

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

Date: Wednesday, February 10, 2016, 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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1. CALL TO ORDER	
2. INTRODUCTION OF GUESTS	
3. ADDITIONS/DELETIONS TO THE AGENDA	
4. CONFLICT OF INTEREST DECLARATIONS	
5. PRESENTATIONS	
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5.2 Program Health Matrix 2.0 - E. Popp (Our Students)	9 - 10
5.3 Presentation of Good Governance Certificates - P. Tremblay	
6. CONSENT AGENDA	
The following items will be addressed through the Consent Agenda unless specifically removed for separate attention, by request.	
Item numbers: 7, 11, 12, 13.1, 13.2, 14.3	
7. APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of December 9, 2015	
To be provided February 8.	
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10. CO-POPULOUS GOVERNORS' REPORT	
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13.3	Strategic Plan - Governors' Community Consultation - T. Doyle (All Pillars)	127 - 128
14.	NEW BUSINESS	
14.1	New Program of Instruction - Office Administration - Real Estate, for approval - E. Popp (Our Students)	129 - 145
14.2	2016-2017 Tuition and Ancillary Fees, for approval - P. Bishop (Our Business)	146 - 153
14.3	<i>Establishment of Election Dispute and Appeal Committees - D. Lovisa</i>	154 - 156
15.	OTHER BUSINESS	
16.	INQUIRIES AND COMMUNICATIONS	
17.	UPCOMING EVENTS	
	Jamie Kennedy Thursdays - Bistro '67, February 18	
	2016-17 Student Governor Nomination Period - March 4-10	
	2016-17 Student Governor Campaign & Election Period - March 14-18	
	BOG & PAC Chairs Roundtable - CFF, March 9	
	Jamie Kennedy Thursdays - Bistro '67, March 24	
	Spring Open House - Oshawa, Whitby, Pickering, April 2, 10am - 2pm	
	Annual Durham College Athlete Provincial & National Academic Awards Luncheon - April 5	
	46th Annual Durham College Athletic Banquet - April 7	
18.	MOVE TO IN-CAMERA SESSION	
19.	ADJOURNMENT	





What is DC Crew

DC Crew is Durham College's leadership program designed to provide students with an opportunity to:

- Participate in leadership training sessions
- Volunteer at campus events
- Meet new friends
- Build their Co-Curricular Record





DC Crew Members and Recruitment

- DC Crew members are students who are in good academic standing and have not contravened the Durham College Code of Conduct
- Students are recruited in September, January and May through promotion at events and Dean's letters
- Members are required to attend the annual Student Leadership Summit as well as complete mandatory training throughout the year
- Members are also expected to complete 50 hours of volunteer work and training over the course of two semesters. They receive two leadership points once they have reached 50 hours.



Leadership Training

yesmeansyes

Training to raise awareness about consent culture, healthy relationships, healthy sex and sexuality



safeTALK

Training to help create suicide-safer communities, working alongside intervention resources to identify and avert suicide risks

Durham College
Campus tours

Campus tour training to provide prospective students with information about facilities and services at Durham College

CAMPUS SERVICES

Training to help DC Crew members become familiar with and informed about services offered at Durham College



Volunteer Opportunities

- Orientation volunteers
- Open House volunteers
- Convocation volunteers
- Oshawa Generals Game Alumni Night
- College Information Fair
- Start Strong
- Personalized Campus Tours





Institute of Student Leadership

- DC Crew will be shifting to the Institute of Student Leadership (ISL) within the next year in order to encourage even more engagement and education for our leaders.
- Students will engage in a series designed to enhance knowledge acquisition, cognitive complexity, intrapersonal development, humanitarianism and civic engagement, and practical competence.
 - Leadership workshops – students will be asked to complete one of the sessions from our four pillars of leadership (Foundations of Leadership, Diversity, Equity and Inclusion, Personal Development, and Collaboration)
 - Orientation leaders – students will have the opportunity to have a bigger role in the transition of first-year students by being leaders for students within their own schools
 - Leadership in Action – students will be challenged to apply their new skills in practical application within the community
 - Leadership Summit – The Leadership Summit will be continued to give students the opportunity to challenge previous ways of thinking by engaging in a variety of interactive concurrent sessions.

BOARD REPORT

Public ☒
In-camera ☐

Action Required:
Information/Discussion ☒
Decision ☐

MEETING DATE: February 10, 2016

REPORT DATE: February 5, 2016

FROM: Elaine Popp, vice-president, Academic

SUBJECT: Academic Program Performance Tool Update

A. Purpose

To demonstrate to the Board of Governors that we have completed the 2015-16 business plan deliverable to establish a tool to measure postsecondary academic program performance.

