

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

Date: Wednesday, March 13, 2013
Time: 6:00 p.m.
Location: Community Room
Gordon Willey Building, A144

Pages

1. **CALL TO ORDER**
2. **INTRODUCTION OF GUESTS**
3. **ADDITIONS/DELETIONS TO THE AGENDA**
4. **CONFLICT OF INTEREST DECLARATIONS**
5. **PRESENTATIONS**
 - 5.1 Impossible2Possible Botswana Expedition (Hanna Elkington, Police Foundations student)
 - 5.2 Student Governor Elections Process (S. SURENDRAN)
6. **GENERATIVE DISCUSSION**
 - 6.1 Student Pathways - DC and UOIT Examples from ONCAT Conference 4 - 31
7. **CONSENT AGENDA**

DETERMINATION OF ITEMS REQUIRING SEPARATE CONSIDERATION

Item numbers: 8.1, 12.1, 13.1.1, 13.2.1, 13.3.1, 14.1
8. **APPROVAL OF PREVIOUS MINUTES**
 - 8.1 Minutes of the public Meeting of the Board of February 13, 2013 32 - 38
9. **ACTIONS ARISING FROM PREVIOUS MINUTES**
10. **CHAIR'S REPORT**
 - 10.1 Co-populous Governance (verbal, F. Wu)
 - 10.2 Attendance at the 2013 ACCC Conference 39 - 40
11. **CO-POPULOUS GOVERNORS' REPORT**
12. **PRESIDENT'S REPORT**

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13.3	GOVERNANCE REVIEW COMMITTEE (G. CUBITT)	
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13.4	NOMINATING COMMITTEE (M. NEWELL)	
13.4.1	Nominating Committee Report ____ of _____	
14.	CONTINUING BUSINESS	
14.1	Program Advisory Committee Minutes	52 - 58
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14.3	Program Quality Assurance Process Audit (PQAPA) Update (J. Robinson)	
14.4	Strategic Plan Update (D. McFarlane, Vice-President, Communications, Marketing and External Relations)	71 - 76
14.5	Advocacy Cards (D. McFarlane)	
15.	NEW BUSINESS	
15.1	Tuition and Ancillary Fees (P. Bishop, Registrar)	77 - 79
16.	OTHER BUSINESS	
17.	INQUIRIES AND COMMUNICATIONS	
18.	UPCOMING EVENTS	
18.1	Student Governor Elections - March 11-15	
18.2	Open House at Oshawa, Whitby and Pickering Campuses - March 23, 10:00 - 2:00	
18.3	Annual Donor and Student Reception - March 26, 7:00 pm	80 - 80
18.4	Research Day - May 1	
18.5	Association of Canadian Community Colleges (ACCC) Conference - June 1-3	

19. MOVE TO IN-CAMERA SESSION
20. ADJOURNMENT

Exploring Student and Advisor Experiences in a College – University Pathway



Agenda

- Introduction to the Study
- Methodology
- Bachelor's of Commerce Pathway Case Study
- Conclusions
- Recommendations

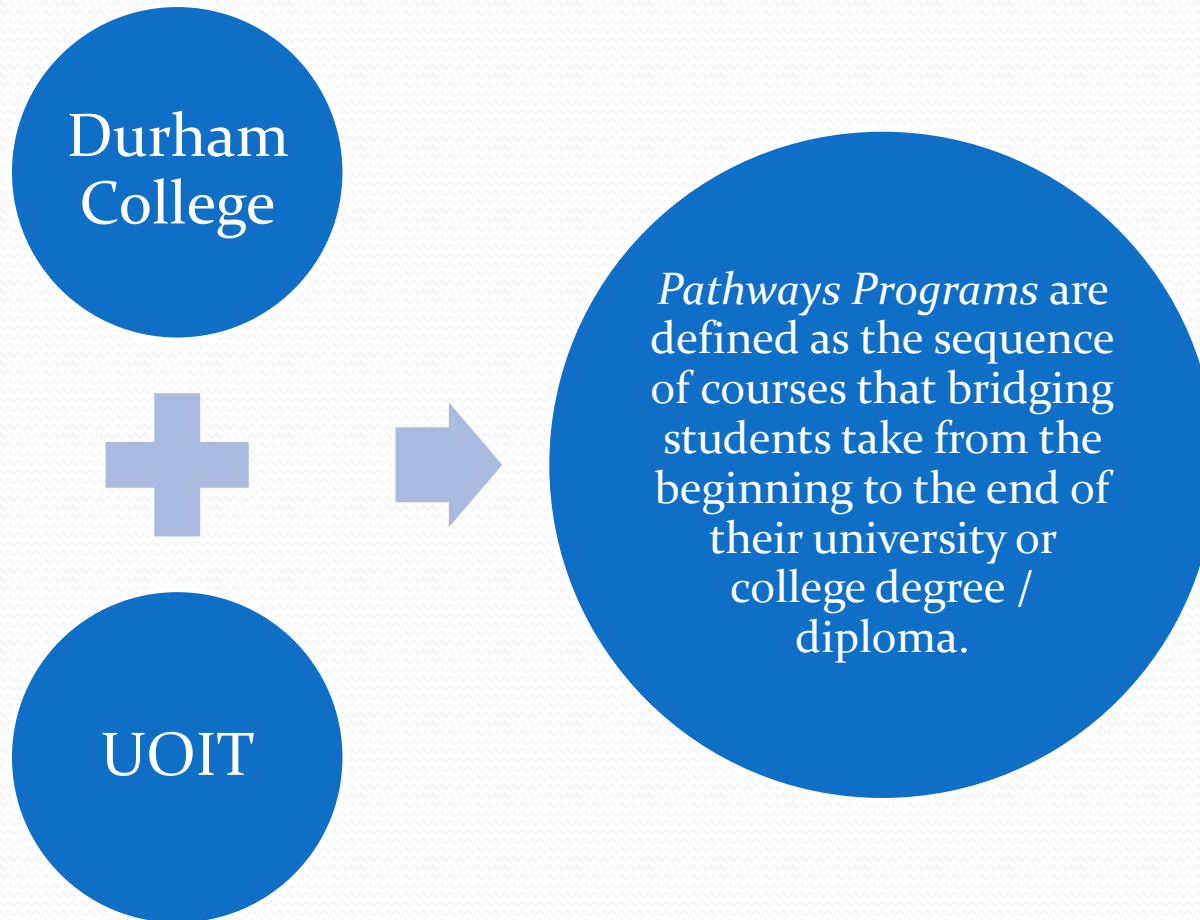
Context

Durham College (DC) and the University of Ontario Institute of Technology (UOIT) in Oshawa, Ontario have been pioneers in the development of Pathway programs.

Pathway programs facilitate the transition of students between institutions for the completion of degrees, diplomas, and certificates.



Defining Pathways



Understanding Pathways between Durham College and UOIT

- First DC-UOIT pathway launched in 2004.
- Now have over 20 unique pathways across 6 of the 7 Faculties at UOIT.
- No formal review process for pathway programs exists
- In search of best practices, commonalities, areas for improvement, and a better understanding of challenges faced by pathway students

Current Status of Pathways

- The number of Ontario college graduates pursuing degree programs at Ontario Universities nearly doubled from 2000 to 2006 (College Ontario, 2009)
- Number of students transferring between institutions (including University to College) has increased substantially (ACAATO, 2005)
- Few studies exist that have examined pathway student experiences

The Broader Study: DC/ UOIT Barriers to Pathway Research

- 1-Year mixed methods study (March 2012 - March 2013)
- Funded by DC and UOIT

Purpose

- To examine opportunities and barriers to Pathway Program completion with a focus on exploring the lived experiences of program participants.

Research Objectives

- Quantitative: To provide a quantitative description of the Pathways students have followed from 2005 until 2011.
- Qualitative: To explore individuals' perceptions and experiences in DC/UOIT Pathway Programs.

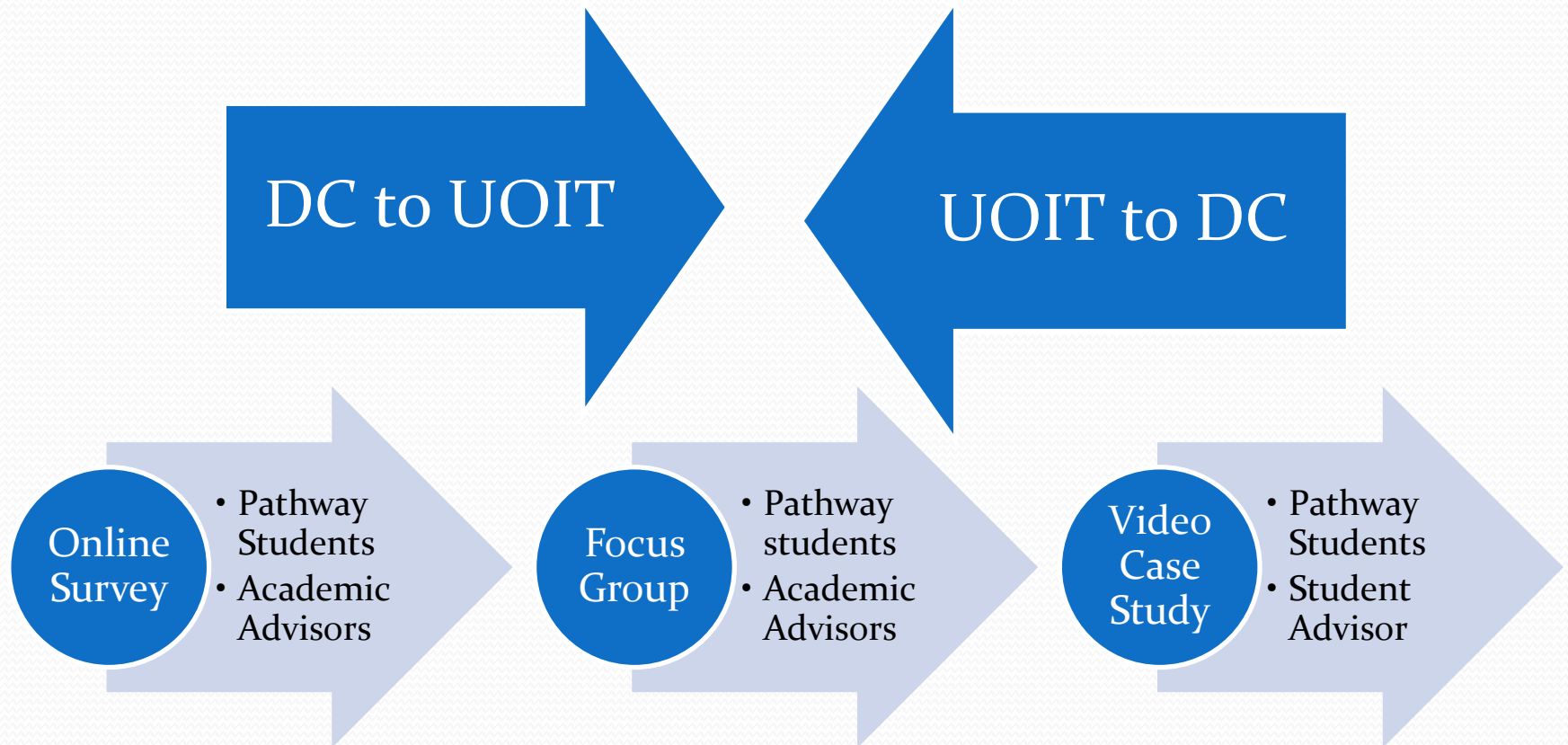
Quantitative Research Team

- Jennifer Percival (Associate Professor, Faculty of Business and Information Technology)
- Bill Goodman (Associate Professor, Faculty of Business and Information Technology),
- John Samis (Assistant Professor, Faculty of Health Sciences)
- Otto Sanchez (Associate Professor, Faculty of Health Sciences)
- Darryl Hand (Undergraduate - RA)

Qualitative Research Team

- Ron Hinch (Professor, Faculty of Social Science and Humanities),
- Fabiola Longo (Nursing Professor, School of Health and Community Services)
- Arlene De La Rocha (Nursing Professor, School of Health and Community Services)
- Ann LeSage (Assistant Professor, Faculty of Education)
- Maurice DiGiuseppe (Assistant Professor, Faculty of Education)
- Anna Rodrigues (Professors, Print and Broadcast Journalism Program)
- Phil Raby (Professors, Print and Broadcast Journalism Program)
- Marc Hall (Graduate - RA)

