			58,510			263,295				263,295			585,100	Durham College enrolment estimated at 9,013 students. The SA fee is \$58.51.			
ISC Fee [UOIT]	4035	585,100	-	(585,100)			58,510			263,295				263,295			585,100	UOIT enrolment estimated at 8,891 students. The SA fee is \$58.51.			
Total SA Membership Services Revenue		3,216,400	2,520,149	(696,251)	-	-	321,640	-	-	1,447,380	-	-	-	1,447,380	-	-	3,216,400				
Total Cost of SA Membership Services Sales		-	-																		
Gross Margin		3,216,400	2,520,149	(696,251)			321,640	-	-	1,447,380	-	-	-	1,447,380	-	-	3,216,400				
Total SA Membership Services Selling Expenses																					
Executive Salaries	5151	99,000	83,959	(15,041)	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	99,000	3 Executives x \$33,000 annually			
Executive Wages	5152	25,000	24,824	(176)	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	AVP			
Executive Payroll Benefits (CPP/EI)	5153	8,519	7,089	(1,430)	710	710	710	710	710	710	710	710	710	710	710	710	8,519	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%			
Executive WSIB	5154	1,550	822	(728)	129	129	129	129	129	129	129	129	129	129	129	129	1,550	Rounded, based on average CRA source deduction of 1.5%			
Executive EHT	5155	1,860	1,520	(340)	155	155	155	155	155	155	155	155	155	155	155	155	1,860	Rounded, based on average CRA source deduction of 1.5%			
Executive Employee Benefits	5156	4,800	12,563	7,763	-	-	-	-	600	600	600	600	600	600	600	600	4,800	Estimate based on a combination of FY12 budget and FY13 actuals			
Executive Training and Development	5160	19,000	4,030	(14,970)					2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	19,000	Course tuition reimbursement, Board Retreat			
Bursaries	5162	10,000	-	(10,000)					1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	10,000	Recommendation			
Staff Incentives	5164	-	-	-					-	-	-	-	-	-	-	-	-				
Legal Aid	5166	25,000	25,000	0	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000	Based on FY12 salary, \$5000 extra for Saturday availability plus a 6% increase			
Legal Aid Benefits	5168	1,718	1,770	52	143	143	143	143	143	143	143	143	143	143	143	143	1,718	Rounded, based on average CRA source deduction of 4.95 % and 1.92%			
Legal Aid WSIB	5170	313	198	(115)	26	26	26	26	26	26	26	26	26	26	26	26	313	Rounded, based on average CRA source deduction of 1.25%			
Legal Aid EHT	5172	375	360	(15)	31	31	31	31	31	31	31	31	31	31	31	31	375	Rounded, based on average CRA source deduction of 1.15%			
Legal Aid Advertising	5176	-	-	-					-	-	-	-	-	-	-	-	-				
Total SA Services Admin Expenses		197,135	162,153	(34,981)	13,611	13,611	13,611	13,611	17,836	17,836	17,836	17,836	17,836	17,836	17,836	17,836	197,134				
Total Expenses		197,135	162,153	(34,981)	13,611	13,611	13,611	13,611	17,836	17,836	17,836	17,836	17,836	17,836	17,836	17,836	197,134				
Net Income (Loss) SA Membership		3,019,266	2,357,995	(661,270)	(13,611)	(13,611)	308,029	(13,611)	(17,836)	1,429,544	(17,836)	(17,836)	(17,836)	1,429,544	(17,836)	(17,836)	3,019,266				

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

Type	Department	Account	Acct #	Planning			Monthly Static Budget																Annual
				Annual			2014												2015				
				FY15 Budget	FY14 Actual	Variance	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total				
Department	Societies	<b>Societies</b>																					
Revenue	Societies	WUSC	4016	-	-																-		
Revenue	Societies	Environmental & Social Justice Fund	4297	-	-																-		
Revenue	Societies	<i>Total Societies Revenue</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Less: Cost of Sales	Societies	<i>Total Cost of Societies Sales</i>		-	-																		
Gross Margin	Societies	<i>Gross Margin</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Selling Expenses	Societies			-	-																		
Selling Expenses	Societies	Total Society Selling Expenses		-	-																		
Administrative Expense	Societies	Base Funding	5550	78,000	31,241	(46,759)					68,000				10,000						78,000		
Administrative Expense	Societies	Supplemental Funding	5551	26,000	18,441	(6,559)					16,000				10,000						26,000		
Administrative Expense	Societies	Graduate Student Service	5552	12,000	12,000	-													12,000		12,000		
Administrative Expense	Societies	WUSC Funding	5553	-	3,341	3,341					-	-	-	-	-	-	-	-	-	-	-		
Administrative Expense	Societies	Environmental & Social Justice Fund	5354	-	6,609	6,609															-		
Administrative Expense	Societies	Total Society Admin Expenses		115,000	71,632	(43,368)	-	-	-	-	83,000	-	-	-	20,000	-	-	-	12,000		115,000		
Total Expenses	Societies	<i>Total Expenses</i>		115,000	71,632	(43,368)	-	-	-	-	83,000	-	-	-	20,000	-	-	-	12,000		115,000		
Net Income (Loss)	Societies	<i>Net Income (Loss) Societies</i>		(115,000)	(71,632)	43,368	-	-	-	-	(83,000)	-	-	-	(20,000)	-	-	-	(12,000)		(115,000)		
Net Income (Loss)	Consolidated	<i>Net Income (Loss) Consolidated (excl. Health)</i>		331,000	206,920	(124,081)	(204,365)	(269,300)	58,001	(313,590)	(380,411)	1,277,601	(251,312)	(255,400)	(247,654)	1,335,272	(248,271)	(225,182)			276,188		