B. Background

As per the 2015-16 Durham College business plan, one of the key academic processes undertaken was the development of a tool for reporting metrics to measure postsecondary program performance and to guide program planning. The Program Health Matrix tool was initially developed in 2009 to assess postsecondary programs in relation to the college's academic priorities, which at the time, primarily related to enrolment growth. Since then, the guiding principles for model development for the Program Health Matrix tool have evolved to reflect efficient enrolment growth, program viability, and continued quality assurance. The result is a tool that examines the broad dimensions of program performance and sustainability.

C. Discussion/Options

This report presents an update on the new model underlying the Program Health Matrix tool for the reporting year 2015-16.

Model development was based on guiding principles that address planned and targeted enrolment growth as well as financial and space considerations and quality measures that are aligned with Ministry of Training, Colleges and Universities quality assurance metrics.

To this effect, the updated Program Health Matrix model measures Performance and Sustainability dimensions. The performance dimension includes student satisfaction, student perseverance, and graduate outcomes, such as graduation rate and graduate employment. It also includes employment in a related field and pursuit of further

education. The sustainability dimension includes measures related to student applications received, student enrolment, and financial contribution levels. Information is also provided on space utilization.

Results of the program-level reports are then mapped, by school, onto a matrix to provide senior academic leaders with a comprehensive view of the programs within a school.

Consultations on the model are currently underway with internal stakeholders including the Academic Leadership Team, Academic Council, and Program Coordinators. Once all feedback is received, any necessary modifications to the model will be made by March 31, 2016. Current year data will be available in early spring, and reports will be produced and distributed for all programs in May 2016 to support program planning.

D. Financial/Human Resource Implications

Capital and/or other resources required to implement improvement strategies are factored into decisions on budget planning.

E. Implications for UOIT (if applicable)

n/a

F. Recommendation(s)

That the Durham College Board of Governors receive the update for information.



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

Date: December 9, 2015
Location: Community Room, Gordon Willey Building, A144

Members Present: Pierre Tremblay, chair
Dan Borowec, vice-chair
Doug Allingham
Nneka Bowen
Ivan DeJong
Kevin Griffin
Kristi Honey
Renate Ilse
Rick Johnson
Don Lovisa, president
Paul Macklin
Debbie McKee Demczyk
Charlie Qaqish
Heather Quantrill
Steve Stewart
Jim Wilson

Members Absent: Darren Fisher

Staff Present: Scott Blakey, chief administrative officer
Jennifer Clark, board secretary
Tony Doyle, chief of staff
Barbara MacCheyne, interim chief financial officer
Meri Kim Oliver, vice-president, Student Affairs
Elaine Popp, vice-president, Academic

1. CALL TO ORDER

The meeting was called to order at 5:58 p.m.

2. INTRODUCTION OF GUESTS

The following guests were in attendance: Jesse Cullen, president; Mike Guerard, vice-president, College Affairs; and, Siraj Syed, vice-president, University Affairs, all of the Student Association; Alan Dunn, associate vice-president, Facilities and Ancillary Services; Carol Beam, executive director and Cossette Kazarian, SharePoint officer, Communications and Marketing; David Chambers, and Linda Marco, associate vice-president, Development and Alumni and, Janse Tolmie, associate vice-president, Information Technology Services and chief information officer.

3. ADDITIONS/DELETIONS TO THE AGENDA

Item 15.1, Premier's Mission to India was added under Other Business.

4. CONFLICT OF INTEREST DECLARATIONS

Governor McKee Demczyk declared a conflict of interest regarding the SMA Report-Back, as she is responsible for preparing this report.

5. PRESENTATIONS

5.1 Student Association: Purpose, Responsibilities and Contributions

The president of the Student Association provided an overview of the historical context for student associations and unions in North America and abroad, the mandate of the Student Association and Durham College and the University of Ontario Institute of Technology (SA @ DC & UOIT), the services it offers students, and the memorandum of understanding executed last year between the SA and DC and its impact on SA autonomy.

5.2 The Experience Campaign - One Year Later (Our Business, Our Community)

Governor Johnson arrived at 6:20 p.m.

Experience Campaign has expanded to include employees and alumni in addition to students; selected to provide maximum category and demographic diversity. Purpose has remained the same – increase brand awareness, enhance the college's reputation, expand the target market geographically, increase number of applicants to the college. Primary goal is engagement of prospective and current students, parents, teachers, employers and potential employees, donors, and members of the community. Geographic focus is Peterborough and Kawartha Lakes, Northumberland, Durham and the eastern GTA. Engagement supported through a highly interactive website; combined with advertising, social media and other communications. Results show

significant increases in Facebook engagements, Twitter followers, YouTube video views; total numbers of engagements goal significantly surpassed. Challenge is in confidently attributing changes in number of applicants to the Experience Campaign. Will be working with Student Affairs to see if there is any link between geographic areas with increased applications and geographic target areas of the Experience Campaign. At least four other colleges have created similar campaigns.