Qualitative Data

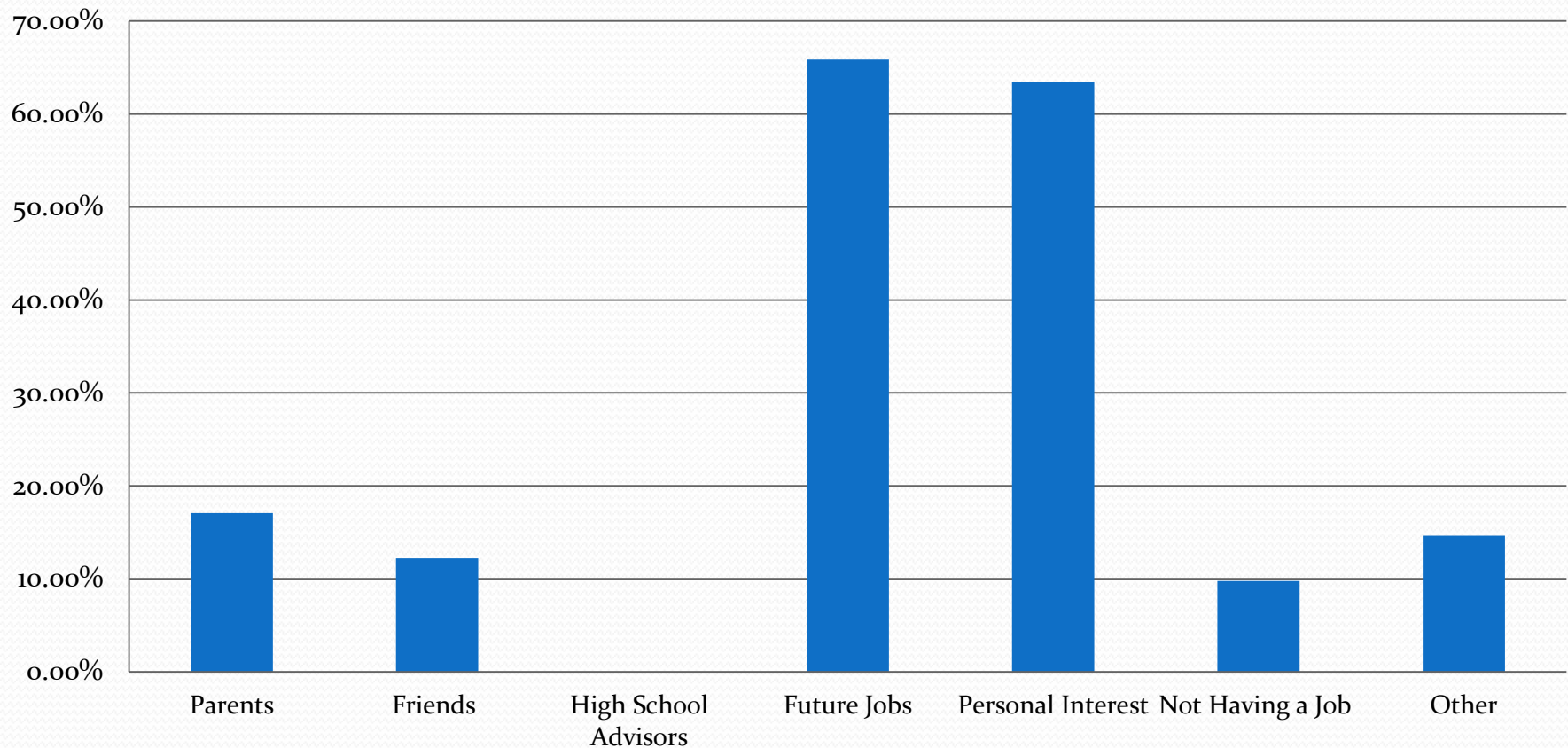


Survey Results

- Invitations to participate were sent to 272 current DC - UOIT pathway students
- 17% responded
- Invitations to participate were sent to 127 graduates of pathway programs.
- 7% responded
- Invitations were sent to advisors for the programs with 8 advisors participating.

Why Complete A Pathway?

Motivating Factors for Participating in Pathway Programs



UOIT GPA Distributions						
Program	Year 1	Year 2	Year 3	Year 4	Year 5	Overall
Business						
Business (Traditional)	2.32	2.52	2.58	2.65	2.58	2.53
Business Bridge (Pathway)		2.90	3.39	3.35	3.25	3.20
Business GENU (Pathway)			3.04	3.29	3.07	3.15
IT						
Information Technology (Trad.)	2.27	2.55	2.63	2.79	2.42	2.53
Information Technology Bridge		2.70	3.06	3.45		2.98
Health Sciences						
Health Science (Traditional)	2.20	2.47	2.60	2.73	2.64	2.51
Allied Health Science (Pathway)			3.55	3.58	3.29	3.53
Nursing						
Nursing (Collaborative)	2.84	2.93	2.91	3.04	2.90	2.93
Nursing Post-PN (Pathway)		3.14	3.18	3.16	2.73	3.13
Justice						
Justice Studies (Traditional)	2.21	2.54	2.73	2.89	2.82	2.63
Justice Bridge (Pathway)		2.64	2.96	3.04	2.79	2.86
Communications						
Communications (Traditional)	2.37	2.83	3.01	3.10	2.92	2.78
Communications Bridge		3.12	3.40	3.69		3.37
Legal Studies						
Legal Studies (Traditional)	2.52	2.91	3.10	2.96	3.30	2.88
Legal Studies Bridge (Pathway)		2.76	3.02	3.26		2.95
Overall	2.38	2.75	2.90	3.01	2.77	2.80

General Concerns – A Preliminary Analysis

Students and Academic Advisors expressed a need for:

- Improved Access to Information on Pathways
- Improved transitional supports
- Improved registration process

Initial BCom Pathway

- Introduced Fall 2005
- Initial Entry Requirements (A average)
- Bridge Requirements (min. B average) in;
 - Finance I
 - Finance II
 - Financial Accounting
 - Managerial Accounting
 - Statistics

Evolution of the BCom Pathway

- 2008 reduced the diploma requirement to B average
- 2010 altered bridge courses
 - Business Math
 - Critical Thinking and Ethics
 - Finance I
 - Financial Accounting
 - Organizational Behaviour
- 2010 altered bridge requirement to a C in each course
- 2010 developed business diploma specific pathways
 - 2 year diploma bridges to majors
 - 3 year advanced diploma direct entry pathways to majors

15 courses (45 credit hours) transfer applied (see reverse) with required 5 Bridge courses (15 credit hours). Successful completion plus further 20 courses (60 credit hours) below to complete degree requirements.

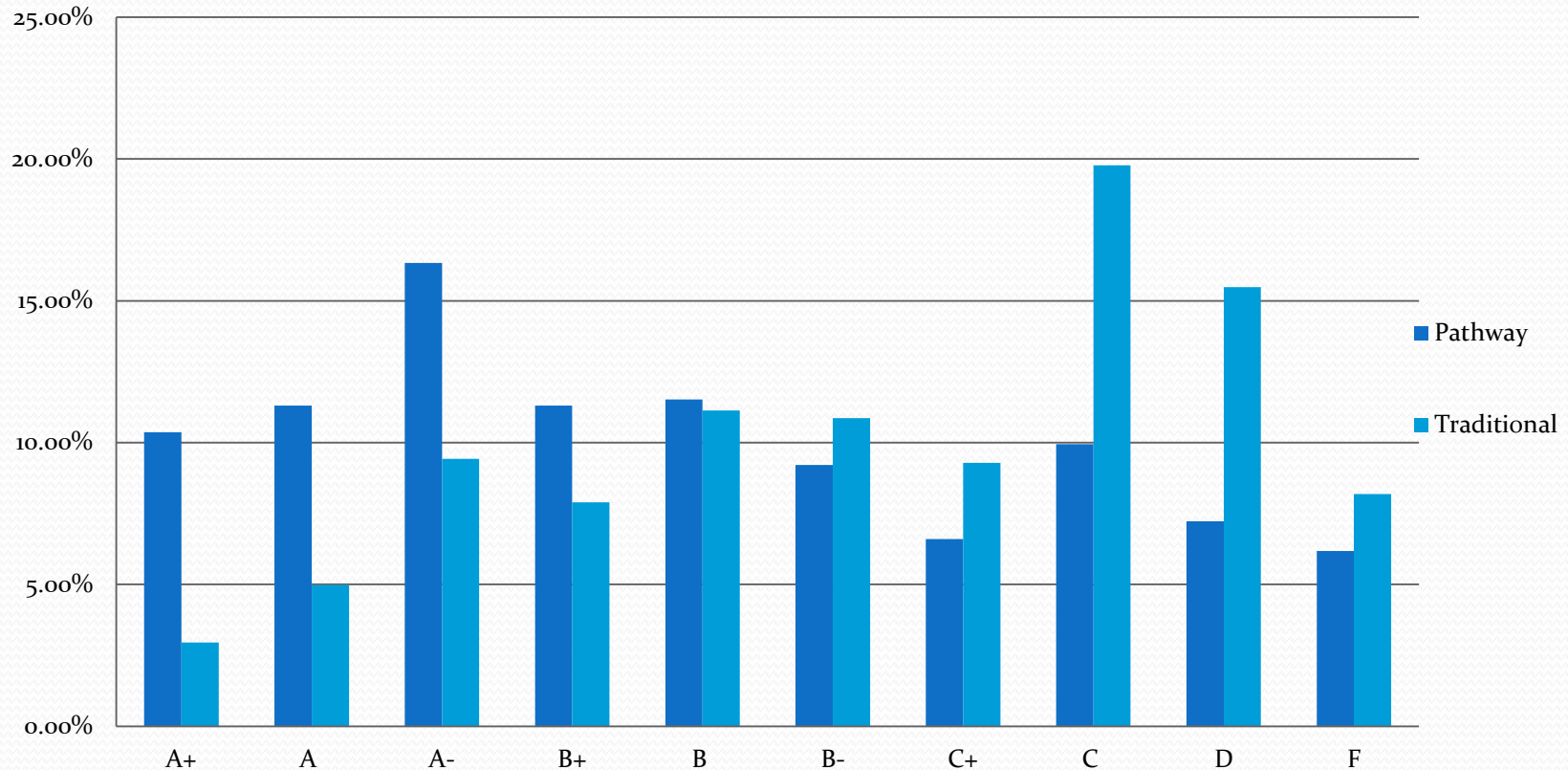
Bridge Semester Summer	BUSI 1010U Critical Thinking and Ethics		BUSI 2311U Organizational Behaviour	BUSI 2401U Finance I	BUSI 1101U Financial Accounting	BUSI 1916U Business Math II
Year 3, Sem. 1 Fall	BUSI 1915U Business Math I		BUSI 3040U Information Systems	BUSI 3170U Auditing Standards and Applications I	BUSI 3101U Intermediate Financial Accounting I	General Elective
Year 3, Sem. 2	BUSI 2202U Marketing II		BUSI 3160U Advanced Managerial Accounting	BUSI 2402U Finance II	BUSI 3102U Intermediate Financial Accounting II	General Elective
Year 4, Sem. 1	Business Elective	BUSI 4990U Pre-Capstone workshop	BUSI 4701U Strategic Management	BUSI 3110U Introduction to Taxation	BUSI 4101U Advanced Financial Accounting	BUSI 3171U Advanced Auditing
Year 4, Sem. 2	BUSI 4995U Capstone Study Project		Accounting Elective	BUSI 3120U Advanced Taxation	Accounting Elective	Elective

Aggregate GPA Performance

Program	Year 1	Year 2	Year 3	Year 4	Year 5	Overall
Traditional Four Year Students						
Business	2.32	2.52	2.58	2.65	2.58	2.53
Pathway Students						
Business Bridge		2.90	3.39	3.35	3.25	3.20
Business GENU			3.04	3.29	3.07	3.15
Traditional & Pathway by Major						
Accounting		2.55	2.56	3.02	2.94	2.82
Finance		2.24	2.37	2.64	2.44	2.47
Marketing		2.68	2.35	2.55	2.51	2.48
Human Resources			2.74	2.66	3.09	2.78