Student Association at Durham College and UOIT  
Monthly Budget by Department  
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Account	Acct #	Planning			Monthly Static Budget														Annual	Budget Assumptions
		FY15 Budget	FY14 Actual	Variance	2014												2015			
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total	Explanation		
Tuck Downtown																				
Tuck Downtown																				
Convenience Sales	4192	13,860	13,510	(350)					1,878	2,061	1,849	568	2,333	1,720	2,313	1,138		13,858		
Cigarette Sales	4193	655	642	(13)					175	180	75	75	75	25	25	25		655		
Beverages - Fresh	4195	5,873	5,720	(153)					636	888	739	305	978	755	1,002	590		5,873		
Beverages - Packaged	4196	8,200	8,180	(20)					1,042	1,394	1,140	382	1,416	1,032	1,260	532		8,198	Water bottle free, expected loss \$300	
Food - Pre-made	4198	5,925	5,787	(138)					333	1,220	940	247	923	765	910	582		5,920		
Over/Under	4199	-	7	7														-		
Total Downtown Tuck Sales		34,513	33,846	(667)	-	-	-	-	4,062	5,723	4,743	1,577	5,725	4,297	5,510	2,867		34,504		
Tuck Downtown																				
																				- Pool table removed from downtown campus
Total Other Sales Downtown		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-		
Tuck Downtown																				
Convenience	5055	9,700	9,325	(376)					1,212	1,212	1,212	1,212	1,212	1,212	1,212	1,216		9,700	COS @ 70% as per national convenience guidelines = 30% Markup	
Cigarette	5057	525	627	102					65	65	65	65	65	65	65	70		525	COS @ 80% 20% markup	
Beverages - Fresh	5058	2,960	1,053	(1,907)					370	370	370	370	370	370	370	370		2,960	COS @ 50% 50% markup	
Beverages - Packaged	5060	5,740	6,587	847					717	717	717	717	717	717	717	721		5,740	COS @ 55% 45% markup	
Food - Pre-made	5062	4,100	4,974	874					512	512	512	512	512	512	512	516		4,100		
Spoilage	5064	500	1,207	707				60	60	70	60	60	60	60	70	-		500		
Total Cost of Tuck Downtown Sales		23,525	23,771	246	-	-	-	60	2,936	2,946	2,936	2,936	2,936	2,936	2,946	2,893		23,525		
Gross Margin Downtown		10,988	10,075	(913)	-	-	-	(60)	1,126	2,777	1,807	(1,359)	2,789	1,361	2,564	(26)		10,979		
Staff Incentives	5975	150	63	(87)					150									150	Additional Staff	
Advertising	5976	3,500	869	(2,631)					437	437	437	437	437	437	437	441		3,500	semi yearly give aways, free coffee	
Inventory/POS	5978	500	903	403					63	63	63	63	63	63	63	63		500		
Supplies and Equipment	5982	500	683	183				250					250					500		
Total Tuck Downtown Selling Expenses		4,650	2,518	(2,132)	-	-	-	250	650	500	500	500	750	500	500	504		4,650		
Salaries	5961	10,000	-	(10,000)	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33		10,000	Manager (25%)	
Wages	5962	24,790	18,118	(6,672)	1,248	-	1,500	1,225	3,250	3,250	2,600	1,300	2,600	1,950	2,926	2,926		24,775	Clerk (37*40*\$13.50)+(360hrs*\$11)	
Payroll Benefits (CPP / EI)	5963	2,225	1,009	(1,216)	143	57	160	141	281	281	236	147	236	191	268	258		2,389	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%	
WSIB	5964	415	399	(16)	26	10	29	26	51	51	43	27	43	35	47	47		435	Rounded, based on average WSIB source deduction of 1.25%	
EHT	5965	500	226	(274)	31	13	35	31	61	61	52	32	52	42	56	56		522	Rounded, based on average CRA source deduction of 1.5%	
Employee Benefits	5966	500	465	(35)					63	63	63	63	63	63	63	63		500	Parking Passes (1 * \$500 / yr)	
Training and Development	5970	-	-	-														-		
Disposables	5972	600	1,262	662					300				300					600		
Uniforms - Retail	5974	250	-	(250)					250									250		
Merchant Fees - Downtown	5977	600	1,190	590					75	75	75	75	75	75	75	75		600		
Repairs and Maintenance	5986	-	-	-														-		
Retail - Downtown Expansion	5987	-	-	-														-		
Total Tuck Downtown Admin Expenses		39,880	22,669	(17,211)	2,282	914	2,558	2,256	5,184	4,614	3,901	2,476	4,201	3,189	4,258	4,258		40,070		
Total Expenses		44,530	25,186	(19,344)	2,282	914	2,558	2,506	5,813	5,113	4,401	2,976	4,951	3,688	4,758	4,762		44,720		
Net Income (Loss) Tuck Downtown		(33,542)	(15,112)	18,430	(2,282)	(914)	(2,558)	(2,566)	(4,687)	(2,336)	(2,594)	(4,335)	(2,162)	(2,327)	(2,194)	(4,788)		(33,741)		

**Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15**

Account	Acct #	Planning			Monthly Static Budget														Annual Total	Budget Assumptions	
		FY15 Budget	FY14 Actual	Variance	2014								2015				Explanation				
					May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr					
Tuck Main																					
Convenience Sales	4172	31,736	31,114	(622)	1,246	1,148	1,525	1,210	6,086	4,285	3,318	1,220	3,559	2,430	3,145	2,562	31,732				
Cigarette Sales	4173	73,918	72,978	(940)	2,460	1,988	1,953	1,440	10,969	10,722	9,243	3,253	9,048	6,721	6,721	9,397	73,915	Bill 131, smoke-free campus			
Beverages - Fresh	4175	-	442	442	-	-	-	-	-	-	-	-	-	-	-	-	-	No coffee sales			
Beverages - Packaged	4176	17,900	17,827	(73)	720	489	670	660	2,978	2,404	1,963	690	2,051	1,727	2,340	1,208	17,900	Water bottle free as of May 01, expected loss \$1,500			
Food - Pre-made	4178	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sandwiches (700 * \$4.00 ea); Renovation must be approved to realize sales			
Over/Under	4180	-	18	18	-	-	-	-	-	-	-	-	-	-	-	-	-				
Total Main Tuck Sales		123,554	122,379	(1,175)	4,426	3,623	4,148	3,310	20,033	17,411	14,524	5,163	14,658	10,878	12,206	13,167	123,547				
Tuck Main																		\$8,220 as of 01.31.14. Reduced due to online selling, pricing and copying; Commission 25% on all book sales			
Locker Sales	4216	40,892	43,753	2,861	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	40,892				
Used Book Sales	4218	6,500	13,345	6,845	542	542	542	542	542	542	542	542	542	542	542	542	6,500	Reduced due to online selling, pricing, and copying; Commission is 25% on all book sales			
Clothing Sales	4219	-	698	698	-	-	-	-	-	-	-	-	-	-	-	-	-	Now sold at the book store			
Ticket Commission	4220	21,310	21,467	157	862	882	1,090	781	3,842	2,874	2,624	188	2,840	1,903	2,299	1,316	21,301	Commission is 5% of GO TRANSIT sales and 3% of DRT sales			
Pool Tables	4225	-	616	616	-	-	-	-	-	-	-	-	-	-	-	-	-	Pool table moved from Downtown campus to Student Centre building Summer'13			
Total Other Sales Main		68,702	79,879	11,177	4,811	4,831	5,039	4,730	7,591	6,823	6,573	4,137	6,789	5,852	6,248	5,265	68,693				
Tuck Main																					
Convenience	5042	22,200	24,034	1,834	1,020	1,020	1,020	2,040	10,000	1,020	1,020	1,020	1,020	1,020	500	500	21,200	COS @70% as per national convenience guidelines + 30% Markup			
Cigarette	5043	59,130	62,929	3,799	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,933	59,130	COS @ 80% 20% Markup			
Beverages - Fresh	5045	-	403	403	-	-	-	-	-	-	-	-	-	-	-	-	-				
Beverages - Packaged	5046	12,740	11,238	(1,502)	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,069	12,740	COS @ 55% 45% Markup			
Food - Pre-made	5048	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Renovation must be approved to realize sales; EP Taylor's to provide costs			
Spoilage	5050	500	426	(74)	40	40	40	40	60	40	40	40	40	40	40	40	500				
Rebates	5080	300	(378)	(678)	-	100	-	-	-	100	-	-	-	-	100	-	300				
Total Cost of Tuck Main Sales		94,870	98,653	3,783	7,048	7,148	7,048	8,068	16,048	7,148	7,048	7,048	7,048	7,148	6,528	6,542	93,870				
Gross Margin Main		28,684	23,726	(4,958)	(2,622)	(3,525)	(2,900)	(4,758)	3,985	10,263	7,476	(1,885)	7,610	3,730	5,678	6,625	29,677				
Staff Incentives	5915	300	173	(127)	-	-	-	-	-	150	-	-	-	-	-	150	300	Rewards for staff, Staffing increase in 2013/2014			
Advertising	5916	4,500	2,582	(1,918)	-	1,000	250	250	1,500	-	-	-	1,500	-	-	-	4,500	New signage, Posters, Student Giveaways, Incentives, Free Coffee & Food			
Inventory/POS	5919	1,500	1,443	(57)	125	125	125	125	125	125	125	125	125	125	125	125	1,500				
Supplies and Equipment	5922	2,500	1,214	(1,286)	500	100	100	600	100	100	100	100	600	100	100	100	2,600	Office Supplies, new equipment & equipment repair			
Total Tuck Main Selling Expenses		8,800	5,411	(3,389)	625	1,225	475	975	1,725	375	225	225	2,225	225	225	375	8,900				
Salaries	5901	48,560	46,051	(2,509)	3,998	3,400	3,654	3,785	4,626	4,425	3,870	3,330	3,870	3,870	4,086	4,086	47,000	Manager (50%), Supervisor Full Time \$30,530.24 (\$13.55/hr) check figures			
Wages	5902	17,675	27,520	9,845	2,661	2,310	1,330	1,903	4,000	1,550	1,115	836	1,750	1,025	1,260	1,260	21,000	(\$25*10.50*25%), Workstudy (70*10.50)+(\$20*10.50*25%), Orientation Week Clerk (50*10.50),			
Payroll Benefits (CPP / EI)	5903	4,688	4,717	129	457	392	342	391	593	410	342	286	388	336	367	367	4,672	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%			
WSIB	5904	858	1,582	724	83	71	62	71	108	75	62	52	70	61	67	67	850	Rounded, based on average WSIB source deduction of 1.25%			
EHT	5905	1,030	939	(91)	100	86	75	85	129	90	75	62	84	73	80	80	1,020	Rounded, based on average CRA source deduction of 1.5%			
Employee Benefits	5906	2,100	2,681	581	175	175	175	175	175	175	175	175	175	175	175	175	2,100	Cell phone (1 * \$75 / mo), Parking Passes (2 * \$500 / yr), Health Benefits (1 * \$200/yr)			
Training and Development	5910	300	95	(205)	-	-	-	-	150	-	-	-	100	-	-	-	250				
Disposables	5912	200	278	78	-	-	-	-	150	-	-	-	50	-	-	-	200				
Uniforms - Retail	5914	500	-	(500)	-	-	-	-	300	-	-	-	100	-	-	-	400	Shirts, Jackets & name badges			
Merchant Fees - Retail	5917	6,750	6,154	(596)	563	563	563	563	563	563	563	563	563	563	563	563	6,750				
Merchant Fees - Lockers	5918	1,350	1,706	356	113	113	113	113	113	113	113	113	113	113	113	113	1,350				
Locker Purchases	5925	1,600	1,426	(174)	-	-	-	-	1,000	-	-	-	500	-	-	-	1,500	New Locks & Bolt Cutters, Garbage bags, tape, & gloves for locker cleanout			
Locker Website Hosting	5924	-	1,046	1,046	-	-	-	-	-	-	-	-	-	-	-	-	-				
Repairs and Maintenance	5926	-	59	59	-	-	-	-	-	-	-	-	-	-	-	-	-				
Total Tuck Main Admin Expenses		85,711	94,254	8,543	8,150	7,109	6,313	8,685	10,306	7,400	6,315	5,417	7,761	6,216	6,710	6,710	87,092				
Total Expenses		94,511	99,665	5,154	8,775	8,334	8,788	9,660	12,031	7,775	6,540	5,642	9,986	6,441	6,935	7,085	95,992				
Net Income (Loss) Tuck Main		2,875	3,940	1,065	(6,585)	(7,028)	(4,649)	(9,688)	(454)	9,312	7,510	(3,389)	4,414	3,141	4,991	4,805	2,378				