5.3 The New Board Portal

The development site for the new Board Portal was demonstrated; it runs on SharePoint 2013. The newer version of SharePoint supports the more dynamic college documents created by Communications and Marketing and offers greater functionality that will streamline access to documents and meeting information and offers enhanced search functions. The new design provides more intuitive navigation. The new site will be launched in January; more detailed training will be provided at that time.

Governors were invited to contact the board secretary for assistance with navigating and annotating agenda packages, as this is related to the version of Adobe that is being used, and is not a Board Portal issue.

6. CONSENT AGENDA

The consent agenda included the following items:

7. Minutes of the previous meeting

THAT the minutes of the October 14, 2015 meeting of the Board of Governors, public session, be approved as amended.

8.1 Listening to the Student Voice at PAC meetings

11.1 President's report focused on Durham College

11.2.1 COP Meeting Summary of October 20, 2015 was pulled, as the wrong report was included in the package.

ACTION: Post correct report to Board Portal

12.1 Nominating Committee Report 1 of December 7, 2015

13.1 Program Advisory Committee minutes

Moved By Governor DeJong

Seconded By Governor Allingham

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

CARRIED.

Governor Ilse was present via telephone, and voted; the motion was passed unanimously.

7. APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of October 14, 2015

Approved as amended, under the Consent Agenda.

8. ACTIONS ARISING FROM PREVIOUS MINUTES

8.1 Program Advisory Committees: Listening to the Student Voice

Received under the Consent Agenda.

9. CHAIR'S REPORT

Successful start to 2015-2016 academic year; active and engaged board and committees; smooth transition in a number of key positions on DCLT. Top ten highlights are successful orientation of new members, fall convocation, Higher Education Summit including presence of DC's Premier's Awards nominees and announcement of one as an Award recipient, participation in Colleges Day at Queen's Park, Alumni Night with the Oshawa Generals, dinner with chair and vice-chair counterparts from UOIT, Governors' Appreciation reception, DC Foundation dinner honouring retiring and current trustees, acceptance of DC presentation proposal for upcoming CIG conference, and, successful recruitment of an external governor to fill current vacancy.

Other members in attendance at HES and Colleges Day at Queen's Park provided their insights. It was noted that the Premier will be in attendance at the provincial government's Skills and Talent Summit to be held at DC on January 20, 2016. A letter of thanks to Governor Ilse was read as her retirement comes into effect with the appointment of the new external governor. Congratulations was extended to Governor Borowec on his appointment to the UOIT Board of Governors; with this appointment he becomes a co-populous governor.

10. CO-POPULOUS GOVERNORS' REPORT

At the last UOIT Board meeting, the president's annual goals and objectives were discussed; enrollment at UOIT is lower than anticipated; the impact on grant and tuition revenue is offset by reduced expenses. A reduction in expenses will be incorporated into the 5-year budget forecast. The importance of the UOIT-DC relationship and student retention were topics of significant discussion. New governors Abdullah AlZahrani, Dan Borowec (co-populous), Dr. Jeremy Bradbury, Jonathan Hackett, Mary Simpson, Mary Steele, Laurie Swami and Dr. Shirley Van Nuland were introduced. Opportunities for revenue generation through the Automotive Centre of Excellence were identified as were other alternative sources of revenue. Significant fundraising goals

have been identified; need to consider co-ordination given size of community. Very effective presentation was delivered on UOIT Alumni Association. An update was provided on the university's risk management and compliance program.

11. PRESIDENT'S REPORT

11.1 Durham College (All Pillars)

Received under the Consent Agenda.

11.2 Colleges Ontario - Committee of Presidents

11.2.1 COP Meeting of October 20, 2015

Removed from Consent Agenda; correct report to be posted on Board Portal, for information.

11.2.2 COP Meeting of November 15, 2016 - D. Lovisa and E. Popp

COP is reconsidering the move to accreditation instead of the current Program Quality Assurance Process Audit (PQAPA); decision has now been deferred for one year for further study. Colleges in progress toward it now will continue through the PQAPA assessment and won't need to do it again if and when accreditation is announced. Building on recommendations from the previous PQAPA and following the new guidelines, preparation for accreditation is already underway at DC. DC will continue on this path to be ready for 2017 as will a number of other colleges.

12. COMMITTEE REPORTS

12.1 NOMINATING COMMITTEE Report 1 of December 7, 2015

Received under the Consent Agenda.

13. CONTINUING BUSINESS

13.1 Program Advisory Committee Minutes (Our Students)

Received under the Consent Agenda.

13.2 Receive Enrolment Update (Our Business)

The college's post-secondary enrolment (PSE) declined somewhat between September and November; this attrition is typical; caused by students not getting into their program of choice, adverse health and/or financial circumstances. DC is one of nine colleges system-wide that did not see an overall decline in enrolment.

Questions arose regarding enrolment trends for other groups of DC students, such as Continuing Education and students enrolled in on-line courses, not included in the PSE data, and their impact on the budget. These categories of students are counted differently; all bring in some grant revenue. A summary of these figures was requested.