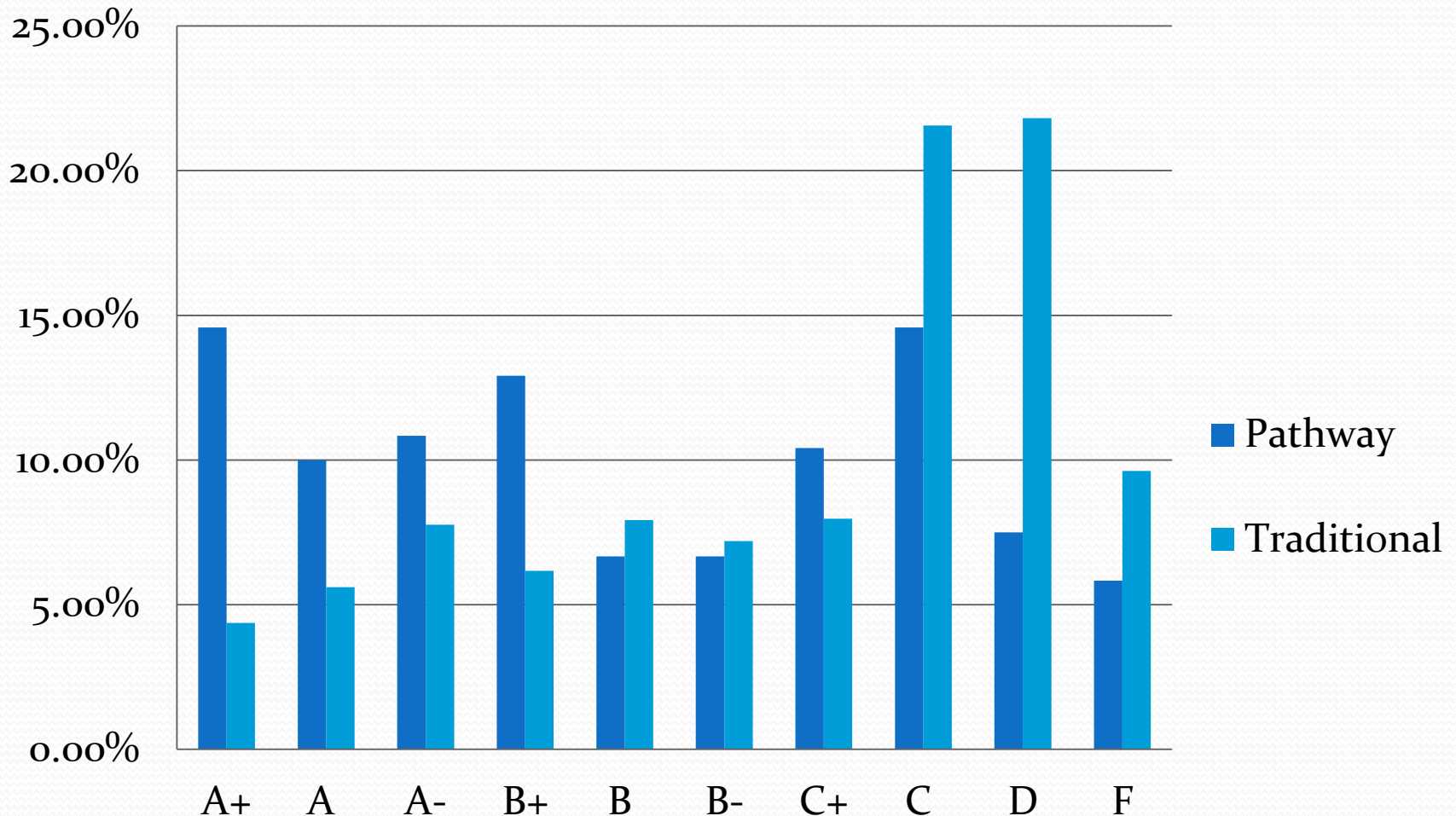
Grade Distributions for Core Business Courses

(includes: Managerial Accounting, Marketing I, Organizational Behaviour, Finance I, Operations Management, Information Systems, Intermediate Financial Accounting I, Introduction to Taxation)



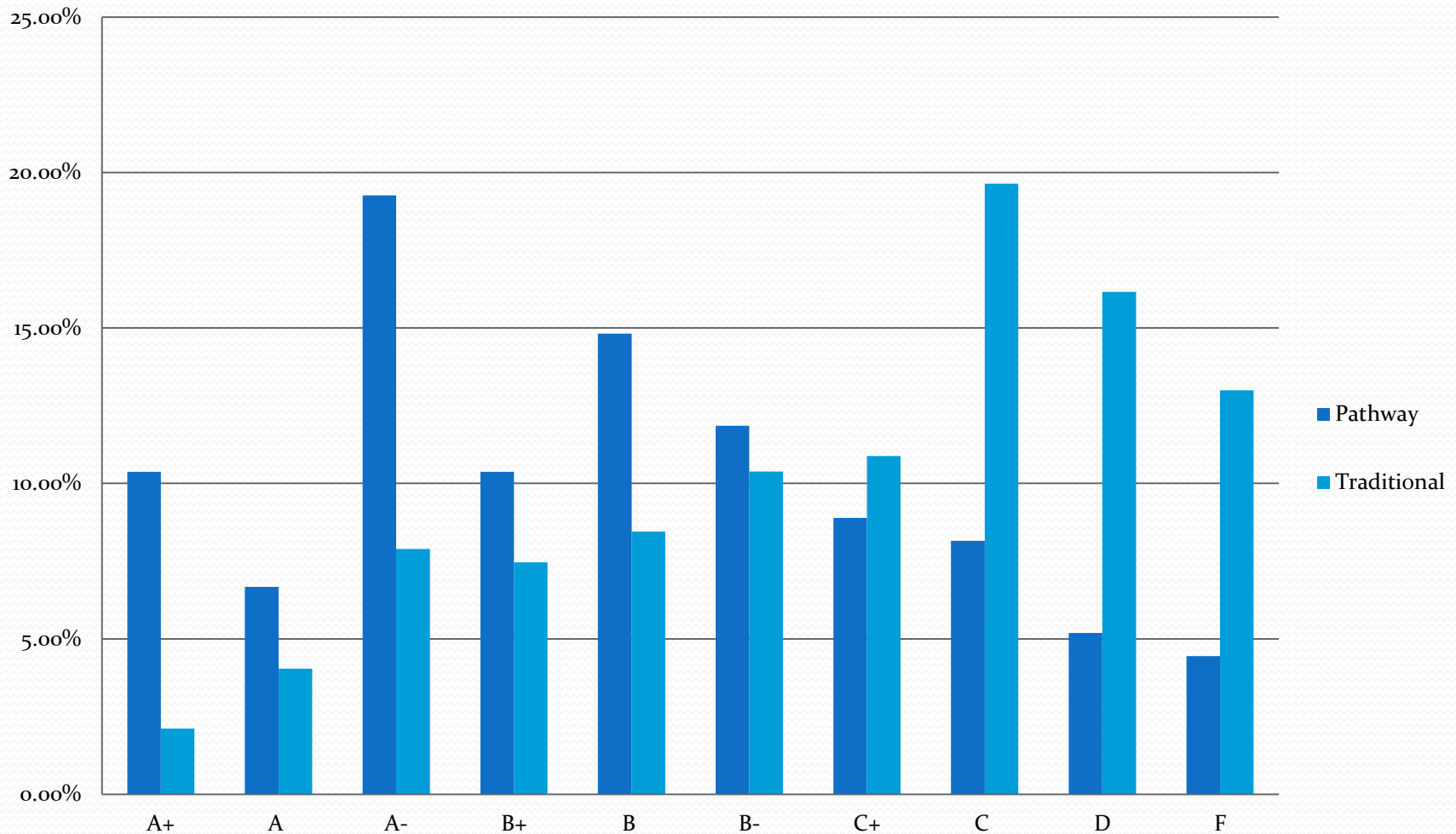
Bridge Course Example

Grade Distributions Finance I

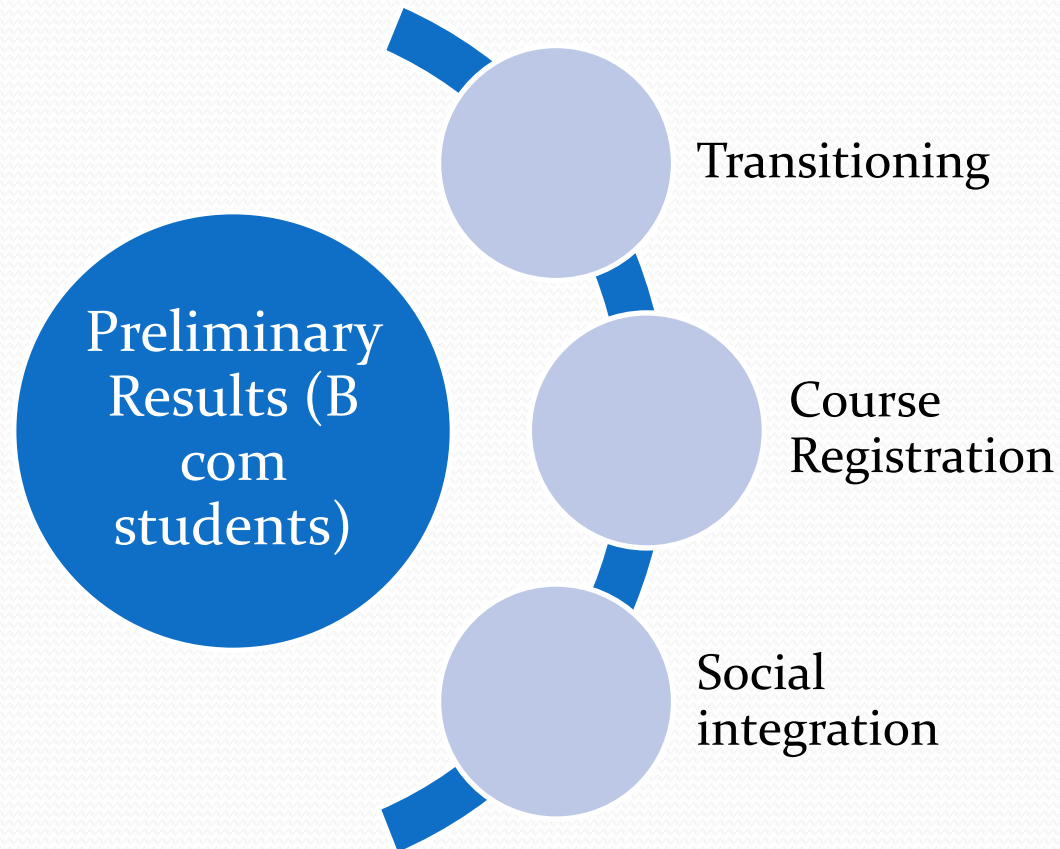


Post Bridge Course Example

Grade Distributions for Information Systems



Qualitative Preliminary Results



Transitioning

Orientation

- “They invited us to the “new student” orientation, I think, the first year. I don’t think we went because it was more geared toward first years as opposed to transfer students in the higher year.” – Pathway Student

Registration

Understanding Course Selection and Enrolment

- Restricted courses
- Pre-requisite waivers due to block transfers
- “this is a real problem for students” because it limits them to enrolling in courses they are not interested in. – Academic Advisor

Social Integration

Leadership roles in clubs/societies

- “One thing I could suggest is the Accounting Association, because when you are transitioning from say a college program and put directly in the third year, you don’t really get the opportunity to join that Association. I’m not sure if it’s the same for other programs, but I know for myself, I was really interested in doing that and there wasn’t any opportunities for me to join throughout my university career, because they are geared towards the earlier year students or they are already established.” – Pathway Student

Conclusions

- Academic Preparedness & abilities do not appear to be an issue
- Pathway students can be leaders in their programs
- More work needs to be done to better understand the social and cultural experiences of students in pathway programs

Future Research

- Broader study on “transfer shock” to compare pathway experience to other forms of institutional transfers
- Conduct a comparative study on the academic and social experiences of students who enter via pathway programs and those that complete a single form of degree.
- Collect data and study the rationale for those who express interest in a pathway program but do not pursue it. Are there barriers preventing their access?