Student Association at Durham College and UOIT  
Monthly Budget by Department  
FY 2014-15

		Planning			Monthly Static Budget														Budget Assumptions		
		Annual			2014												2015		Annual		
Account	Acct #	FY15 Budget	FY14 Actual	Variance	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total	Explanation			
Tuck Whitby																					
Tuck Whitby																					
Convenience Sales	4202	5,988	5,802	(184)					1,117	1,034	782	215	815	571	880	570	5,984				
Cigarette Sales	4203	28,288	27,520	(768)					3,361	4,160	3,872	1,300	3,865	3,318	4,422	3,986	28,284				
Beverages - Fresh	4205	-	-	-													-				
Beverages - Packaged	4206	2,000	-	(2,000)					225	225	200	200	250	325	325	250	2,000				
Food - Pre-made	4208	-	-	-													-				
Over/Under	4212	-	0	0													-				
Total Whitby Tuck Sales		36,274	33,322	(2,952)	-	-	-	-	4,703	5,419	4,854	1,715	4,930	4,214	5,627	4,806	36,268				
Tuck Whitby																					
Photocopier	4222	400	227	(174)					50	50	50	50	50	50	50	50	400	New photocopier installed at Whitby, pre-paid using student id			
Locker Sales	4217	8,100	8,154	54					7,400	180	10	-	400	60	25	25	8,100	locking additional lockers this year, Centre for Food/Mechanical lockers require repair and/or severe			
Pool Tables	4224	285	127	(158)					40	30	30	25	40	40	40	40	285	Currently the coin mech is broken charging \$2.50/hr paid at the Tuck shop			
Total Other Sales Whitby		8,785	8,507	(278)	-	-	-	-	7,490	260	90	75	490	150	115	115	8,785				
Tuck Whitby																					
Convenience	5067	4,200	6,166	1,966					525	525	525	525	525	525	525	525	4,200	COS @ 70% as per national convenience guidelines = 30% Markup			
Cigarette	5068	22,630	23,743	1,112					2,828	2,828	2,828	2,828	2,828	2,828	2,828	2,828	22,624	COS @ 80% 20% Markup			
Beverages - Fresh	5070	-	0	0													-				
Beverages - Packaged	5072	1,400	-	(1,400)					175	175	175	175	175	175	175	175	1,400	COS @ 65% 45% Markup			
Food - Pre-made	5074	-	-	-													-				
Spoilage	5076	150	7	(143)				15	15	10	10	10	60	10	10	10	150				
Total Cost of Tuck Whitby Sales		28,380	29,915	1,535	-	-	-	15	3,543	3,538	3,538	3,538	3,598	3,538	3,538	3,538	28,374				
Gross Margin Whitby		7,894	3,407	(4,487)	-	-	-	(15)	1,160	1,881	1,316	(1,823)	1,342	676	2,089	1,268	7,894				
Staff Incentives	5945	125	63	(62)					50							75	125	semi annual give aways			
Advertising	5946	1,500	995	(505)			150	100	300		500	150	300				1,500				
Inventory/POS	5948	500	770	270			-	-	63	63	63	63	63	63	63	63	500				
Supplies and Equipment	5952	500	54	(446)				250					250				500				
Total Tuck Whitby Selling Expenses		2,625	1,882	(743)	-	-	150	350	413	63	563	213	613	63	63	138	2,625				
Salaries	5931	10,000	-	(10,000)	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	10,000	Manager (25%)			
Wages	5932	20,975	18,463	(4,512)	1,256	-	1,838	675	2,700	2,700	2,160	1,080	2,160	1,620	2,376	2,376	20,940	Clerk (\$13.50)			
Payroll Benefits (CPP / EI)	5933	2,066	910	(1,156)	144	57	183	104	243	243	206	131	206	169	220	220	2,126	Rounded, based on CRA source deductions of CPP 4.95%, EI 1.92%			
WSIB	5934	385	362	(23)	26	10	33	19	44	44	37	24	37	31	40	40	387	Rounded, based on average WSIB source deduction of 1.25%			
EHT	5935	465	201	(264)	31	13	40	23	63	63	45	29	45	37	48	48	464	Rounded, based on average CRA source deduction of 1.5%			
Employee Benefits	5936	500	448	(52)					63	63	63	63	63	63	63	63	500	Parking Passes (1 * \$500 / yr)			
Training and Development	5940	200	-	(200)					200								200				
Disposables	5942	50	243	193					50								50				
Uniforms - Retail	5944	150	-	(150)					150								150				
Merchant Fees - Whitby	5947	900	950	50					113	113	113	113	113	113	113	113	900				
Photocopier - Whitby	5953	-	-	-													-	No longer offered pre-paid photocopier added			
Locker Purchases	5955	1,000	231	(769)				500	500								1,000	Locks, bolt cutters			
Repairs and Maintenance	5956	-	-	-													-				
Total Tuck Whitby Admin Expenses		36,691	19,808	(16,883)	2,290	914	2,928	2,153	4,948	4,048	3,456	2,272	3,456	2,664	3,693	3,693	36,716				
Total Expenses		39,316	21,690	(17,626)	2,290	914	3,078	2,503	5,361	4,111	4,019	2,485	4,069	2,927	3,756	3,831	39,341				
Net Income (Loss) Tuck Whitby		(22,637)	(9,775)	12,862	(2,290)	(914)	(3,078)	(2,516)	3,289	(1,970)	(2,613)	(4,233)	(2,237)	(2,101)	(1,552)	(2,448)	(22,662)				

# BOARD REPORT



Public ☒  
In-camera ☐

Action Required:  
Information/Discussion  
Decision

☒  
☐

**MEETING DATE:** October 14, 2015

**REPORT DATE:** September 24, 2015

**FROM:** Meri Kim Oliver, Vice President Student Affairs; Elaine Popp,  
Vice President Academic

**SUBJECT:** **Enrolment Report**

## A. Purpose

To provide current enrolment information to the Board of Governors

## B. Background

Enrolment targets establish the foundation for college budgets and strategic planning. In 2014, the college system throughout Ontario experienced the first significant slowing in growth since the double cohort and this trend continued in 2015. While 15 of 24 college witnessed a decline in accepted offers of admission, Durham College continued to witness modest growth with an increase in accepted offers of 2.1% or 135 new domestic students as of September 24.