ACTION: Provide summary of non-PSE enrolment and grant revenue.

Challenges with forecasted enrolment decline are anticipated to affect smaller colleges the most; GTA colleges will be affected less, in part because their international student enrolment is growing. Competition for students will be stiff. Durham College retention rates are strong. DC will need to distinguish itself from the competition; answer the question, “Why would a student choose DC?”

14. NEW BUSINESS

14.1 Endorse Strategic Mandate Agreement (SMA) Report-back (Our Students, Our Business)

Governor McKee Demczyk declared a conflict on this item; she remained present, but did not vote.

This is the first of the required annual Report-Backs based on the 2014-2017 Strategic Mandate Agreement (SMA) is annual. The requirements for this Report-Back were weighted towards system-wide rather than institutional metrics; this may change for future Report-Backs. SMA Report-Backs are not required to be posted on our website; the previous Multi-Year Accountability Agreements, which were replaced by the SMA Report-Back, were posted. Lack of access to other institution’s Report-Backs will limit the college’s ability to identify trends as has been possible in the past. A new arm of MTCU has been established to manage data; sector-wide data may be provided through this group.

ACTION: Ask MTCU if SMA Report-Back results from other colleges will be available.

Results across the six categories were summarized. Important to note in relation to what distinguishes Durham College from others is that the larger DC schools each have at least one program that attracts students from outside our catchment area. DC is particularly strong in its linkages with the community.

Moved By Governor Macklin

Seconded By Governor Bowen

THAT the Board of Governors receives the 2014-15 SMA Report Back for information as presented.

CARRIED.

Present by telephone, Governor Ilse voted; the motion was passed unanimously.

14.2 Strategic Planning Framework

The current 2013-2016 Strategic Plan was extended to 2017 to align with the 2014-2017 SMA. The new process for renewing the SMA has not been announced by MTCU; DC has taken this into consideration when planning the process for renewing its strategic plan. The year-long strategic planning process was summarized. A Strategic Planning Committee will be struck with broad representation; process will be initiated April 1, 2016; new plan will come into effect April 1, 2017. Numerous opportunities for broad community input and reporting to the Board are included in the plan. Nine priority areas have been identified by the Durham College Leadership Team (DCLT) at its recent retreat. Key determinant early on is whether or not to retain or renew the mission and vision; the strategic plan goals (also referred to as “pillars”) fall out of the mission, vision and values. Pros and cons were presented. The Board will need to confirm the mission, vision and values early in the strategic planning process.

Governors noted that a key question for the Strategic Planning Committee should be “what makes us different and how do we set ourselves apart from other colleges?” as this will help to set strategic direction. Strategic plan is the main topic for this year’s Board Retreat. Results of DCLT discussion regarding mission and vision and input from other stakeholders will assist the Retreat Planning Task Group in planning the Retreat agenda. If necessary, as determined at the Retreat, a Board Strategic Planning Committee may be established.

Moved By Governor DeJong

Seconded By Governor Griffin

That the Durham College Board of Governors approves the Strategic Planning process as presented.

CARRIED.

Present by telephone, Governor Ilse voted; the motion was passed unanimously.

14.3 Board Retreat Planning

Appreciation was expressed for all members who indicated interest in participating on the Board Retreat Planning Task Group. Governors Griffin and Honey will join the chair,

vice-chair, president and secretary on this Task Group.

Moved By Governor Borowec

Seconded By Governor Bowen

THAT the Board of Governors establishes the limited-term Retreat Planning Task Group to advise on the development of the Retreat programme.

CARRIED.

Present by telephone, Governor Ilse voted; the motion was passed unanimously.

15. OTHER BUSINESS

15.1 Premier's Mission to India

President Lovisa declared a conflict on this item; he remained present at the meeting but did not vote.

President Lovisa has very recently received confirmation of his participation in the Premier's Trade Mission to India in February. International travel by the president requires approval by the chair of the Board, which is typically sought through the Executive Committee. Timing is such that the request for approval has been brought to this Board meeting.

Moved By Governor DeJong

Seconded By Governor Johnson

THAT the Board of Governors approves the president's participation in the 2016 Premier's Trade Mission to India scheduled for January 31 to February 5, 2016.

CARRIED.

Present by telephone, Governor Ilse voted; the motion was passed unanimously.

16. INQUIRIES AND COMMUNICATIONS

Various reports referencing Durham College and a letter expressing thanks from Colleges Ontario for Durham College participation at the CCBE Board Orientation sessions and the HES were circulated.

17. UPCOMING EVENTS

Attention was drawn to upcoming events.

18. MOVE TO IN-CAMERA SESSION

Durham College by-law No. 1. provides for the Board of Governors to address, in-camera, items of corporate business respecting human resources or litigation matters,

confidential items covered under the Freedom of Information and Protection of Privacy Act and, items that the Board deems to be confidential to the College.