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BOARD OF GOVERNORS - PUBLIC

Date of Meeting: Wednesday, February 13, 2013

Location: Community Room, Gordon Willey Building, A144

Members Present: Franklin Wu, Chair
Ron Chatterton, Vice-Chair
Dan Borowec
Thomas Coughlan
Garry Cubitt
Kevin Dougherty
Joanne Dykeman
Darren Fisher
Don Lovisa, President
Doug McKay
Michael Newell
Donna Raetsen-Kemp
Mary Simpson
Sanjay Surendran
Pierre Tremblay
Jennifer Clark, Secretary

Members Absent: Carlee Fraser
Judy Spring

Invited Guests: Stephanie Ball, Dean, School of Justice and Emergency Services
Tara Blackburn, Director, Career Services and Student Life
Karly Humphries, Student
Adrian Rattan, Student
Patricia Withers, Student

Staff: Scott Blakey
Tony Doyle
Margaret Greenley
Barbara MacCheyne
Donna MacFarlane
Judy Robinson

1. CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

Donna MacFarlane introduced Stephanie Ball, Dean, School of Justice and Emergency Services; Tara Blackburn, Director, Career Services and Student Life; Adrian Rattan, Human Resources student in his last year of study; Patricia Withers, Legal Administration student in her last year of study; and Karly Humphries, Developmental Service Worker student in her last year of study.

3. ADDITIONS/DELETIONS TO THE AGENDA

President Lovisa requested an opportunity to show a product of the media arts program under President's Report.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

5.1. Legal Research and Information Management (J. Robinson, Vice-President, Academic and S. Ball, Dean, School of Justice and Emergency Services)

Judy Robinson and Stephanie Ball introduced the Legal Research and Information Management program video. This graduate certificate program was approved about a year ago. Professor Nicole Doyle, a reference librarian and legal researcher, leads it. The Program is a very effective example of some of the innovations in program delivery, such as hybrid delivery (in-class and on-line) and a condensed schedule that are being used by Durham Faculty.

Currently there are 14 students enrolled in the program; 25 are expected for next year. All the students are working in the field; in addition, Program Advisory Committee members have stepped forward providing relevant projects for students to work on, such as records management and retention.

In response to questions from the governors, it was noted that as yet no students in the program are sponsored by their employer; the focus of the program is on projects rather than field placements; there will be an analysis of student interest and abilities once the first cohort graduates and the program will be fine-tuned accordingly. Program information cards were made available to governors.

5.2. Whitby Campus Phase III Update (D. Lovisa)

President Lovisa provided commentary on the artists' renderings of the interior design for the Centre for Food. Highlights include modular classrooms and meeting spaces that can be configured for different purposes and sizes, a hotel lobby space, glass-walled kitchen, wine tasting and mixology lab, retail space for students' products – all which support the event planning, hospitality, and culinary programs. Landscaping is integral to the building and will include a herb garden; greenhouses will be nearby. In time, when the new road is completed, the north side of building will be the main entrance. The project is progressing well and is a bit ahead of schedule.

6. GENERATIVE DISCUSSION

6.1. A Day In The Life Of A Durham College Student (M. Greenley, Vice-president, Student Affairs)

Margaret Greenley framed the presentation in the mission of the College - the student experience comes first, noting that learning takes place both within and outside of the classroom. Tara Blackburn noted that the three student presenters have between them over 450 volunteer hours, having run KPI surveys, campus tours, student appreciation events, etc. Each has a unique path to Durham College, illustrating the breadth of experience of our students. Adrian Rattan started at UOIT in chemistry, decided he wanted something different, enrolled in human resources at Durham College while on a waiting list at another university, found his program and DC to be a great fit, and is now planning to graduate at the end of this school year.

Patricia Withers is the first in her family to attend a post-secondary institution. She participated early on in a workshop for co-curricular activities, is now part of DC crew, has a mentor, and was a work study student. This experience outside the classroom has been very valuable for her in terms of her program as well as her life skills. She accessed the many services available to her and has been successful because of it.

Karly Humphries took some time off after high school as she didn't see what she wanted at first. Durham College was always her first choice and after working a while, she saw the developmental service provider program and enrolled. She is very involved in the student life office. She has learned many skills through her program and extra-curricular activities.

In response to questions and comments from governors, students noted how outreach from the College was an important factor in engaging them in student leadership activities. The College sends a letter to students who have done well academically in their first year, noting this success in the classroom and inviting them to get engaged outside of the classroom in student life activities; distributes hand-bills to outgoing students; and also runs various events promoting extra-curricular opportunities. Students noted a fear of becoming over-committed as a barrier to participating in student life activities, but that participating actually helped them develop better time-management skills. Student leadership activities contribute to students' fulfillment, energy levels, and sense of community. As a role model, Patricia has been an inspiration for other mature and first-generation students.

There is a difference in engagement levels between UOIT students and Durham College students; more difficult for Durham College students to engage outside

the classroom to the same extent. They are in one-, two-, or three-year programs rather than four-year programs; more college students have jobs; more are from the local community and therefore have social networks outside of the college; and are more likely to live at home. Student leaders are now recruited both fall and winter; now have over 100 designated student leaders. Information on the value of extra-curricular involvement and the opportunities is available through many channels at the College; always working to make sure it is available how and when students are receptive to it.

Chairman Wu thanked the students for sharing their experiences, noting that it is students like these three that motivate the Board.

7. CONSENT AGENDA

No items from the consent agenda were removed for discussion.

Moved by Governor Cubitt

Seconded by Governor Simpson

That items 8.1, 11.1, 12.1.1, 12.4.1, and 15.1 be approved as part of the consent agenda.

CARRIED

8. APPROVAL OF PREVIOUS MINUTES

8.1. Minutes of the Regular Meeting (Public Session) of January 9, 2013

Approved under the Consent Agenda.

9. ACTIONS ARISING FROM PREVIOUS MINUTES

There were no actions arising from the previous minutes.

10. CHAIR'S REPORT

10.1. Highlights and Insights from the Roundtable with Program Advisory Committee Chairs

Chairman Wu noted that more than 60 people attended the Board and Program Advisory Committee Roundtable last week; 36 PACs were represented; nine governors attended. The participants watched the video "The Future of Learning," reviewed the instructional programs quality assurance process and the roles of the Board and PACs. Small group discussion focused on identifying three opportunities likely to emerge for the College over the next three years, and three challenges. Hybrid models of instruction, leadership role in college-university pathways, sharing best practices with other colleges, and leveraging industry connections using technology, were some of the ideas put forward. Governors who were present noted that there was lots of great discussion and good ideas put forward; Durham College is very nimble and innovative and

utilizes its PACs well; the evening provided good intelligence; good to have it captured; need to see it utilized; always learn something new.

11. PRESIDENT'S REPORT

11.1. Report

The President's Report was accepted under the Consent Agenda.

President Lovisa passed around a plastic figure that had been designed by a Durham College student as a video game character. The figure was created by loading the design into a three-dimensional printer, recently purchased for the School of Media, Arts and Design. It took 20 hours to "print". Governor Fisher works with this technology and notes that it is rapidly becoming the norm, and is much less expensive than sculpting.

11.2. Colleges Ontario - Committee of Presidents Update

President Lovisa walked through the funding, grants, and space presentation. Operating grants increased by only 1.2% last year and are now frozen for the next two years; in addition there have been cuts and freezes to other government revenue streams resulting in a per student grant equal to what the colleges received in 2009 – therefore, less funding per student in real terms. There is no new money in the system; it is just allocated differently; we are benefitting due to our growth.

Colleges receive about 29% of the post-secondary funding, with universities receiving 71%; however, colleges are being required to shoulder a disproportionate amount of the cuts. There is an advocacy role for governors to play; Colleges Ontario is working on a strategy now; the Board will be asked to participate.

Colleges have the least physical space per student than either secondary schools or universities.

In response to questions, President Lovisa noted that Colleges Ontario's study proved what was known anecdotally; having the data lends credibility to their voice. Important to educate MPPs about this issue and ensure they see how colleges are being disproportionately affected. Governors noted that the data indicates the need for more space and more funding, not just a more equitable sharing of budget cuts. This is a message for the future; college funding was established in the 60s; the world and institutions have changed since then; government thinking and funding must catch up.

12. COMMITTEE REPORTS

12.1. AUDIT AND FINANCE COMMITTEE (M. SIMPSON)

12.1.1 Audit and Finance committee Report No. 5 of February 4, 2013
Approved under the Consent Agenda.

12.2. EXECUTIVE COMMITTEE (F. WU)

12.3. GOVERNANCE REVIEW COMMITTEE (G. CUBITT)

12.4. NOMINATING COMMITTEE (M. NEWELL)

12.4.1. Nominating Committee Report No. 1 of January 21, 2013
Approved under the Consent Agenda.

13. CONTINUING BUSINESS

There was no continuing business for the Board to address.

14. NEW BUSINESS

14.1. Hospitality Skills Program and Event Planning Program (J. Robinson)

Judy Robinson noted that the Hospitality Skills Program is a one-year program that will provide skills and knowledge preparing graduates for entry-level roles in the sector or the background required to continue in the Hospitality Management program at Durham College, starting in the 3rd semester. The new program will be offered with existing faculty and at the the Centre for Food.

The Event Management Graduate Program will attract college and university graduates of related programs and will provide the background necessary for them to successfully undertake event management. It will also be of interest to people with industry experience who want to enhance their skills and earn a recognized credential. Demand for this program is strong and the College will need to add part-time faculty.

Moved by Governor McKay

Seconded by Governor Raetsen-Kemp

THAT the Hospitality Skills Program and the Event Planning Program be approved.

CARRIED.

15. OTHER BUSINESS

15.1. Program Advisory Committee Minutes (J. Robinson)

Approved under the Consent Agenda.

16. INQUIRIES AND COMMUNICATIONS

There were no inquiries or communications requiring Board attention.

17. UPCOMING EVENTS

Governor Wu noted that student governor nominations will be accepted during the week of March 4; elections will take place during the week of March 11, and that the College Open House is scheduled for March 23.

18. MOVE TO IN-CAMERA SESSION

Chairman Wu stated that the Durham College Board addresses in-camera, items of corporate business respecting human resources, litigation or contractual matters, items of confidentiality covered under the Freedom of Information and Protection of Privacy Act (FIPPA) and matters determined by the Board to be confidential to the College. There are items of this nature requiring the Board's attention.

The Board took a 10 minute recess. At 7:32 the Board resumed meeting.

Moved by Governor McKay

Seconded by Governor Borowec

THAT, under Durham College by-law No. 1(11-001), the Board of Governors move in-camera to discuss six items under Section 22.3 (a) items of corporate business respecting human resources or litigation matters and four items under Section 22.3 (b) Freedom of Information and Protection of Privacy Act, section 18.

CARRIED.

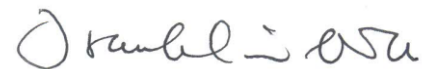
At 8:30 p.m. the Board resumed the Public agenda.

Moved by Governor Chatterton

Seconded by Governor Newell

THAT the Board of Governors meeting adjourn at 8:31 p.m.

CARRIED.



Franklin Wu
Chair



Jennifer Clark
Secretary

BOARD REPORT/EXECUTIVE SUMMARY

Public: X
In-Camera: ☐

Action Required:
Information/Discussion ☐
Decision X

DATE: March 13, 2013

FROM: Franklin Wu, Chairman

SUBJECT: Association of Canadian Community Colleges Conference

A. Purpose

To determine which governors will be sent to the 2013 ACCC Conference, June 1-3 in Penticton, B.C.

B. Background

Five to six members of the Durham College Board of Governors have attended the annual ACCC conference at the Board's expense for a number of years. In the past, the President has made recommendations to the Chair regarding which governors are invited to attend. In the interest of openness and fairness to all governors, it was felt that certain criteria should be established to remove any elements of subjectivity from the selection.

C. Discussion/Options

The Chair and Vice-Chair have developed the following list of selection criteria, in declining order of priority. They will apply this criteria to the group of members who have indicated an interest in attending the conference.

1. Chair of the Board
2. Vice Chair or Incoming Chair of the Board
3. Board Secretary
4. Committee Chairs who have not attended previous ACCC conferences
5. First-year governor
6. Remaining governors who have not attended previous ACCC conferences
7. Random draw by the Chair/Vice Chair in the event that the number of governors expressing interest exceeds the budgetary allowance.