New international student confirmations, as of September 24<sup>th</sup> show an increase of 71 students from multiple countries.

Total enrolment as of September 24<sup>th</sup> including new and returning students, domestic and international is 10,638 which represents an increase of 140 students over the enrolment in September 2014.

## C. Discussion/Options

The market for new students is shrinking and colleges and universities across Ontario are competing aggressively to attract students to their campuses. Students and their parents have become savvy consumers who expect targeted marketing materials, polished sales presentations, and personalized attention throughout the recruiting and admissions process.

To stay competitive, Durham College has restructured its recruitment team and added three contract recruiters for fall of 2015 to ensure that we are visible at the schools and in other venues as often as possible. Enrolment Services has invested in

Customer Relationship Management Software to track each contact and to be able to follow-up with applicants with information that matches their interests.

Finally, a new Executive Director of International Education has been hired and will be working on the next recruitment plan for international students.

**D. Financial/Human Resource Implications**

In 2015 \$120,000 of capital funds were dedicated to upgrades to the recruitment booth that is used by Durham College at College Information Fairs and the Ontario College Fair and other recruitment sites.

\$118,650 in capital funds have been invested in piloting Customer Relationship Management software for recruiters.

Three contract recruiters were approved in the budget for four months to extend Durham College's visibility at schools and other recruitment venues.

If new student admissions decline in future years, budgets will be under pressure and there could be an impact on employees and service delivery.

**E. Implications for the Joint Campus Master Plan (if applicable)**

If enrollment flattens, the need for expansion is less urgent.

**F. Implications for UOIT (if applicable)**

UOIT is also under recruitment pressures, experiencing a decline in confirmations in 2015. If enrolment for UOIT and for DC declines, jointly funded departments and resources will be under budget pressure from both institutions.

**G. Recommendation(s)**

An Enrolment Report update will be provided to the Board of Governors early in 2016.

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# **Durham College**

## **Enrolment Update September 2015**

**Meri Kim Oliver, VP Student Affairs**  
**Elaine Popp, VP Academic**





# Applications – Domestic

YEAR	2014	2015
Total Applications	22,213	22,031



# Strategies to Increase Conversion Rates

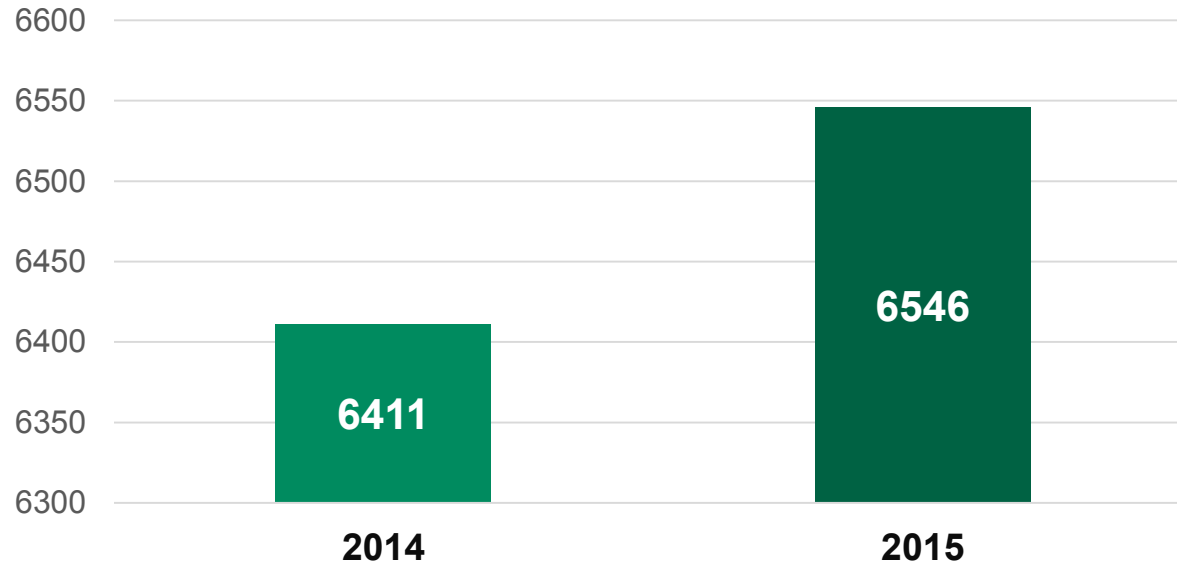


- Enhanced communication strategy with applicants including highly interactive e-mail offer of admission.
- Multiple call campaigns to follow-up and stay in touch with applicants.
- Multiple parent-applicant information sessions through the spring and summer.





# Confirmations - Domestic



\* Represents an increase of 2.1%



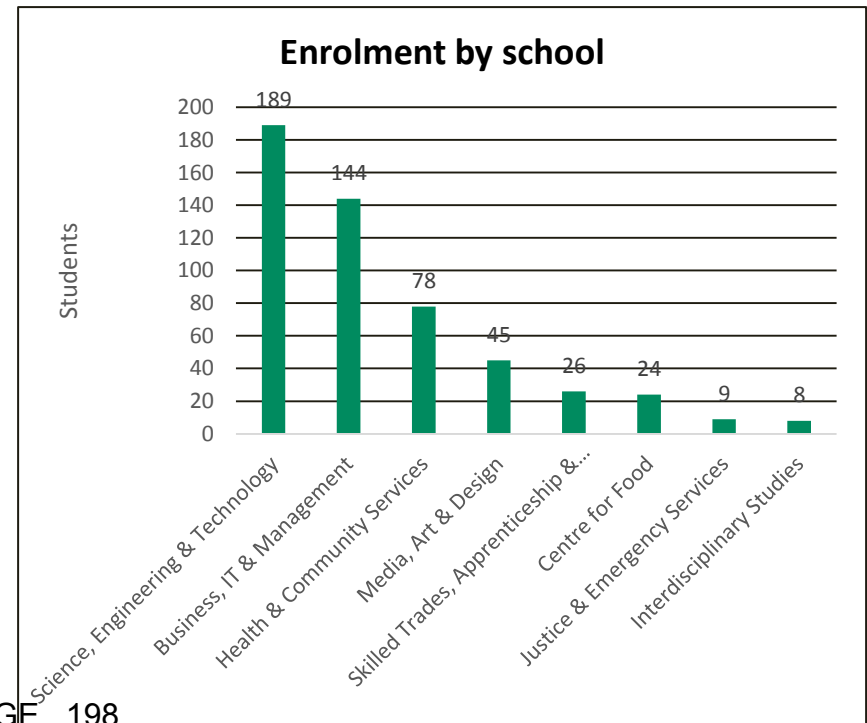
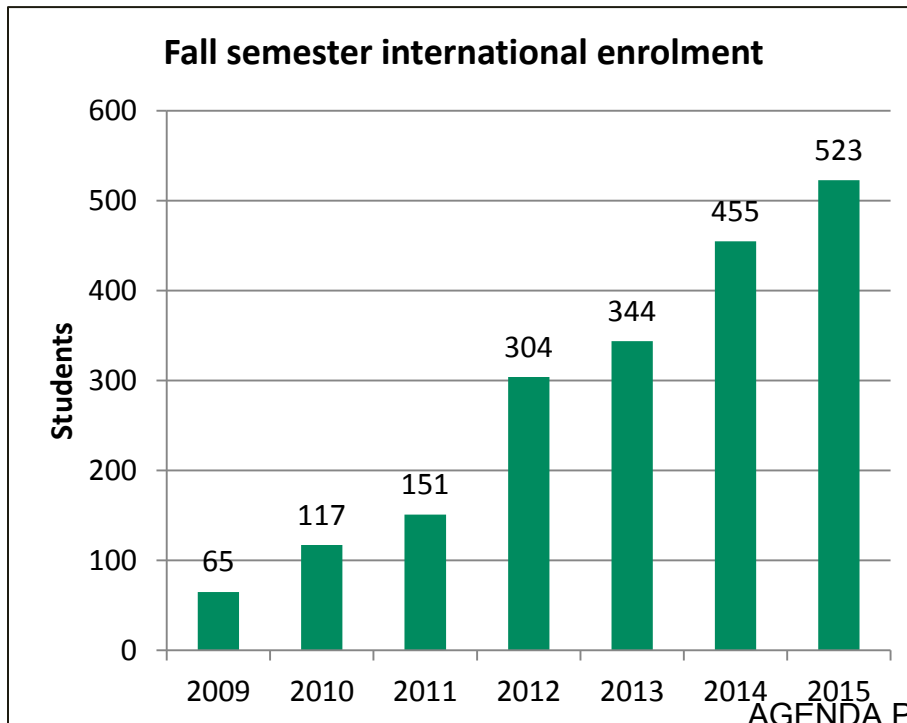
## Total Post-Secondary Enrolment – Day 10 -- 2015