The Board recessed at 8:17 p.m., prior to commencing the in-camera session.

19. ADJOURNMENT

Moved by Governor DeJong

Seconded by Governor McKee Demczyk

THAT the December 9, 2015 meeting of the Board of Governors adjourn.

CARRIED.

The meeting returned to public session and adjourned at 9:40 p.m.

Pierre Tremblay, chair

A handwritten signature in black ink, appearing to read "Jennifer A. Clark", with a long horizontal flourish extending to the right.

Jennifer Clark, secretary

Our Students

Durham College Students in Partnership with MLSE

December 2015



Students in the Sports Business Management (graduate certificate) program were given the opportunity to complete a project in partnership with Maple Leaf Sports Entertainment (MLSE). As part of the Selling Sport course, they received the rights to sell discounted tickets for four Toronto Marlies games. They used the skills they acquired in their program to put together a preliminary sales strategy proposal, sell the tickets and then reflect on their successes and challenges in a post-sales recap report. The students sold 409 tickets, raising more than \$2,000 (\$5 was donated for every ticket sold) for Camp Oochiegeas, a summer camp exclusively serving children with cancer. In addition, Marc Lira and Colby Pridham, two members of the MLSE sales team, shared their experiences with the students during an in-class guest lecture.

Durham Lords give back to the community

December 2015



Durham College (DC) student-athletes continue their commitment to the local community through fundraising and community events. The DC Athletics department is involved in a variety of community initiatives, providing a great experience for the athletes by encouraging them to lend a helping hand. The student-athletes gave back to the Canadian Cancer Society – Durham Region, the ALS Society, Whitby Salvation Army Food Bank and the Denise House in Oshawa.

Horticulture Students honour first harvest at Landscape Ontario Congress

January 2016



Durham College Horticulture Technician students put their green thumbs to use when they showed off their skills at the Landscape Ontario Congress. The annual event, now in its 42nd year, is Canada's largest green industry trade show and conference. During their second semester, the students collectively decided on the theme and design of their garden. To honour the first harvest of the fields at the Centre for Food (CFF), they chose an agriculture theme, which included vegetables and wild flowers grown in the college's greenhouse. Using knowledge acquired during their studies, students planted the seeds and timed the growth of the various plants to ensure they reached maturity during the show.

Durham College recognizes outstanding students and award donors

January 2016



For many students, time spent obtaining their post-secondary education is often a balancing act, with school commitments in one hand and employment, family responsibilities and other demands in the other. On January 25, the college not only honoured 198 students for their outstanding academic achievements, but also recognized the numerous individual, organizational and corporate donors who provide assistance to help relieve some of the post-secondary financial pressure.

Our People

Durham College and UOIT raise more than \$45,000 for Holiday Food Drive

December 2015



Thanks to the kindness and generosity of donors and volunteers, the annual campus Holiday Food Drive was

able to raise more than \$47,000 to provide assistance to 275 student families, representing more than 700 people in total. More than 100 volunteers packed and delivered hampers at the Campus Recreation and Wellness Centre.

Durham College celebrates fourth annual Aboriginal Awareness Day

January 2016



The fourth annual Aboriginal Awareness Day drew students, employees, community members and local elementary school groups into a lively celebration of Aboriginal culture.



During my welcome remarks, I was pleased to present Chief Kelly LaRocca of the Mississaugas of Scugog Island First Nation with a signed copy of the Indigenous Education Protocol, developed by Colleges and Institutes Canada, in recognition of DC's commitment to Indigenous education. Chief LaRocca then shared insights into Aboriginal history, including the broad scope of the Mississaugas' traditional territories upon which the college is situated.

Our Business

Sixth consecutive year Durham College named one of GTA's Top Employers
December 2015



In recognition of being an exceptional place to work, Durham College has once again been named one of Greater Toronto's Top Employers for 2016. DC is proud to be acknowledged for its commitment to its employees. Benefits for full-time employees include skill-building and development, the opportunity to move into various roles throughout the college, investment in education for employees and their families through tuition subsidies, a robust pension plan and maternity and paternity leave top-up payments. These benefits, coupled with a supportive work environment, have created a highly engaged and motivated employee base, as indicated by an annual one per cent employee turnover rate.

Durham College and UOIT host 2016 Summit on Talent and Skills in the New Economy
January 2016



Durham College and its campus partner, the University of Ontario Institute of Technology, hosted the 2016 Summit on Talent and Skills in the New Economy, which was presented by the Ministry of Training, Colleges and Universities (MTCU). In addition to Premier Kathleen Wynne sharing her thoughts in a panel discussion, the day also included keynote addresses from MTCU Minister Reza Moridi and Education Minister Liz Sandals.



The day featured presentations and panel discussions on topics such as building a highly skilled workforce and the value of partnerships between employers and post-secondary institutions with a view to skills development. I also had the honour of moderating the 'What Do Youth Think? Perspectives from Student Leaders on Pathways' panel.