D. Financial/Human Resource Implications

Per-person cost of attendance this year is approximately \$1600.00.

E. Implications for UOIT (if applicable)

None.

F. Recommendation(s)

That the Board of Governor approves the selection criteria for the ACCC Conference as outlined above.

BOARD REPORT

Action Required:

Public: ☒
In-Committee: ☐

Discussion ☒
Decision ☐

DATE: March 13, 2013

FROM: Don Lovisa

SUBJECT: President's Report

Our Students:**Industry wowed by Media, Art and Design students**

- Our School of Media, Art and Design students impressed industry leaders recently with an awards night that put the spotlight on their work. The Society of Media, Art & Design (SoMAD) Awards are designed to showcase the talent and creativity of students, while also providing them with exposure to industry professionals who judge their work. We regularly recognize how talented our students are, however this type of event reinforces just how high the standard is. The work was outstanding. Prizes were awarded in the categories of Animation, Audio Production, Broadcast Journalism, Graphic Design, Photography, Print Journalism, Traditional Art, Videography, Web Media and People's Choice.

Durham student runs for Africa

- Our students continue to amaze us with the impact they have on their communities, whether it is here locally or around the globe. Hannah Elkington, a student in the Police Foundations program, is a perfect example of that. Hannah recently participated in the Impossible2Possible Botswana expedition in Africa, which sees eight youth ambassadors running 40 to 50 kilometres through the Kalahari Desert multiple times. While there, the youth ambassadors also speak about their many discoveries to thousands of students across the world via satellite and iPhone connections. Giving back to the community is a big part of Hannah's life as she also works with HIV/AIDS orphans; the Kids in Need program; a South African tour that helped the homeless called 'Team Afrika'; is an outreach co-ordinator with Durham Regional Police Service and has also volunteered at a safe house in Cape Town.

Our People:

Durham professor awarded high industry praise

- We were all so incredibly proud recently to learn that Professor Virginia Harwood has been awarded the College Sector Educator Award by the Society for Teaching and Learning in Higher Education (STLHE). A professor with the School of Justice & Emergency Services, Virginia is being recognized for promoting and supporting the development of her peers with regard to teaching excellence. The award reflects her commitment to innovative ways of inspiring excellence in her peers. Among her many other accomplishments, Virginia is a 1987 alumna of the college's Legal Administration/Law Clerk program, developed the college's Mediation – Alternative Dispute Resolution (ADR) one-year graduate certificate program in 2010, and in 2011 received the college's Vice-President, Academic Faculty Award of Excellence.

Celebrating Black History Month with inventions and career successes

- Once again the college was pleased to celebrate Black History Month in a number of different ways, including two unique events here on campus. The first, a professional and mentorship day hosted by the Congress of Black Women Ajax/Pickering and Oshawa/Whitby chapters, featured professionals sharing their academic and career journeys with students. The other was a unique travelling International African Inventors Museum that featured just a sampling of the many inventions by Africans. The inventions included everyday items such as the window cleaner, egg beater, lawn mower, space shuttle retrieval and more. It is always wonderful to be able to celebrate Black History Month with our students.

Our Community:

Visit from Irish counterpart

- We were pleased to welcome Dr. Maria Hinfelaar, president, Limerick Institute of Technology, to campus recently. Dr. Hinfelaar spent time with a number of our leaders on campus and we covered a broad range of topics. These opportunities to network with institutions around the world are valuable as we build stronger ties that ultimately benefit our students. In particular, our relationship with members of the Institutes of Technology Ireland is important to us as we work with UOIT on establishing a post-secondary ladder model similar to the ITI's successful program.

Sunrise brings sunshine to college fundraising campaign

- We were very fortunate to be a featured part of the Rotary Club of Whitby Sunrise's 25th Anniversary celebration at the Station Gallery. The club presented a cheque for \$10,000 as part of its recent pledge to donate \$30,000 to the college's fundraising campaign. I was pleased to be joined by Governor Donna Raetsen-Kemp, also CEO of the Station Gallery, and David Chambers, associate vice-president, Development, in accepting the cheque on behalf of the college. The Rotary clubs in Durham Region continue to be true friends and supporters of the work we are doing at Durham College.

Our Business:

College offers economic development input to Town of Whitby

- We were very pleased to be invited by Whitby Mayor Pat Perkins to a recent reception at the Town of Whitby that was designed to thank community partners and gather feedback. The evening brought together the organizations featured on the Town's new economic development website and also served as a discussion about how the Town can engage the community in marketing efforts for new investment, jobs and economic diversification. We are very proud to call Whitby home and thankful for the ongoing support the Town provides to the college. Later this year when our Centre for Food opens at our Whitby campus, it will provide yet another destination point to Whitby for guests from across the province.

Work on post-secondary pathways continues to gain momentum

- I am very pleased by the provincial attention over the past year or so that is being placed upon the importance of credit transfer in the post-secondary education system. I'm particularly pleased given my role as co-chair of the Ontario Council on Articulation and Transfer (ONCAT) where a growing body of work in this regard is taking place. To that end, ONCAT recently held its Second Annual Student Pathways in Higher Education Conference, which included a discussion about transfer models, research into student mobility and best practices for student transfer support. I was so proud to see four presentations by Durham College and UOIT as they truly captured how we are leading the province in terms of pathway developments and collaboration. ONCAT has helped Ontario take significant strides over the past few years in terms of establishing a strong provincial pathways system.

Representing Durham College at:

- Durham Farm Fresh meeting;
- Golden Horseshoe Food and Farming Alliance meeting;
- dLab meeting;
- ONCAT Board meeting;
- Ontario Shores Centre for Mental Health Sciences Coffee Break for Mental Health
- Ajax-Pickering Board of Trade Mayors' Breakfast; and
- Annual Oshawa Mayor's luncheon.

March 1, 2013

<MPPs for Whitby-Oshawa
Ajax-Pickering
Pickering Scarborough East
Durham
Oshawa
Haliburton-Kawartha Lakes Brock
Minister of Training, Colleges and Universities>

Dear <name>:

I am writing to express concern about the way Ontario's colleges are being disproportionately affected by the provincial government's recent budget reductions.

Ontario colleges understand the fiscal challenges facing government and the difficult decisions that must be made to get the Province back to a balanced budget. We support efforts to find new efficiencies and have recommended proposals to achieve further savings, such as improvements to the system for transferring completed post-secondary credits.

The issue for colleges is not government efforts to achieve savings. Rather, the problem is the burden placed on colleges to absorb a significantly large share of the post-secondary reductions that were announced in last year's provincial budget.

Public colleges receive 28.7 per cent of the total operating funding for post-secondary education. If all players were treated appropriately, the colleges' share of post-secondary reductions in the 2012 Ontario Budget would also have been in the 28.7 per cent range. Instead, the colleges were told to absorb 46.5 per cent of the post-secondary reductions. This disproportionately large allocation represents a difference of about \$25 million in annual operating dollars.

Durham College and our fellow colleges across the province are already quite lean and are not starting from the same base as other members of the broader public sector in terms of efficiency and productivity. It will be more difficult for lean operations such as the colleges to manage reductions, which makes the government's decision all the more troubling.

Ontario faces a significant skills mismatch that is leaving huge numbers of people unemployed. Growing numbers of people do not have the education and qualifications to find meaningful work. More than ever, Ontario needs to produce more college graduates to be competitive in the global economy. Durham College is uniquely positioned to address this need. We are the fastest growing college in the province and anticipate achieving our target of 10,000 full-time post-secondary education students by September 2013, two years ahead of schedule. We have opened a learning site in Pickering and are currently expanding our Whitby campus with construction of our Centre for Food, which will feature a

true field-to-fork approach that supports the need for new professionals in fast growing areas of the economy. By the time the Whitby expansion is complete in September, we will be at full capacity and yet realize we must continue to grow in the years ahead to meet the needs of our community and the provincial government's growth targets. The impact we have on our community is significant: a third-party report estimated that the college will have a \$1.4 billion economic impact on Durham Region between 2011 and 2015.

It is essential that colleges be treated fairly. We are urging the provincial government to correct the allocation decisions made in last year's budget.

I look forward to speaking with you further on this important matter.

Sincerely,

Don Lovisa
President

March 1, 2013

<MPPs for Whitby-Oshawa
Ajax-Pickering
Pickering Scarborough East
Durham
Oshawa
Haliburton-Kawartha Lakes Brock
Minister of Training, Colleges and Universities>

Dear <name>:

On behalf of the Durham College Board of Governors, and as residents of Durham Region and champions of the college system, we are writing to express our concern about the disproportionately high budget reductions that the Province of Ontario is requiring of colleges. We are asking for your help in encouraging the government to reconsider this decision.

We wholeheartedly support the province's need to balance the budget and understand how challenging that will be in the current economic climate. We support the need for innovative ways to deliver quality education and skills training more efficiently. We confirm that Durham College is looking within, across the system, and beyond to identify, develop and implement such initiatives.

What concerns us most as governors is the inequity of the reductions that colleges are expected to bear compared to universities. This burden will exacerbate a pre-existing imbalance and put colleges at a significant disadvantage, including the fastest growing one right here in Durham. Colleges receive 28.7 per cent of the total operating funding for post-secondary education. If all players in the education sector were treated appropriately, the colleges' share of post-secondary reductions announced in the last provincial budget would have been in the same range. Instead, colleges are being required to shoulder close to half of the reductions, 44.3 per cent. This represents a difference of about \$25 million in annual operating dollars.

This loss of funding is a particular challenge at this juncture in Durham College's history. Since running annual deficits in the mid-2000s, we have balanced the budget in each of the last three years. Looking forward, the evolution of Durham College mirrors that of Durham Region. Durham College is Ontario's fastest growing college, while Durham Region is amongst the fastest growing communities in Canada. A growing community needs a college that can respond to a changing economic climate and work force needs, which is why we continue to offer new programs and research activities that strengthen the social and economic fabric of Durham Region. A third-party report estimated Durham College will have a \$1.4 billion economic impact on Durham Region between 2011 and 2015. As the Region grows and its

enterprises and demographics broaden, Durham College must provide the skilled and educated labour force required to meet the needs of employers.

Durham College and the college system as a whole are effective stewards of public dollars and have already achieved a number of important savings. Colleges recently achieved a new agreement with faculty that provides no across-the-board salary increases for the next two years. Colleges have also achieved efficiencies through improvements such as a centralized student application service, participating in collaborative purchasing and shared support services for libraries and resource centres. Here at Durham College, we have realized millions of dollars in savings by sharing services, resources and facilities with our campus partner, the University of Ontario Institute for Technology.

Colleges are already lean, and actively seeking out new ways to more efficiently maintain and enhance quality. It is essential they be treated fairly. We are urging the provincial government to correct the allocation decisions made in last year's budget.

We look forward to speaking with you further on this important matter.

Sincerely,



Franklin Wu
Chair



Ron Chatterton
Vice-Chair

PUBLIC REPORT NO. 6 OF AUDIT AND FINANCE COMMITTEE
MEETING OF MARCH 5, 2013 TO
THE DURHAM COLLEGE BOARD OF GOVERNORS FOR
CONSIDERATION AT ITS PUBLIC MEETING
HELD MARCH 13, 2013

THE AUDIT AND FINANCE COMMITTEE, AS A RESULT OF ITS MEETING HELD ON MARCH 5, 2013 REPORTS AND RECOMMENDS AS FOLLOWS:

1. 2012-13 Operating and Capital Expenditure Budgets and Cash Flow Projection Report, March 5, 2013

The Committee received this report from management for information, and summarizes it as follows. The College continues to forecast a slight operating deficit at year end. Operating grants are forecasted to exceed budget by just over \$275,000, and slightly more savings in many areas of expenditure forecasted compared to last month's forecast; this is offset somewhat by an increase in other corporate expenses. There is no change to the funding forecast in the capital expenditure budget compared to the last report, and \$65,000 less in total expenditures. The College anticipates spending about \$2 million less than budgeted on Whitby Phase 3 during this fiscal year; this amount will be added to next year's budget. Cash flow projections remain unchanged; UOIT is up to date in its payments to Durham College for shared services.