	2014	2015	% Change
Domestic	9,604	9,680	0.79
BScN	442	435	-1.6
International	452	523	15.7
TOTAL	10,498	10,638	1.33

- Numbers do not include 535 registered apprenticeship students for fall 2015

# International Enrolment – Fall 2015

- Number of represented countries increased from 42 to 48
- New countries include Argentina, Bermuda, Colombia, Dominican Republic, Egypt, France, Ghana, Japan, Jordan, Macedonia, Senegal, Sweden, and Venezuela. Vietnam, Nigeria and the Caribbean are developing markets
- Of the 206 students eligible to return, 202 did



# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion ☐  
Decision ☒

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 1, 2015

**FROM:** Elaine Popp, vice-president, Academic

**SUBJECT:** **Recommendation to Suspend Programs of Instruction**

## A. Purpose

To obtain approval from the Board of Governors to suspend the following post-secondary programs beginning with the September 2016 intake:

1. Journalism-Print and Broadcast
  - Credential: Ontario College Advanced Diploma
  - Duration: 6 semesters
  - School: Media, Art & Design
  - MTCU 62006 / APS 01158
2. Golf Facility Operations Management
  - Credential: Ontario College Diploma
  - Duration: 4 semesters
  - School: Business, IT & Management
  - MTCU 52220 / APS 01211
3. Welding Techniques
  - Credential: Ontario College Certificate
  - Duration: 2 semesters
  - School: Skilled Trades, Apprenticeship and Renewable Technology
  - MTCU 44900 / APS 01094

## B. Background

As stated in the Minister's Binding Policy Directives Operating Procedure for *Program Suspension and Cancellation*, a suspended program is one into which the college has decided not to admit first year or beginning level students. It is the responsibility of the Board of Governors to inform the Ministry of Training, Colleges, and Universities (MTCU) of final decisions to suspend or cancel a Ministry funded program of instruction.

Further, it is possible for the college to re-activate a suspended program. In this instance, the college may decide with Board of Governor approval to resume student intake to a program that has been suspended for less than five years and notify the Ministry of this decision.

#### 1. Journalism-Print and Broadcast, Ontario College Advanced Diploma

The School of Media, Art & Design has created a suite of graduate certificate programs with a complex set of integrated strategies intending to address the existing need for advanced learning. This enhanced model will provide graduates of related programs with advanced learning in their preferred field of interest and access to a broader array of options for further study. These new Graduate Certificate programs including the Interactive Media Management, Advanced Filmmaking, and Investigative Journalism and Documentary Production have all received funding approval by the Ministry of Training, Colleges, and Universities (MTCU) and will be launched for delivery in September 2016. The last cohort of students started the Journalism-Print and Broadcast in September 2013 and will be graduating in June 2016; there have been no new intakes of first-year students since then.

Now that the Graduate Certificate programs have received final funding approvals from MTCU and the final cohort of students will be graduating from the program next spring, the School of Media, Art & Design with the approval of the Vice-President, Academic, recommends suspending any future intakes of this Advanced Diploma program.

#### 2. Golf Facility Operations Management, Ontario College Diploma

The employment landscape for the golf industry has changed dramatically in the last several years. The college's decision to suspend the Business Administration-Professional Golf Management Advanced Diploma program occurred in January 2012. Due to consistently low enrolment and lack of student interest in 2012 and 2013, the Centre for Food and the Vice-President, Academic agree to recommend the suspension of future intakes of this diploma program.

#### 3. Welding Techniques, Ontario College Certificate

Durham College's Welding Techniques certificate program has thrived and is in constant student demand and our industry partners have expressed the need for more skilled labourers with enhanced welding expertise. As a result, in 2014, Durham College proposed and received MTCU approval of the launch of a new two-year Welding Engineering Technician diploma program starting in September 2016. The college is pleased with the prospect of attracting even more students to the diploma program thus meeting employer expectations on the level of skills and knowledge of Durham College graduates.

With the launch of the diploma program in welding in September 2016, the School of Skilled Trades, Apprenticeship and Renewable Technologies and the Vice-President, Academic recommend suspending future intakes of the Welding Techniques certificate program effective September 2016.

### **C. Discussion/Options**

Durham College is committed to ensuring students receive a quality education and a choice of programs leading to employment opportunities upon graduation. The recommendation to suspend the programs noted above demonstrates this commitment to our students, graduates and industry partners.

Program stakeholders including faculty, students, graduates, Program Advisory Committee members and industry partners were consulted in the discussions regarding the development of new programs to replace the Journalism-Print and Broadcast and Welding Techniques programs. In both cases, our stakeholders agreed in the purpose and value of replacing these programs to ensure students learn the skills and knowledge to be successful in the workforce.

The request to suspend the Golf Facilities Operations Management diploma program is being made as a result of low student interest and enrolment. In September 2013, the day 10 count for first year students enrolled in the program was 17 and year-two students was nine. Only nine of 17 students were enrolled in year-two of the program according to the September 2014 day 10 count.

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

There are minimal financial and human resource implications as a result of suspending these programs. Faculty involved in all three programs will remain as full-time faculty and their teaching complement will be replaced with the new programs or with teaching opportunities in other programs.

### **E. Implications for the Joint Campus Master Plan (if applicable)**

N/A

### **F. Implications for UOIT (if applicable)**

N/A

### **G. Recommendation(s)**

That the Durham College Board of Governors agrees to suspend the Journalism-Print and Broadcast, Ontario College Advanced Diploma, the Golf Facility Operations Management, Ontario College Diploma program, and the Welding Techniques, Ontario College Certificate program effective September 2016.

# BOARD REPORT



Public  
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Action Required:  
Information/Discussion  
Decision

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**MEETING DATE:** October 14, 2015

**REPORT DATE:** September 28, 2015

**FROM:** Elaine Popp, Vice-President, Academic

**SUBJECT:** **New Post-Secondary Program of Instruction**

## A. Purpose

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

1. Computer Foundations
  - Duration: 2 semesters
  - Credential: Ontario College Certificate
  - School: Business, IT & Management

## B. Background

The purpose of the Computer Foundations program is to provide students who are interested in pursuing a future career in computer systems or computer programming with an opportunity to gain foundational skills and knowledge in these disciplines in a one year period. As students learn they will be able to make an informed decision regarding the pathway that best suits their educational goals based on their exposure to several diverse technologies that are part of this certificate program.