Students in DC's Culinary Management program were given the opportunity to prepare food for the summit's mid-morning break, enabling them to showcase the college's commitment to field to fork through its Centre for Food, to the more than 300 guests from across the province.

Centre for Food Wins Prestigious Design Award

January 2016



The Centre for Food, which is known for its unique blend of creativity and innovation in design, has been awarded a 2015 Association of Registered Interior Designers of Ontario (ARIDO) Award. ARIDO, which conducts the annual ARIDO Awards to showcase excellence, innovation and originality in interior design, recognized the CFF in the Public and Institutional Spaces category with entrants judged on design elements, budget and project objectives, strategies employed, overall creativity, examples of project results and sustainability and collaborative elements.

Durham College President travels to India as part of Ontario Premier's delegation.



Don Lovisa travelled with Ontario Premier Kathleen Wynne, over a dozen other Ontario Colleges and

Universities and industry representatives from across Ontario on a trade mission to India. The purpose of the mission was to strengthen economic, political and cultural ties with the world's third-largest economy. The creation of new institutional partnerships was one of the key priorities along with consideration of other cooperative opportunities with Indian institutions and business. Durham College signed a Memorandum of Understanding with Modi Edutech for collaboration in developing an Early Childhood and Early Years Education program. Modi Edutech, through their partner MapleBear, has over 80 preschools in India and is planning to expand to 500 schools over the next few years.



Our Community

Lego Robots take over Oshawa Campus

January 2016



Nearly 400 students, more than 1,000 parents, siblings and coaches, and 200 volunteers, judges and referees

gathered at the Campus Recreation and Wellness Centre for the FIRST Lego League's Ontario East Provincial Championships. The event encourages students between the ages of nine and 14 to apply math and science concepts to research, design, build and program autonomous robots using LEGO Mindstorms software.

Donor wall unveiled at the Centre for Food

January 2016



Seven years ago Durham College launched a campaign to create a facility that would change the way our local communities eat and grow food, as well as meet the growing demands of the local culinary, hospitality, tourism, agriculture and horticulture sectors. With the generous support of many donors, the Centre for Food came to fruition and continues to blossom. A donor wall was unveiled at the CFF to honour our many benefactors, as well as establish a distinct marker where all donors could be recognized for years to come.



Jan. 21, 2016

**Summary of the Committee of Presidents meeting
Jan. 19, 2016**

Discussion items:

Discussion with Deputy Minister Sheldon Levy

The Committee of Presidents (COP) discussed a number of the colleges' priorities with Sheldon Levy, the new deputy minister at the Ministry of Training, Colleges and Universities (MTCU), and senior officials from the ministry.

The deputy said he is looking to establish a greater level of trust between the ministry and post-secondary institutions.

He provided some initial thoughts on key issues raised by presidents, including questions about long-term funding challenges, the colleges' proposals on stand-alone nursing degrees, infrastructure spending, the deferred maintenance backlog at colleges, the funding formulas for colleges and universities, apprenticeship reform and more.

In addition to his thoughts on those issues, he said he is exploring opportunities to expand the dual-credit programs that colleges offer with high schools to help at-risk students.

The deputy also said the government will want to play a role in celebrating the college sector's 50th anniversary in 2017.

During the discussion, the ministry confirmed that plans are continuing for consultations on international education. Paddy Buckley, an acting assistant deputy minister at MTCU, said a paper is being developed and the consultations are slated to start in the spring.

Stand-alone nursing degrees

Linda Franklin, the president and CEO of Colleges Ontario, provided an update on the discussions with government about allowing interested colleges to offer stand-alone nursing degree programs.

She said Colleges Ontario is working with the consulting firm, StrategyCorp, on the advocacy effort. She said the Ministry of Health's Patients First action plan for health care strengthens the case for stand-alone nursing degree programs, as colleges are best positioned to produce the diverse and community-based workforce that would be central to the strategy's success.

Colleges will be increasing the lobbying for stand-alone nursing degrees. A tool kit of advocacy materials will be provided to colleges to enlist students, employers and others in the effort.

Funding formula task force update

Fanshawe College president emeritus Howard Rundle, who chairs the task force examining the government's funding formula for colleges, and consultant David Trick sought feedback on proposals being considered by the task force.

The sector's task force is comprised of retired college presidents and vice-presidents. They have been looking at options for changing the formula in advance of anticipated government consultations on the formula.

As a followup to a discussion with presidents in September, Rundle said the options include adjustments to the program funding system that is used for determining allocations of funds. The task force is also recommending colleges reinforce the sector's pre-budget recommendation to government that funding for special needs students should be changed to match the levels at secondary schools.

It was suggested by presidents that the recommendations might also reinforce the fact that colleges have different learners than universities and most applicants to colleges don't come directly from high school. As well, the task force should address the question of funding college research.