2. Whitby Phase III Expansion Project Status Update

The Committee received this report from management for information. Construction is progressing as planned.

3. 2013-14 Ancillary Fees

Registrar Paul Bishop reviewed the 2013-14 Compulsory Ancillary Fees Board Report of March 13, 2013 with the Committee. He noted that the proposed increase of \$13.08 has been developed within the Compulsory Ancillary Fee protocol established with the Students' Association. A substantial component of the increase is a flow-through of the \$7.00 increase in cost of the Durham Region Transit student fare that is not the responsibility of the College.

The Committee recommends that the Board of Governors approve the 2013-14 compulsory ancillary fees as presented in Appendix A of the March 13, 2013 Report to the Board.

4. Program Cluster Costing

At the previous request of a member, management shared with the Committee this annually prepared report used to determine where challenges to profitability are being experienced and what corrective actions are required. Management considers many internal and external factors and trends and consults with program staff to determine what action to take.

5. 2013-14 Budget Planning Update

The 2013-14 budget will be reviewed by the Committee at its April meeting and will be presented to the Board for approval at the April 10 meeting. Management are still working to balance the budget and expect to do so by the end of the month.

All of which is respectfully submitted,

A handwritten signature in cursive script, appearing to read "Mary Simpson".

Mary Simpson, Chair
Audit and Finance Committee
March 5, 2013

PUBLIC REPORT NO. 4 OF EXECUTIVE COMMITTEE MEETING
OF FEBRUARY 28, 2013 TO
THE DURHAM COLLEGE BOARD OF GOVERNORS FOR
CONSIDERATION AT ITS PUBLIC MEETING
HELD MARCH 13, 2013

THE EXECUTIVE COMMITTEE, AS A RESULT OF ITS MEETING HELD
ON FEBRUARY 28, 2013 REPORTS AS FOLLOWS:

1. Attendance at Association of Canadian Community Colleges Conference

The Board will send 6 delegates to the conference, June 1-3 in Penticton, B.C. The six will be selected by the Chair and Vice-Chair from those members who have expressed interested in attending; consideration will be given to various factors such as whether or not members have had an opportunity to attend similar conferences previously, length of service on the Board and length of term remaining, and availability of the chair or vice-chair. The selection criteria will be communicated to the Board.

2. President's and Governors' Expenses

The Committee reviewed and approved the October and November 2012 expenses of Governors Chatterton, Cubitt, Dougherty, Raetsen-Kemp, Surendran and Wu. There were no expenses of the President provided for review.

3. Board Advocacy Letter

A letter has been sent on behalf of the Board to local MPPs and the Minister of Training, Colleges and Universities outlining the disproportionate burden provincial budget cuts are placing on colleges relative to universities and asking these reductions be re-considered. College presidents and boards across the system are all sending similar letters to their local MPPs, based on an example prepared by Colleges Ontario. This action is an outcome of discussion at the previous meeting of the Board of Governors regarding provincial funding for post-secondary education and the need for boards to advocate on behalf of the college system.

All of which is respectfully submitted,



Franklin Wu, Chair
Executive Committee
February 28, 2013

PUBLIC REPORT NO. 2 OF THE GOVERNANCE REVIEW COMMITTEE
MEETING OF MARCH 5, 2013 TO
THE DURHAM COLLEGE BOARD OF GOVERNORS FOR
CONSIDERATION AT ITS PUBLIC MEETING
HELD MARCH 13, 2013

THE GOVERNANCE REVIEW COMMITTEE, AS A RESULT OF ITS
MEETING HELD ON MARCH 5, 2013 REPORTS AND RECOMMENDS
AS FOLLOWS:

1. Board Policy Review and Approval

The Committee reviewed the revised Programs of Instruction policy and the unchanged Program Advisory Committees policy and confirmed that they both adhere to the relevant legislation, as noted in the policies.

ACTION: The Governance Review Committee recommends the following for approval by the Board of Governors:

- a) Programs of Instruction policy appended to this report**
- b) Program Advisory Committees policy appended to this report.**

Revisions to the Election of Internal Board Members policy is in progress. Plans for the upcoming nomination and election periods for the position of 2013-14 student governor have incorporated the new procedures requested by the Committee.

All of which is respectfully submitted,

Garry Cubitt, Chair
Governance Review Committee
March 5, 2013

Animation Program Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
Roger Chiasson	Director of Animation	Yowza Animation
Heather Walker*	Head of Business Development	Yowza Animation
External Committee Members		
Vincent Bui*	Junior Animator	Digital Leisure Inc.
Clement Chan	Freelance Animator	9 Story Entertainment
Stefan Lipsuis *	3D Animator	Digital Leisure Inc.
Steve Lowles	Animator/VFX Artist	Keyframe Digital Production
Jason McKenzie*	Training Manager & Marketing Coord.	Arc Productions
Suzanne Miller*	Self Employed	
Christoffer Pedersen	Character Rigger	ToonBox Entertainment
Heather Woods	Production Coordinator	Huminah Huminah
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
Rachel Beniuk	1 st yr. Animation	Durham College
Jeremy Dziewir	2 nd Yr. Animation	Durham College
Nikki Maxwell	2 nd Yr. Animation	Durham College
Ryan Miller *	Alumni	Conjured Graphics
Elected Faculty/Staff Representatives		
Name	Title	Organization
Gary Chapple*	Coordinator	School of Media, Art & Design
Chris Gould	Coordinator, VFX	School of Media, Art & Design
Matt Grabinsky	Coordinator, Games	School of Media, Art & Design
Charlotte Hale*	Associate Dean	School of Media, Art & Design
Peter Hudecki*	Professor	School of Media, Art & Design
Greg Murphy*	Dean	School of Media, Art & Design
Guests/Unelected Faculty/Staff		
Name	Title	Organization
Sandra Meader	Continuing Ed. Officer	Durham College

Attendees January 23, 2013:

*External Members

Present: Vincent Bui*, Gary Chapple, Charlotte Hale, Peter Hudecki, Stefan Lipsius*, Jason McKenzie*, Ryan Miller*, Suzanne Miller*, Greg Murphy, Heather Walker*

Regret(s): Rachel Beniuk, Clement Chan*, Roger Chiasson*, Jeremy Dziewir, Chris Gould, Matt Grabinsky, Steve Lowles*, Nikki Maxwell, Sandra Meader, Christopher Pedersen*, Heather Woods*

Guest(s): N/A

Recording Secretary: Charlotte Hale, Associate Dean

KEY POINTS OF DISCUSSION

1. Minutes of June 20, 2012 were approved by H. Walker and seconded by G. Chapple.
2. Industry trends identified by H. Walker – less and less classical animation – 2D&3D are more prominent – Flash will be pushed out eventually – 3D Maya is still strong – features took a dip for the past few years however they are on the rise lately- Canada is known as an Animation country. We are approached by other countries for co-production and development. Funding remains an issue. Hybrid work is still being done. J. McKenzie – 3D Web series seem to be a new form of project. (They are not so much new as are simply growing.) Shorter form is an emerging trend. Branding is connected to this format of genre – web market has shorter series both original content and pre-branded content such as Barbie. Also used as a marketing tool for producers.
3. Webisodes are still in the early stage of being monetized by the industry. The training is the same for students however because Web is so vast and so accessible and this gives the college an opportunity to create and publish webisodes of their own for marketing and other use. Heather – productions for this genre are primarily self-funded or through partnerships, sponsorships, CMF experimental fund. Broadband is not considered broadcast, CRTC only considers content for traditional (TV) screens as broadcast. This means that producers cannot get tax credits against second screen content, which is a big loss as tax credits are approximately 40+ % of producers Canadian labour financing. Broadcasters are nervous about this however television is still the primary market and is driving viewers to the second screens (computers and digital signage). Ryan – this/DC YouTube Channel could be the new “bake sale” for the college to use as a revenue generator.
4. There is a defined skills shortage in industry for riggers and production people.
5. Studios have a willingness to follow and work more collaboratively with college students on festival pieces from start to finish. This could become a mentorship/apprenticeship opportunity. Can be positioned as a summer employment position with student competition for the opportunity. Needs to be properly structured between school and studio.
6. School updates - Program maps need to be updated on a regular basis. Animation program map outcomes are critical to maintaining the quality and relevance of the program. Math or numeracy as a vocational outcome doesn't necessarily require a math course. The required math outcomes are covered in several of the studio courses. G. Chapple has been working to ensure accuracy in the Animation program map with his program team. Showing evidence of what is being done in the curriculum in the program map is the goal of the program review.
7. New standards are being introduced for Animation programs by the Ministry; H. Walker would like some clarification around the term of “production” and “cinematic arts” in terms of scheduling.
8. Student voice - They are enjoying the Performance class and Toon Boom. Incorporate compositing earlier in the program. Production skills learned can be better integrated in other classes. The students want to work on more projects of their own design. This will be addressed with the 3rd year faculty team meet prior to teaching.
9. New PAC Members – P. Denomme has asked to be added to the board. International members can Skype in as required. H. Walker will approach distributors, audio specialists, HR managers from larger studios. J. McKenzie would like to see more range in studios, music video shops (of which there is really only one or two in Canada and not really in Toronto), smaller shops, ToonBox, Nelvana etc.

RECOMMENDED ACTIONS

1. Recommend developing a list of festivals to help market the program and help with the student festival work. J. McKenzie and H. Walker shared that the Studios can possibly assist.
2. Recommend the program initiate a 12 Hour Animation Festival.
3. Recommend encouraging more students to attend industry speaking events.

4. Recommended changes to the Program Learning Outcome map - use the term "production schedule" – item #4 on DC map. #6 on the DC map – "pitch bible" – used for pitch and left behind versus production bible. This requires further clarifying and definition. G. Murphy will ask M. Cole to submit a wording update to the Ministry once these are completed.
5. Expand the reach of potential student market through better use of technology in all outreach activities.
6. Develop some editorial in the spring around the bullying project and festival piece as well as launch of YouTube channel.
7. PAC Chair will assist in finding new PAC members in areas mentioned.
8. Next meeting: Wednesday, June 5, 2013 at 6 p.m.
9. Adjournment 7:30 p.m.

STATUS OF RECOMMENDATIONS FROM June 20, 2012 MEETING

1. Marketing – Work completed by current students and graduates is being used to market the program within industry and in the community. Participation in festivals is also on-going.
2. Toonboom licenses have been installed on all stations in L101. This was completed.
3. Inviting guest speakers into the classroom is still on-going.
4. Changes to the interview process including an animation test are on-going. A new portfolio review and interview process has been implemented for this intake and will be assessed before June PAC.
5. An industry mentorship program is still being explored.
6. Exploring rigging as an area of specialization is still on-going.
7. A defined brand that Durham College can capture using technology is still be explored.
8. A year end student advisory is still on-going.