This program will also provide students with a previous credential an opportunity to enhance their employment prospects. This certificate will supplement the student's previous learning by adding an often missing technical skillset that employers feel are lacking in the majority of new-hires in this information age.

The Computer Foundations certificate credential was one of the recommendations proposed through the comprehensive program reviews for both the Computer Programmer and the Computer Systems Technician programs and the recommendations were supported by both Program Advisory Committees.

This new program aligns with Durham College's 2014-2017 Strategic Mandate Agreement (SMA) in the areas of Program Offering where institutional strength include the Business and Technology sectors; this new program will increase the total number of new programs at Durham College and attract new students to the college.

Since the intent of this foundational program is to prepare graduates to pursue further education, the proposed program also supports institutional collaboration to create opportunities for student mobility since the intent of this foundational program is for graduates to pursue further education in a related or complimentary field of study.

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**

Current research demonstrates that college preparatory programs assist students in developing academic goals and providing career clarity. The Computer Foundations certificate program will prepare students to enter the information and computer technology industry in entry-level positions. More importantly, this program will support students' achieving their academic goals by encouraging them to continue their education in the growth area of information technology through the Computer Programmer or Computer Systems diplomas or advanced diplomas.

Appealing to direct entry, mature, and international students and/or those with a prior credential(s), this program offers Durham College with a competitive advantage as it is unique in the system with no other college currently offering this credential.



A proposal for the Computer Foundations certificate program was developed and submitted to the Credentials Validation Services (CVS). On May 8, 2015, the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01244**.

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

**D. Financial/Human Resource Implications**

No incremental costs to the existing programs are expected in order to deliver this program. Students follow the current year-one program of studies for the Computer Programmer and/or Computer Systems Technician diploma program, and there may be some financial and human resource implications for this program if there is a need to open another section to accommodate additional students into the core and general education courses. However, there is currently no need to develop new curriculum nor hire new faculty members. Students incur the additional cost of a laptop for this program.

**E. Implications for the Joint Campus Master Plan (if applicable)**

N/A

**F. Implications for UOIT (if applicable)**

This new program aligns well with the Durham College and UOIT's collaborative partnership for developing new pathways, through its Apprenticeship to PhD initiative.

Students in the certificate program may choose to transfer after one semester to the Computer Systems Technician – Transfer to UOIT Bachelor of Information Technology (Hons) program stream. Graduates of the certificate program who continue their studies in Computer Systems Technology and Computer Programmer Analyst will have the advantage of choosing the pathways currently available to enter the third year of the degree programs at UOIT and Trent University.

**G. Recommendation(s)**

That the Durham College Board of Governors approves the postsecondary program of instruction for the Computer Foundations Ontario College Certificate program.

# Ontario College Certificate: Computer Foundations

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Proposed program title: Computer Foundations					
Proposed credential:	Ontario College Certificate				
Funding Unit:	1.20				
Weight:	1.0				
MTCU Code:	40505				
APS Code	DURH 01244				
Name of dean submitting the request:	Judy Spring, School Business, IT & Management				
Proposed date of implementation:	September 2017				
Date of review by PPRC committee:	March 18, 2015				
Year 1 enrolment:	30 students				
Number of Semesters	2 semesters				
Total Program Hours	645 hours – Computer Programming stream 690 hours – Computer Systems Technician stream				
Number of new faculty required:	N/A				
Space requirements:	N/A				
Capital costs:	N/A				
Budget Projections:					
Proposed Tuition	\$ 2,686				
Net Contribution - % of Gross Revenue	-0.9%	50.0%	66.1%	65.6%	65.1%
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 Assurance and Dean
√	Budget reviewed by Manager, Planning and Reporting; Manager, Program Development and Quality Assurance and Dean
√	Budget approved by Vice President, Corporate Services and Chief Financial Officer
√	Reviewed by Program Proposal Review Committee, March 18, 2015
√	Approved by Vice President - Academic
√	Approved by Credentials Validation Service
√	Reviewed by President
	Approved by Board of Governors

## 2.0 PROGRAM OVERVIEW:

### Description:

The Computer Foundations curriculum is designed to give enrolled students exposure to and practical experience in a wide variety of technologies used in business today.

This Ontario College Certificate program, delivered over two semesters, will appeal to students wanting an efficient introduction to computer applications and system support. Upon completion students will have entry-level computer skills that will provide an advantage in seeking work in many workplaces, including help desks, small business support roles, etc. and will open the door to pursuing additional certifications and diplomas. All courses taken are existing credit courses in the Computer Programmer and Computer Systems Technician diploma programs and would count toward credit in those programs.

### Career Outcomes:

The technical skills gained will serve graduates of the program well, both personally and professionally, whether they use the program as a starting point to a more advanced IT diploma, or as a termination of formal studies with a solid foundation in digital technology. Graduates of this certificate will be prepared to enter the information and computer technology industry in entry-level positions as Help Desk Technicians, Call Centre Support Clerks, and Help Desk Technicians.

Students who are interested in pursuing a career in computer systems or programming will have the ability to choose the academic pathway that best suits to their goals based on their exposure to several diverse technologies that are part of the Computer Foundations program.

Students that come to the program with a previous credential can supplement their learning by adding an often missing technical skillset that employers feel are lacking in the majority of new-hires in this information age.

This Computer Foundations certificate program will help fill the IT skills gap Canadian employers have often cited and will provide a recognizable qualification on a resume for employers that are looking for skilled IT workers.

Vocational Program Learning Outcomes:

The graduate has reliably demonstrated the ability to:

1. Analyze and resolve information technology problems through the application of systematic approaches.
2. Install, configure, troubleshoot, and maintain computer systems and networks to meet user requirements.
3. Design, model and implement of a simple database.
4. Design and develop simple software applications to address user needs.
5. Complete all work in compliance with relevant policies, practices, processes and procedures.
6. Participate as an effective member of a team.
7. Interpret, produce, and present work related documents and information effectively and accurately.

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 1	Course Code	Course hours/week	Course title and brief course description
I.T. Career Essentials I	COMM 3201	3	This course focuses on essential oral and written communication skills for college and career success. Students will be able to practice and apply the principles of effective communication by writing business correspondence using a variety of formats. Effective oral presentation techniques will be examined and applied.
Computer Systems - Hardware	CSYS 1122	4	<p>This course introduces the student to the hardware aspect of computer systems. Using hands-on labs, active learning, and lectures, students learn how to identify and describe computer components and peripherals. Students will also learn how to build and troubleshoot systems from a hardware perspective.</p> <p>This course prepares students for careers in the computer support service field. Emphasis is on IBM and IBM-type personal computers (PCs). This course assists students in preparing to service PCs and related equipment and assists in preparing for the A+ Essentials certification exam.</p> <p>Job opportunities for those with the proper training abound in both the private and public sectors. Many positions have to be filled in the areas of manufacturing, testing, installation and maintenance not to mention before &amp; after sales support. A large portion of our graduates will find their careers directly involved in the data communications, networking industry or supporting companies in the networking area.</p>
Intro to Databases	DBAS 1201	4	This course will introduce the students to relational databases to automate data management. The students will be taught: database design emphasizing table relationships; building tables with different data types; form design for data collection; creating queries and reports; and automating tasks with navigation forms and macros using MS-Access databases. The course will also introduce Structured Query Language (SQL). The laboratory assignments and final project will provide the student with the knowledge needed to design and implement a database in any type of application development.
Data Communications & Networking I	DCOM 1100	4	<p>DCOM1100 is the first of four courses that helps prepare the student towards many of the objectives of the Cisco Certified Network Associate (CCNA) accreditation. This course provides the student with an in-depth knowledge of the principles and topologies in data communications today. This course is designed to instruct the student in introductory network concepts, network devices and protocols.</p> <p>Current market analysis indicates networking and more</p>