The task force's final report to the Committee of Presidents will be presented in the spring.

Long-term marketing campaign

Michael Skea, a marketing consultant with Colleges Ontario, and Rob Savage, the director of communications at Colleges Ontario, provided an overview of the sector's provincewide marketing efforts in advance of new TV ads that start in February.

The provincewide marketing began in 2008 and has been aimed primarily at parents, who are the key influencers of students' decisions about post-secondary education. When the ads began in 2008, the challenge was to address entrenched biases among many parents that favoured university over college.

The ads weren't specifically trying to drive college enrolment. Rather, the long-term objective was to change the perception of college education and get greater numbers of parents and students to view college and university as equally viable options.

The sector used humour as a starting point in 2008 to confront parents' biases, with a transit-ad campaign about "Obay" – fictional pills that claimed they could get young people to obey their parents' wishes. That campaign attracted significant media attention and helped raise awareness of the value of college education.

That was followed by a campaign called It's All About M.E., which used TV ads and other media to promote the range of careers available to college graduates. In 2011, the sector launched a new

campaign, called Higher Education for the New World, which specifically highlights some of the cutting-edge careers available to college graduates in the new economy.

The ads have been supported by tours and contests in high schools throughout Ontario that help take messages about the value of college education directly to students.

Polling research has confirmed the provincewide marketing efforts – along with the colleges' individual marketing campaigns and changes in the economy – have had an impact and that college education is valued by more parents.

In February, new TV ads will be launched that continue the Higher Education for a New World theme. The ads will run in English and French and a French radio ad will also run in northern Ontario.

Sexual assault legislation

Presidents were provided with an update on Bill 132, the Ontario government's bill on sexual violence and harassment.

The colleges' task force on sexual assault met on Jan. 5 to review the legislation and the accompanying regulations that affect colleges, such as the requirements for reporting incidents. Monica Reilly, a senior policy adviser at Colleges Ontario, said feedback is being provided to the province to address some wording issues that could lead to unintended results.

Vision for applied learning

Ian Smith, a consultant with StrategyCorp, led a discussion with presidents on what a provincial vision for applied post-secondary learning might look like.

Presidents discussed a range of topics, including the definition of applied learning, what applied post-secondary education might look like in the future, how Ontario can support an understanding of the value of applied post-secondary programs, what will be the impact of technology-enabled learning, what is the rightful place of applied research in the future, and more.

Presidents will continue to discuss the ideas at future COP meetings to see if a vision can be developed that can be taken to the provincial government.

Degree programs at colleges

Sheridan College president Jeff Zabudsky shared some ideas that his college is developing to try to reform the government's policy and processes for the degree programs at colleges. A paper with different proposals will be discussed at a future COP meeting.

50th anniversary celebrations

Durham College president Don Lovisa, who chairs the task force on the college sector's 50th anniversary in 2017, spoke about the brand standards and communications products being developed for the provincewide celebrations.

Presidents supported his recommendation that colleges should publicly launch the celebrations at the same time. The working group will explore options for the official launch of the 50th anniversary campaign.

Ontario Colleges Library Service update

St. Lawrence College president Glenn Vollebregt, who chairs the Ontario Colleges Library Service board, spoke about the search that is underway to find a new executive director to replace Marilyn Crawford, who retires in February. The appointment of a new executive director is expected in the coming weeks.

CICan update

Presidents received an update from Fleming College president Tony Tilly on the activities at Colleges and Institutes Canada (CICan).

He said colleges have been providing CICan with examples of infrastructure projects at colleges that can be pitched to the federal government as it prepares to increase its investments in infrastructure spending.

As well, he said colleges are continuing to sign the Indigenous Education Protocol for Colleges and Institutes, which highlights how colleges plan to improve their practices to better serve indigenous peoples.



DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY PUBLIC MEETING OF THE GOVERNANCE REVIEW COMMITTEE MINUTES

Date: January 27, 2016
Location: DC Boardroom, Gordon Willey Building, A-144

Members Present: Heather Quantrill, committee chair
Rick Johnson
Charlie Qaqish
André Robichaud
Jim Wilson
Pierre Tremblay (ex-officio, chair of the Board)
Don Lovisa (ex-officio, president)
Jennifer Clark (ex-officio, board secretary, non-voting)

1. CALL TO ORDER

The meeting was called to order at 5:53 p.m.

2. INTRODUCTION OF GUESTS

The chair welcomed Governor Robichaud to her first committee meeting. No guests were present.

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

None.

6. APPROVAL OF MINUTES of the Governance Review Committee meeting of September 28, 2015

Moved By Governor Tremblay

Seconded By Governor Johnson

THAT the minutes of the Governance Review Committee meeting of September 28, 2015 be approved as read.

CARRIED.