REPORT PREPARED BY: Alanna Desaillier

DATE: February 5, 2013

DRAFT REVIEWED BY DEAN: Greg Murphy

SIGNATURE: 

APPROVED BY CHAIR: Heather Walker

SIGNATURE: via email, January 24, 2013

Community Services (ADMH & SSW) Program Advisory Committee Membership List
Name
Title
Organization
Committee Chair

Douglas Matheson

Senior Lead

CMHA Durham

External Committee Members

Mark Graham

Peterborough CMHA

Scott Jones

 Director, Addiction Treatment
 Program

Harbour Light

Kim Lepine

 Director, Mental Health and
 Specialized Geriatrics

Community Care Durham

Paul McGary

 Director, Mental Health and
 Pinewood Centre

Lakeridge Health

Jack Vanderluit

Coordinator

Durham Mental Health Services

Garfield Bembridge

Executive Lead

CMHA Toronto

Brenda McGowan

Program Coordinator

 Community Services & Child Studies
 Foundations

**Elected Student/Alumni
 Representatives**

Yolanda Sang

ADMH Alumni

Jessica Murray

ADMH Student

Lisa Palmer

SSW Alumni

Ron Sherwin

SSW Year 2 Student

Samantha McAllister

ADMH Student

Deanna Visconti

ADMH Student

Elected Faculty/Staff Representatives

Susan Sproul

Dean

School of Health & Community Services

Carol Burke

Associate Dean

School of Health & Community Services

Ken Lomp

Faculty/Coordinator

Addictions & Mental Health

Randy Uyenaka

Faculty/Coordinator

Social Service Worker Program

Donna Boyd

Program Coordinator

Continuing Education

Dan Blomme

Faculty

Addictions & Mental Health

Guests/Unelected Faculty/Staff

Lisa West

Practicum Officer

School of Health & Community Services

Mary Noble

 Employment Advisor/
 Internship Coordinator

Durham College

Attendees (December 18, 2012):

*External Members

Present: *K. Lepine, *D. Matheson, *G. Bembridge, D. Boyd, S. Sproul, K. Lomp, D. Blomme, R. Uyenaka

Regret(s): *P. McGary, C. Burke, *J. Vanderluit, *M. Graham, *S. Jones, B. McGowan, Y. Sang, J. Murray, L. Palmer, R. Sherwin, S. McAllister, D. Visconti

Guest(s): S. Thomson (Admissions)

Recording Secretary: S. Thomson, Administrative Assistant

KEY POINTS OF DISCUSSION

1. Minutes of September 25, 2012 were approved by D. Matheson and seconded by K. Lepine. Carried.
2. Members of the PAC Committee were provided with a copy of "Admissions Count by Division and Program – Term Applicants" document and S. Thomson from Admissions explained the content of this report. Decision was made for Durham College staff to make decisions on how they define the program status – recommend "Oversubscribed".
3. R. Uyenaka received the Vice-President, Academics Teaching Excellence Award.
4. K. Lomp provided a report on the "ADMH Program Review Tentative Recommendations".
5. Undergoing PQAPA (Program Quality Assurance Process Audit) in April 2013.
6. D. Matheson reported that CMHA Durham completed accreditation with an exemplary rating – met 99.2% of requirements.
7. Our new CSCSF program started in September 2012. S. Sproul and S. Thomson visited a class to see what the students' career goals are. More interest in SSW and CYW.

RECOMMENDED ACTIONS

1. D. Blomme - outside agencies to send links to faculty re accreditation process and client safety. G. Bembridge no problem sharing. D. Matheson will check with his Manager.
2. Next meeting – April 9, 2013, 3:00-5:00 pm, Pickering Learning Site or SW106 Boardroom.
3. Adjournment 4:50 pm.

STATUS OF RECOMMENDATIONS FROM SEPTEMBER 25, 2012 MEETING

1. Spring 2012 KPI's were sent to the Community Services PAC membership.
2. K. Lomp provided a report on the College of Mental Health Therapists.

REPORT PREPARED BY: Sandra Thomson

DATE: February 28, 2013


DRAFT REVIEWED BY DEAN: Susan Sproul

SIGNATURE:



APPROVED BY CHAIR: Douglas Matheson

SIGNATURE:



Renewable Energy Technician Membership List

Name	Title	Organization
Committee Chair		
Jackie Coffey	Vice President	Solar Green Inc.

External Committee Members

Name	Title	Organization
David Asling-Snee		North Wind Solutions
Doug Clark	Owner	Home NRG Savers Inc.
John Di Vizio	High School Teacher	Durham District School Board
Jill Frazer		Durham District School Board
Bill Hamm	Executive Director	Durham Eco-House
Paige Marlow	Researcher	Durham Workforce Authority
Mike Muzyczka	Ontario Strat Initiative Manager	Westburne Ruddy Electric
Gail Lawlor	Owner	Energy Matters
Stacey Ritchie		Durham Catholic District School Board

Elected Student/Alumni Representatives

Name	Year/Program/Alumni
Dan Cave	Alumni
Frank Lopez	Alumni

Elected Faculty/Staff Representatives

Name	Title	Organization
Allan Martin	Renewable Energy Professor – Program Coordinator	Durham College
Greg Moran	Renewable Energy Professor	Durham College
Darrin Caron	Dean/Principal	Durham College

Guests/Unelected Faculty/Staff

Name	Title	Organization
Joy Lavergne	Program Officer – Con Ed	Durham College
Mary Collins	Associate Dean	Durham College
Peter Forint	Project Manager – Research Office	Durham College
Nathalie Stutt	Admissions Clerk	Durham College
Jana Forsyth	Employment Advisor	Durham College
Sandy Smiles		Tradeability
Ross Stevenson		Durham College

Attendees November 22, 2012:

*External Members

Present: Dan Cave*, Darrin Caron, Greg Moran, Paige Marlow*, Jackie Coffey*, Sandy Smiles*, Allan Martin, Jill Frazer*

Regret(s): Bill Hamm*, Frank Lopez*, Gail Lawlor*, David Asling-Snee*, Doug Clark*, John Di Vizio*, Mike Muzyczka*, Peter Forint, Jana Forsyth, Natalie Stutt

Guest(s): Paul Fraser for Stacey Ritchie, Joy Lavergne, Sandy Smiles,

Recording Secretary: Mary Pearce

KEY POINTS OF DISCUSSION

Quorum was not reached.

Dan discussed his contract position with Deger Energie, a German company contracted to retrofit energy systems.

Consent agenda allowing early routine report submission will be sent out with future meeting requests.

Industry representation and attendance at PAC meetings is low and inconsistent which impacts value-add to college – need for more industry representation to ensure strategic industry input

RECOMMENDED ACTIONS

Darrin and Jackie to consider re-constituting the PAC.

Darrin and Jackie to call the DESA membership list to enlist program advisory members.

Paige to send Darrin a list of local employers who are involved with energy.

Darrin and Al to work together to frame the questions to ask employers regarding their hiring habits, needs and priorities.

Jackie to work with Al to enlist additional student representative on PAC.

Potential future meeting dates:

- March 20, 2013 – 2pm
- September 19 – 2pm
- November 21 – 2pm

STATUS OF RECOMMENDATIONS FROM PREVIOUS MEETING

Gail to contact Jose Etcheverry at York University and David Nixon at TRCA regarding the update on college standards held over to next meeting.

REPORT PREPARED BY: Mary Pearce

DATE: January 2, 2013

DRAFT REVIEWED BY DEAN: Darrin Caron

SIGNATURE:



APPROVED BY CHAIR: Jackie Coffey

SIGNATURE: Jackie Coffey – electronic approval

BOARD REPORT

Public: ☒
In-Committee: ☐

Action Required:
Discussion ☒
Decision ☐

DATE: March 13, 2013

FROM: Don Lovisa, President

PREPARED BY: Judy Robinson, Vice President, Academic

SUBJECT: Durham College Baccalaureate Degree Update

A. Purpose

A report to provide the Board of Governors with an update on the progress of the development of Baccalaureate Degrees at Durham College.

B. Background

In 2000, the Government of Ontario launched an initiative to increase choice for Ontarions who want to earn a degree. In doing so, it recognized that the province's prosperity and the future prosperity of our students depends on access to high-quality and relevant education programs where and when students need them.

To that end, the Legislative Assembly passed the *Post-secondary Education Choice and Excellence Act, 2000* – legislation that broadened Ontario's approach to ensuring that postsecondary students of all ages have a full range of educational choices.

In August 2010, the Ministry of Training, Colleges and Universities (MTCU) advised Durham College that based on its 177 active programs Durham College is eligible to offer up to nine baccalaureate degree programs.

On March 9, 2011, the Durham College Board of Governors approved the request for diversification of the Durham College program mix to include baccalaureate degrees.

One of the deliverables in the Business Plan (2012 – 2013) is to seek approval for two degree programs from the Durham College Board of Governors and the Postsecondary Education and Quality Assurance Board (PEQAB). Upon

approval from the Board of Governors and PEQAB, a formal application will be submitted to MTCU for funding.

C. Discussion/Options

Supporting our mission that the student experience comes first, this Board Report outlines the academic activities in process to extend the program mix at Durham College to include baccalaureate degrees.

Nancy Lawrence, Full-Time Professor, School of Health and Community Services was seconded to the Office of the Vice President, Academic on January 1, 2013, in the role of Project Lead for the development of the PEQAB degree proposals. Over the past 2.5 months she has actively engaged with the internal Durham College academic community and external industry/business experts to validate the need for the proposed degrees and to draft the degree proposal documents in accordance with the PEQAB requirements for the Baccalaureate Degree, Behavioural Management and the Baccalaureate Degree, Health Care Technology Management.

The accompanying power- point presentation highlights the Baccalaureate Degree Standards and Benchmarks, the concurrent processes underway to support the development of the PEQAB degree proposal and tentative timelines.

D. Financial/Human Resource Implications

Separate applications and assessment fees will be payable for each program for which the Minister's consent is requested. The cost for application for consent to offer a baccalaureate degree program is \$5,000 per program proposal. Curriculum development costs will be incurred and the PEQAB site visit prior to approval normally ranges between \$7,000 and \$11,000 per program. Recruitment costs for faculty and library resources will also be factored into the budgets when the degree programs are brought forward for review and approval by the Board of Governors.

E. Implications for UOIT (if applicable)

Durham College remains fully committed to continuing and establishing new academic pathways with UOIT. Degrees being proposed for development by Durham College are not anticipated to impact on the current or future enrolment of UOIT or the future academic pathways between Durham College and UOIT.

F. Recommendation(s)

That the Durham College Board of Governors receive the Durham College
Baccalaureate Degree Update for information.



NEW DEGREE PROGRAM DEVELOPMENT PROCESS

Ontario College Degree Program Development is governed by:

1. MTCU – Post Secondary Education Quality Assessment Board (PEQAB); and
1. Ontario Qualifications Framework –
Baccalaureate/Bachelor's Degree



Degree programs in applied areas of study offered by Ontario Colleges will be comprised of, at a minimum of:

- Eight semesters of on-campus study (120 credits)
- At least one separate, paid, full-time work term (of no less than 14 consecutive weeks) prior to graduation, related to the professional field of study.



Degree Programs in Development:

- Bachelor Psychology – Behavioural Management
- Bachelor Healthcare Technology Management

Future Degree Programs to be Developed:

- Bachelor Clinical Research Management
- Bachelor Paralegal Studies

STANDARDS & BENCHMARKS

The PEQAB Board will assess the College's degree program proposal in accordance with the following Board Standards:

- Economic Need for Degree Program;
- Degree Level program;
- Admission, Promotion, Graduation;
- Program Content;
- Program Delivery;
- Capacity to Deliver;
- Credential Recognition;
- Regulation & Accreditation;
- Nomenclature;
- Program Evaluation;
- Academic Freedom and Integrity; and
- Student Protection



The Process at Durham College

Three Concurrent Elements:

1. Program Development

- Criteria Comparatives
- Program Description and Learning Outcomes
- Program Mapping and Gap Analysis
- Course Outlines
- Program Evaluation Process and Student Feedback.

2. Institutional Capacity to Deliver

- Policy Development
- Library, Computer, Classroom, Equipment and Resource renewal
- Faculty Qualifications
- Student Protection

3. Documenting process for future program development



CURRENT STATUS - UPDATE

Program Development	BA Behavioural Management	BA Healthcare Technology Management
Focus Groups	completed	Scheduled April 4/13
Program Description	completed	Draft completed
Program of Studies	Internal review	Tentative review date
PAC members identified, invitations to first PAC meeting scheduled	PAC meeting scheduled April/13	PAC meeting tentative June 2013
Course Development begins	June 2013?	August 2013?
Institutional Capacity to Deliver (policy development, space, academic services etc)	In process	In process

TENTATIVE TIMELINES

Program Development Timelines	BA Behavioural Management	BA Healthcare Technology Management
Proposal Completion	Early October 2013	Early October 2013
Proposal Review by 3 rd Party	Mid October 2013	Mid October 2013
Revisions as needed	Late October 2013	Late October 2013
Approval by DC Board of Governors	November 2013	November 2013
Submission to PEQAB	November 2013	November 2013
Program Marketing & Student Recruitment	Once approved by MTCU	Once approved by MTCU
Program Implementation	September 2015	September 2015



QUESTIONS

BOARD REPORT

Public: X
In-Camera: ☐

Action Required:
Information/Discussion ☐
Decision X

DATE: March 13, 2013

FROM: Donna McFarlane, Vice-President, Communications, Marketing and External Relations

SUBJECT: Durham College 2013-2016 Strategic Plan

A. Purpose

To obtain approval from the Board of Governors for the Durham College 2013-2016 Strategic Plan.