			specifically internetworking is in very large demand. From corporations to small office sites and even into “smart” homes there is a growing need to interconnect computerized equipment. Many of our graduates will find their careers directly involved in the data communications, networking industry or supporting companies in the networking area.
Mathematics for I.T.	MATH 1110	3	This course introduces the students to the sound mathematical and logical skills required for both technical and programming courses. The course emphasizes problems in Business, Digital and Information Technology. The students are taught to solve the mathematical problems with the use of Electronic Calculator and Electronic Spreadsheet (Microsoft Excel). The students connect to SALS (Student Academic Learning Services) to review and improve basic math skills.
Introduction to Programming	PROG 1205	4	This is an introduction to the general principles of computer programming. Topics will include the selection of basic data types, basic I/O, operators, repetition, flow control, decisions, arrays and the use of simple user-defined methods and user-defined classes. This course provides, and nurtures, a collaborative learning environment to allow students to build the appropriate skills sets for planning, designing and coding computer programs, using a high level language, to solve typical business problems. A structured programming approach is taken for the majority of the course with an introduction to OOP principles and program design also included. The C# 2012 programming language has been selected as the language vehicle for the course.
<b>Semester 2</b>			
Computer Systems - Software	CSYS 2122	4	<p>This course focuses on the concepts, architecture, and administration of Windows client operating systems from the perspective of end-user application, using both the command line and GUI environments. Students will learn DOS commands and build batch files (scripts) to automate simple tasks. The course also covers the different operating system functionalities such as: processor, device, and memory management, as well, students will explore connectivity, storage, user, and application management.</p> <p>IT professionals require a solid understanding of modern operating systems from both a theoretical and practical perspective. The knowledge gained in this course will help the students to support end-user administration of a Windows client operating system in small to medium business environments.</p>
General Education Elective	GNED 0000	3	
Object Oriented Programming I	OOP 2200	4	This course is designed to provide students studying in the information technology field a foundation in object-oriented

			(OO) and object-based programming concepts. The programming language selected is ISO (Standard) C++. Students will implement the fundamental programming concepts learned in PROG 1205 in C++, explore the concept of encapsulation by creating and using basic classes and objects, create libraries and namespaces, employ multi-dimensional arrays and dynamically allocated arrays, and utilize standard strings and data files.
Web Development Fundamentals	WEBD 2201	4	<p>This course introduces the student to the Internet infrastructure, concentrating on the World Wide Web and Web application servers, and provides a brief overview of emerging Internet technologies. The lectures introduce the student to essential Web techniques and features. The labs focus on producing working web pages published on the Internet, and simple interactive Web applications, with validated code for multi-browser compatibility. The server environment is the Apache server on the UNIX-like OpenBSD OS, with MS Windows browsers and editors on the client side. Server-side Web applications will be done in the PHP scripting language and SQL queries will be done with the PostgreSQL RDBMS running on the server.</p> <p>Information security topics will be addressed throughout the course.</p>
<b>Semester 2 - Computer Programmer Stream Electives</b>			
.Net Development I	NETD 2202	3	This is an introductory course in the programming language Visual Basic course with emphasis on lab problems. Visual Basic 2012 will be used. Visual Basic is a principle programming technology in a Microsoft environment, which can be used either as a standalone product to code customized applications, or in conjunction with other products. The students must use a laptop computer as specified by Durham College.
Systems Development I	SYDE 2203	3	This course introduces students to systems development processes and practices, specifically the object-oriented approach to project management and system development. Topics covered will include basic object-oriented concepts, an introduction to Project Management, the development life cycle, object-oriented development tools and the SDLC.
<b>Semester 2 - Computer Systems Stream Electives</b>			
Data Communications & Networking II	DCOMM 2100	4	The Data Communications and Networking II course builds on the knowledge learned in DCOM 1100, Data Communications and Networking I. This course includes switching and routing theory and switching and router hands-on lab configuration. The student will learn to correctly identify and explain the

			major components of routers and switches, successfully manage the Cisco IOS, configure IP addresses using appropriate sub-netting, and perform basic switch and router setup and configuration. The student will also master some people skills by working in systems teams. This course is designed to instruct the student in practical installations and troubleshooting techniques as well as provide a solid foundation with the internetworking protocols of the communications industry.
Workstation Operating Systems	CSYS 2100	4	<p>Workstation Operating Systems builds on the knowledge established in CSYS1122, and works in conjunction with CSYS2122, building the students' knowledge of both Windows Workstation operating systems, and of Linux operating systems.</p> <p>Focus is placed on installation, maintenance and troubleshooting these operating systems, using virtualization and hands on labs to build a solid practical understanding.</p> <p>Items such as File Systems, Network Interface setup, basic security, virus scanners, malware and data backups are presented to the students using real life scenarios.</p> <p>Work is evenly split between individual projects and group work, with the emphasis placed on finding solutions as a team, and documenting issues via a lab journal.</p> <p>This course starts the students along the path of both Microsoft and Linux (LPI) certifications.</p>

## 4.0 STRATEGIC ALIGNMENT

### Strategic Fit

- This program meets our Strategic Mandate Agreement (SMA) objectives in the areas of Program Strength and Institutional Collaboration to Support Student Mobility.
- The Computer Foundations program will provide an opportunity for students interested in pursuing training in Durham Region to prepare for entry level employment and to pursue existing educational pathways in the information technology industry. This new certificate will build upon the current program mix with the opportunity for student mobility to the Computer Programmer, Computer Programmer Analyst, Computer Systems Technician and Computer Systems Technology programs. The Computer Systems Technician and Technology graduates have excellent pathways to the Bachelor of Information Technology at UOIT. The Computer Systems Technology and the Computer Programmer Analyst programs have excellent pathways to the B.Sc. (Computing Science) at Trent University. The Computer Programmer Analyst graduates have an approved pathway to the Bachelor of Science (Computing Science) at UOIT. The Computer Foundations program supports responsible growth targets. Graduates from this program will support the economic well-being of the community through local employment opportunities.



- Information and Communications Technology is an approved Specialist High Skills Major. Currently the Data Communications and Networking I course is offered as a dual credit at Maxwell Heights Secondary School. Students who had successfully completed this course would have advanced standing in the Computer Foundations program. Graduates of the General Arts & Science program would also have access to this program. Graduates of the Business Fundamentals program would have completed two credits from the Computer Foundations programs so would qualify for advanced standing.

#### Fit with Existing Programs

<b>Programs that could feed into the proposed program</b>	<b>Other complementary programs within School</b>	<b>Advanced programs which graduates of this program may consider</b>
<ul style="list-style-type: none"> <li>• General Arts &amp; Science</li> <li>• Business Fundamentals</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Programmer</li> <li>• Computer Programmer Analyst</li> <li>• Computer Systems Technician</li> <li>• Computer Systems Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Programmer</li> <li>• Computer Programmer Analyst</li> <li>• Computer Systems Technician</li> <li>• Computer Systems Technology</li> </ul>

#### **5.0 LABOUR DEMAND AND GRADUATE EMPLOYEMENT POSSIBILITIES:**

- The purpose of this program is to provide students with a better understanding of their options for further studies.
- This program will build foundational skills and knowledge in the diverse areas of information technology. Graduates of this certificate program may find entry level employment as Help Desk Technician or Call Centre Clerks.

#### **6.0 STUDENT INTEREST:**

- The Computer Foundations program is unique in the system with no other colleges currently offering the program; therefore, there is no comparable data to identify student interest.
- Five seats have been reserved for international students. The Computer Programmer, Computer Programmer Analyst, Computer Systems Technician, and Computer Systems Technology programs have all been high demand programs for international students.

## 7.0 ANALYSIS OF COMPETITION:

- Other related certificate programs offered at colleges within the Eastern region and select colleges in the Central region include the following:

Related Certificate Programs at Other Colleges		
College		Computer Certificates
Eastern	Algonquin	n/a
	Fleming	Internet Applications and Web Development Fundamentals (40513)
	La Cite	n/a
	Loyalist	Internet Applications and Web Development Fundamentals (40513)
	St. Lawrence	n/a
Select Colleges	Centennial	Computer and Repair Maintenance (40509)
	George Brown	n/a
	Humber	
	Seneca	

## 8.0 TARGET MARKET:

- Target market will include direct entry students interested in pursuing a career in either computer programming or computer systems.
- This program will also provide students with a previous credential an opportunity to enhance their employment prospects. This certificate will supplement the student's previous learning by adding skillset in information technology.

## 9.0 OPERATING REVENUE AND EXPENSES:

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

Start-up Costs	Year 1	Year 2
Curriculum development	Nil	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
<b>TOTAL</b>	<b>\$5,000</b>	Nil

## Appendix A – Computer Foundations 5 Year Budget Projection

DURHAM COLLEGE	MTCU Code: 40505	weight	1.2	F.U.	1.0	# Yrs
Projected Budget	Program: Computer Foundations	Per Year	1.200	Grant / WFU	\$4,160	1
BUDGET YRS	2016-21					
		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
	Total	30	30	30	30	30
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	75,004	78,004	81,124	84,369
	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)	1.20	1.20	1.20	1.20	1.20
	Grant - MTCU Operating (assume \$4160/wfu)	\$0	\$74,880	\$149,760	\$149,760	\$149,760
TOTAL REVENUE		\$72,119	\$149,884	\$227,764	\$230,884	\$234,129
EXPENDITURES						
	Salaries - Faculty (FT)	0	0	0	0	0
	Salaries - Co-ordinator Allowance	3,000	3,090	3,183	3,278	3,377
	Salaries - PT Teaching	58,000	59,740	61,532	63,378	65,280
	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	61,000	62,830	64,715	66,656	68,656
	Benefits - Faculty - FT 25%	750	773	796	820	844
	Benefits - Faculty - PT 13.0%	7,540	7,766	7,999	8,239	8,486
	Benefits - Admin 25%	0	0	0	0	0
	Benefits - SS (FT) 28%	0	0	0	0	0
	Total Employee Benefits	8,290	8,539	8,795	9,059	9,330
	Total Labour	69,290	71,369	73,510	75,715	77,987
	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		72,790	74,929	77,132	79,401	81,738
TOTAL REVENUE FOR PROGRAM		72,119	149,884	227,764	230,884	234,129
Net Contribution \$		-671	74,955	150,632	151,484	152,392
Net Accumulated Contribution / (Deficit)		-671	74,284	224,917	376,400	528,792
Net Contribution - % of Gross Revenue		-0.9%	50.0%	66.1%	65.6%	65.1%
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:** Wednesday, October 14, 2015

**REPORT DATE:** Friday, October 9, 2015

**FROM:** Carol Beam, Executive Director, Communications and Marketing

**SUBJECT:** Board Portal Update

## A. Purpose

This report is to update the Board on progress to date on the installation of Sharepoint 2013 and the subsequent actions required to update and improve the current Board of Governors portal.

## B. Background

The institutional portal platform was identified as Microsoft Sharepoint in 2009 when Durham College launched its first ever employee intranet, ICE. Following the launch of ICE, the Board also developed a team portal under the Sharepoint umbrella. Over the course of a number of years, the effectiveness of Sharepoint became a concern for Board members as well as DC employees. As a result, ITS conducted a competitive assessment where it was determined that Sharepoint was still the industry leader in terms of portals, but that the version must be updated to see the benefits and effectiveness of the product.

Over the summer, Information Technology Services (ITS) and Communications and Marketing (C+M) upgraded Sharepoint from 2007 to 2013; a project that not only enhances the user experience but also provides many more efficiencies and benefits for users and administrators. Briefly, the new upgrade features stronger collaboration capabilities within team sites, has enhanced search functionality, meets accessibility guidelines, and allows for file previewing without opening individual applications.

The install of 2013 is now complete. ITS and C+M are working collaboratively to launch the new version of the employee intranet, ICE. The launch of the new and improved ICE is scheduled for the end of October.

While the ICE launch is coming to completion, C+M and ITS are again working together to address the concerns brought forward by the Board regarding their portal. To date, discussions within the Board membership have taken place in terms of improvements required in order to effectively conduct their business through a portal.

At this point C+M and ITS are prepared to move forward with the Board portal project.

**C. Discussion/Options**

To date, the following activities have taken place:

1. Upgraded Sharepoint 2007 to 2013
2. ICE employee consultations completed
3. ICE redesign completed including brand and navigation
4. Moved all ICE content from 2007 into new 2013 platform
5. Currently in the testing stage of ICE with various stakeholders
6. Communication plan for ICE prepared for launch
7. Hired a Sharepoint officer to champion the use and effectiveness of ICE. This was a reallocation of resources.
8. Sharepoint officer has acquired Board's preliminary requirements list from Jennifer Clark.

The following activities are required for the completion of the project:

1. Sharepoint officer to work with Jennifer Clark to determine needs and project scope. [October]
2. C+M and ITS to develop/design the site in the Sharepoint 2013 environment based on the requirements [November/December]
3. Enhanced Board portal to be tested by Board delegates [December]
4. Final testing and adjustments [December]
5. Portal launched, presented to the Board with training by C+M, how-to videos created for reference. [January]

**D. Financial/Human Resource Implications**

No additional financial or Human Resource implications are required

**E. Implications for the Joint Campus Master Plan (if applicable)**

No CMP implications

**F. Implications for UOIT (if applicable)**

No implications for UOIT

**G. Recommendation(s)**

The Board of Governors receive this report for information.

# BOARD REPORT

Public ☒  
In-camera ☐

Action Required:  
Information/Discussion ☐  
Decision ☒

**MEETING DATE:** October 14, 2015

**REPORT DATE:** October 8, 2015

**FROM:** Don Lovisa, president

**SUBJECT:** **Governor Appreciation Event**

## **A. Purpose**

To obtain Board approval to host a hospitality event recognizing current and former governors for their volunteer contributions to the college and to foster continued commitment to its future.

## **B. Background**

For many years Durham College and UOIT jointly hosted an event to acknowledge past governors and thank current governors. Former governors provided positive feedback, as the event provided an update on developments at the college and university, and an opportunity to return to campus, reconnect and network. The event was one of three Board-focused hospitality events sanctioned as such by the Board of Governors in April 2011. (The other two are the annual Hail and Farewell event and Board Retreat.)

The event evolved from a formal, sit-down dinner to a reception in response, in part, to the Broader Public Sector Accountability Act and to financial pressures. UOIT participated in the event for the last time in 2013. Durham College held a governor appreciation reception for current governors only and their spouses in 2014.

Re-institution of a governors appreciation event including former governors was discussed with the Executive Committee on September 14. With a clear target audience and a call to action or messaging at the event that advances college strategic goals, the Executive Committee indicated support for the initiative.

## **C. Discussion/Options**

Durham College and the entire Ontario college system celebrates its 50<sup>th</sup> anniversary in 2017. Planning is underway for numerous events across the province and at each college. Raising the profile of the college sector through these anniversary celebrations is a key priority. Plans are in development to replace the Simcoe Building. These college priorities and others will benefit from the advocacy that could

be provided by well-informed, committed and influential former governors. The intent of the event is to re-engage with former external governors who served during the current president's term and who served at least one complete term on the Board and to thank them for their contributions to the past eight successful years. The event will be held in compliance with the college's Business Travel and Expense Reimbursement policy and procedure, which were developed to align with the Travel, Meal and Hospitality Expenses Directive issued by the Management board of Cabinet.

**D. Financial/Human Resource Implications**

The budget requirements of this event can be covered by the Board of Governors' Office budget.

**E. Implications for the Joint Campus Master Plan (if applicable)**

None.

**F. Implications for UOIT (if applicable)**

UOIT has previously indicated that they would no longer partner with Durham College on this event.

**G. Recommendation(s)**

That the Durham College Board of Governors approves hosting of an annual Governors Appreciation Event planned with a clearly defined external target audience and including the opportunity to thank current and former governors and deliver a call to action or messaging that advances college strategic goals.