B. Background

Section 8 of O. Reg. 34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 specifies that a college is to submit to the Minister of Training, Colleges and Universities a strategic plan and make it available to the public. Durham College's current strategic plan is due to expire this year and work has been underway since Summer 2012 on a new three-year plan.

The Strategic Plan is designed to set out the broad over-reaching strategic direction Durham College will follow in the coming three years within the overall framework of its objects, as set out in the Ontario Colleges of Applied Arts and Technology Act, 2002. This plan is designed to act as a guide to all faculty and staff and is to be shared with the college community, general public, and government. The strategic planning process allows the college to chart its future, anticipate and respond appropriately to its changing environment, examine critically its strengths and weaknesses, and develop consensus among board members and other key members of the college community. In addition, the Ministry of Training, Colleges and Universities uses the information provided in the colleges' strategic plans to advise and inform government planning and policy-making.

Over the past three years, Durham College has increasingly aligned its strategic plan with its annual Business Plan, employee performance plans and annual report so that all four are visibly linked and consistent in focus and direction.

C. Discussion/Options

The 2013-2016 Strategic Plan has been developed to build upon Durham College's roots as a community-builder – by leveraging the collaborative strength of its students, people, partnerships and actions. It capitalizes on the significant momentum of the past few years. Most importantly, this Strategic Plan identifies the steps and activities that must be taken in the coming three years so that the

college can cement its status as a post-secondary destination of choice for students, employees and those who do business with it.

The plan features input from more than 300 people representing all areas of the college and the community. The process began in Summer 2012 with consultations held for the development of the college's draft strategic mandate agreement (SMA) submission to the provincial government. During those sessions, more than 200 people were consulted through a series of small group sessions and that feedback formed the basis for the SMA. Building on the SMA, more than 100 additional people were consulted in Fall 2012 about how the three priority objectives from the SMA could form the basis for the new Strategic Plan.

Additionally, following sessions with the Board of Governors at its retreat in October 2012, a new, more concise vision statement was developed, and the previous organization values were reviewed and streamlined to be more reflective of the current college and post-secondary environments. The four pillars introduced in the 2010-2013 Strategic Plan – Our Students, Our People, Our Business, Our Community – were retained because of the wide recognition and affinity they have realized on campus amongst all faculty and staff and because they so appropriately represent the cornerstones of living our mission that the student experience comes first at Durham College. The strategies within the four pillars are all reflective of the extensive feedback into the plan and represent the college's priorities for the coming three years. They are written at a high level and will be achieved through the specific activities and actions in the annual operating Business Plan.

The 2013-2016 draft Strategic Plan is attached for governors' review. Once it has received approval, it will be designed for publication.

D. Financial/Human Resource Implications

There will be some costs associated with printing copies of the Strategic Plan, along with other branding of the plan for locations across the college. This has been accounted for in the 2013-2014 budget.

E. Implications for UOIT (if applicable)

UOIT is referenced as a key partner in three of the strategies.

F. Recommendation(s)

That the Durham College Board of Governors approves the Durham College 2013-2016 Strategic Plan.

Introductory message:

Community-building through great students, people, partnerships and actions

As any great college in Ontario must, Durham College has truly taken on the identity of its home community: Durham Region. Durham College is Ontario's fastest growing college, while Durham Region is amongst the fastest growing communities in Canada. Durham College has introduced dozens of new programs and a research enterprise over the past few years, all designed to respond to Durham Region's evolution from primarily an automotive manufacturing economy, to one that is now genuinely broad-based. Durham College students, faculty and staff contribute knowledge and expertise in all the communities in which they live and work, both locally and globally, while Durham Region is all the richer socially and economically for the contributions of more than 31,000 alumni. Most tellingly, a third-party report estimated Durham College will have a \$1.4 billion economic impact on Durham Region between 2011 and 2015.

The development of the Durham College 2013-2016 Strategic Plan could only have been possible through the lens of how the college will continue to grow its reputation as a post-secondary home for students who graduate with the outstanding skills and expertise needed to find success in the world and help build strong thriving communities. This plan incorporates feedback from more than 300 people, including faculty, staff, students and community leaders, and is designed to be far-reaching and further advance student-focused teaching and learning, and touch on new ways to responsibly grow the college and develop new dynamic partnerships.

This Strategic Plan builds upon Durham College's roots as a community-builder – by leveraging the collaborative strength of its students, people, partnerships and actions. It capitalizes on the significant momentum of the past few years. Most importantly, this Strategic Plan identifies the steps and activities it must take in the coming three years so the college can cement its status as a post-secondary destination of choice for students, employees and those who do business with it.

Mission

The student experience comes first at Durham College.

Vision

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

Values:

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

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

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

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

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

Our Goals:

Our Students – to provide students with the best possible learning experiences by offering new opportunities for experiential learning, fostering greater mobility within the post-secondary system and ensuring all necessary supports are in place. We will:

- Establish new ways to regularly communicate with students that are effective and reflective of their preferences for receiving information through many different mediums.
- Introduce services and supports that will improve student retention and ultimately their success.
- Increase opportunities for students to gain real-world professional experiences through co-ops, research projects and other access to employers.
- Further meet the unique needs of all students by building upon the current high quality of programs through expansion of experiential approaches to teaching and learning and ensuring greater use of technology and universal design.
- Foster student mobility and greater credit transfer through partnerships with post-secondary education institutions here in Ontario, across Canada and around the globe.
- Find new ways to connect students with learning opportunities from around the globe.
- Establish a first-in-Ontario college-university laddering partnership with the University of Ontario Institute of Technology (UOIT) that will provide students with the ability to move seamlessly from apprenticeship to PhD.
- Ensure the college is competitive within the post-secondary education system by launching four-year degree programs in strategic areas of the economy, and championing with other Ontario colleges the conversion of targeted three-year advanced diplomas to three-year degrees.

Our People – to capitalize on the vast experiences and expertise of our people and help them make the best possible contribution towards the student experience. We will:

- Foster greater avenues for communication across all levels of the college.
- Create an empowering environment for all faculty and staff that fosters and rewards innovative thinking and ideas.
- Invest in professional development and training that will allow all faculty and staff to reach their greatest potential.
- Find new ways to celebrate and promote the college's unique family culture and further employee engagement.
- Ensure strong succession planning is in place to develop the college's next generation of educators and leaders.
- Find new ways to engage alumni, a vast group of successful men and women who have built and are building strong communities in Durham Region, Ontario and globally.
- Commit time and expertise so college leaders can serve on boards, associations and for significant events that will strengthen these groups and ultimately the well-being of the community.

Our Business – to be prudent stewards of all resources so that we are financially responsible, demonstrate good governance and are system leaders in making decisions that support outstanding teaching and learning. We will:

- Establish well-planned and responsible growth targets for overall enrolment.
- Renew existing campus space in ways that better meet the learning, study and service needs of students, both inside and outside of the classroom.
- Realize greater efficiencies throughout college operations, including with greater use of technology, scheduling of classes, utilization of space, and financial decisions.
- Plan for new buildings and facilities that will allow the college to demonstrate leadership in specific areas of study that are critical to local community well-being, such as health services. This planning will be in collaboration with UOIT, wherever possible, and with other appropriate partners, such as Trent University.
- Commit to being environmental stewards and leading through specific actions that reduce the college's carbon footprint.
- Create a culture of superior customer service that sees faculty and staff exceed the expectations of students and guests to campus.
- Begin planning for the college's 50th anniversary to celebrate the immeasurable impact it has had on students and the community through its students, people and business decisions.

Our Community – to ensure the college, in all its actions and decisions, is contributing to the economic and social prosperity of our communities. We will:

- Establish new partnerships that will socially and economically support students, the college and the community.
- Foster a spirit of entrepreneurship in our students and link them with partners to advance ideas and innovation in the community.

- Advance innovation and the economic well-being of the community through industry-led research targeted to small- and medium-sized enterprises.
- Take a leadership role with other Ontario colleges in helping to transform the provincial apprenticeship system so that it meets the needs of students and employers today and well into the future.
- Establish new formal partnerships within the Ontario college system to share curriculum, learning objects, and other resources that will realize greater efficiencies and savings.
- Take a leadership role in the development and realization of the Durham Learning and Business Innovation Park (dLAB), a large stretch of land connected to the college's Whitby campus that offers great social and economic development potential.
- Establish new agreements with UOIT that will foster greater movement of students between institutions, new opportunities for administrative cost savings, and further joint projects and collaborations.

BOARD REPORT/EXECUTIVE SUMMARY

Public: ☒
In-Committee: ☐

Action Required:
Discussion ☐
Decision ☒

DATE: March 13, 2013

FROM: Nevzat Gurmen, VP Corporate Services and CFO

SUBJECT: 2013-14 Compulsory Ancillary Fees

A. Purpose

A report to gain approval from the Board of Governors for compulsory ancillary fees for the 2013-14 academic year.

B. Background

The government of Ontario regulates tuition fees. As per the Minister's Binding Policy Directive 2.0 Finance and Administration – Tuition and Ancillary Fee Reports, the college is responsible for ensuring that tuition and ancillary fees for all programs of instruction and courses operated by the college have been approved by the board of governors.

Provincial policy (MBPD 2.0) requires that a Compulsory Ancillary Fee protocol be negotiated between each college board of governors and the student association. The Durham College protocol allows compulsory ancillary fees to be increased by an amount consistent with inflation without referendum or other student approval. If a request for an increase exceeds the established rate of inflation, the increase must receive the approval of the student association. The student association may set its own fees at its discretion, with student association board approval.

C. Discussion/Options

As requested by the Board, a cost of living increase of 1.2% has been agreed upon between Durham College and UOIT. This rate has been used to calculate the annual increase for most of our ancillary fees. Exceptions are as follows:

- **UPASS Transit Fee:** This fee will be increased by \$7.00 as proposed by Durham Region Transit. As per our fee protocol agreement, the Student Association was advised of this increase.

- There will be no fee increase this year for the following:

Health Plan
Dental Plan
Student Association
Student Centre
Copyright Fee

D. Financial/Human Resource Implications

The increases to these fees will allow the college and student association to maintain current service levels to our student body.

E. Implications for UOIT (if applicable)

UOIT has a similar protocol in place.

F. Recommendation(s)

That the Durham College Board of Governors approves the 2013-14 compulsory ancillary fees as presented in Appendix A.

Appendix A

Mandatory Ancillary Fee Type	2012/13	2013/14
Student Association	\$102.31	\$102.31
Health Plan	\$105.53	\$105.53
Dental Plan	\$88.13	\$88.13
Athletic Complex Membership Fee	\$33.15	\$33.55
Intercollegiate Athletics	\$34.31	\$34.72
Student Assistance Program	\$12.28	\$12.43
Student Handbook	\$5.52	\$5.59
Student I.D.	\$16.57	\$16.77
Information Technology (IT) Services	\$178.72	\$180.86
Student Centre	\$58.51	\$58.51
Security (24 hr access to computer lab)	\$24.91	\$25.21
Campus Radio Station	\$10.77	\$10.90
Athletic Centre Expansion Fee	\$157.83	\$159.72
U Pass Transit Fee	\$147.00	\$154.00
Graduation Fee (all 1st year and direct entry students)	\$32.65	\$33.04
Copyright Fee	\$3.38	\$3.38
Total	\$1011.57	\$1,024.65

Notes:

- Health and Dental insurance plan fees are estimates. Actual fees will be determined and confirmed by the insurer.
- Students may opt out of the Health and Dental plans at the Student Centre with proof of medical coverage.
- International students pay an additional \$560.00 for Health and Dental insurance coverage.

E-mail not displaying correctly? [View it in your browser.](#)



In appreciation of your generous support of our students, please join President Don Lovisa at the 2013 Durham College Annual Donor and Student reception being held on Tuesday, March 26.

Chat with student award recipients over hors d'oeuvres and refreshments.

DATE

Tuesday,
March 26
Arrival time 7 p.m.

President's
appreciation
address 7:30 p.m.

LOCATION

Student Services building
(SSB), lobby
2000 Simcoe Street
North, Oshawa

Complimentary parking is
available in the [Founders
1 parking lot](#).

RSVP

Please RSVP by Friday,
March 15 to
rsvp@durhamcollege.ca.

Direct inquiries to
905.721.2000 ext. 3035

If you require
accommodation
due to a disability please
contact [Lori Connor](#).

www.durhamcollege.ca