6.1 Actions Arising from Previous Minutes

The Board has adopted the recommendations of Board Effectiveness Task Group, including holding the recent Team Building exercise. The new governor check-in was rolled into the Team Building exercise. Of the four new governors who self identified as new governors on the Team Building exercise survey, three do not think that another Check-in Session for new governors is necessary. Members consider the Team Building exercise a good return on investment.

ACTION: Secretary to prepare a report on the outcomes of the Team Building exercise for consideration by the Executive Committee.

7. DECISION ITEMS

7.1 Recommend New By-Law No 4

The committee considered proposed wording for section 9.15 and discussed the pros and cons of allowing candidates to provide the link to the voting site to potential voters electronically. It was decided to link the statement to the principles of fair, free and confidential voting and allow candidates to provide the link to the voting site, without limitation on how the link can be provided. Regarding section 11.2.1, it was decided that student governors who are no longer in good academic standing or who are not actively participating in their program of instruction may be removed from Board, by the Board. These sections are highlighted in red in the proposed By-Law #4 appended as Schedule 1. All other proposed amendments resulting from College Council in-put and review and research by the Board secretary were accepted.

Enactment of By-Law No. 4 requires amendments to By-Law No. 1, as shown in Schedule 2.

Moved By Governor Wilson

Seconded By Governor Robichaud

That the Committee recommends that the Board of Governors approves By-Law No. 4 and the proposed amendments to By-Law No. 1 as amended by the Governance Review Committee on January 27, 2016.

CARRIED.

7.2 Renewal of Board Policies

The Committee approved deferment of the annual review of By-Law No. 2 on Program Advisory Committees until the first meeting of the Committee in the 2016-2017 Board year and deferred renewal of the Executive Limitations policy on Program Advisory Committees until the same time to ensure alignment. Amendments to the remainder of the policies presented for renewal were approved. The Joint DC-UOIT Board Procedure on Appointment of Co-Populous Members needs to be revised to ensure each institution identifies their own Board's needs first, as broadly as possible; dialogue is then required regarding both institutions' needs. The joint nomination committee can then be established.

Moved By Governor Tremblay

Seconded By Governor Johnson

That the Governance Review Committee recommends that the Board of Governors approves the following renewed policies as presented:

Executive Limitations: Entrepreneurial Activities and Subsidiaries Policy

Executive Limitations: Financial Matters

Executive Limitations: Programs of Instruction

Governance Process: Recruitment of External Governors;

AND,

That the Joint DC-UOIT Board Procedure on Appointment of Co-Populous Members be revised to allow for each institutions' identification of its own governance needs first, followed by dialogue to identify potential candidates for co-populous service for consideration by the Committee;

AND, further,

That the annual review of By-Law No 2 and renewal of the Executive Limitations policy on Program Advisory Committees be deferred until the first meeting of the Committee in the 2016-2017 Board year.

CARRIED.

The renewed policies are appended as Schedule 3.

7.3 Timing of Verification Letters

The Committee considered the possible need to suspend the rules in order to formally receive the verification letters if there is significant turn-over in membership from one year to the next. It is unlikely that there will ever be so much turn-over and absenteeism that quorum could not be maintained for this item.

Moved By Governor Wilson

Seconded By Governor Johnson

That the Governance Review Committee endorses moving the presentation of the president's compliance reports from the last regular meeting of the Board of Governors in a Board Year to the first regular meeting of the following Board Year.

CARRIED.

8. DISCUSSION ITEMS

None.

9. INFORMATION ITEMS

None.

11. MEETING CRITIQUE - Did this meeting meet our objectives?

The main purpose of this meeting, as per the Board's Annual Work Plan, was to review and recommend any necessary amendments/updates to the Board policies scheduled for review at this meeting. Most members felt that the meeting satisfactorily met its objectives. Highlighting the more substantive amendments to By-Laws, policies and procedures would assist members in focusing in on the most important changes; the red line text is sufficient on its own to illustrate the less substantive amendments. Governor Qaqish declined to comment.

12. ADJOURNMENT

Moved By President Lovisa

Seconded By Governor Wilson

THAT the Governance Review Committee meeting of January 27, 2016 adjourn.

CARRIED.

The meeting adjourned at 7:45 p.m.

Heather Quantrill
committee chair



Jennifer Clark
secretary

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BY-LAW NO. 4 (15-001) (the “By-Law”)

A By-law to regulate the election of Internal Governors pursuant to Regulation 34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 (the “Act”).

BE IT ENACTED AND IT IS HEREBY ENACTED as a By-law of Durham College of Applied Arts and Technology (hereinafter referred to as the “College”) as follows:

1. GENERAL

Durham College is committed to the principle of free and fair elections conducted in accordance with legislation applicable to community colleges of applied arts and technology, the by-laws of the College, and Durham College Board of Governors (the “Board”) and College policies.

Ontario Regulation 34/03 (“O. Reg. 34/03”) Section 4.1 (c) to the OCAAT Act, establishes that a board of governors of a college shall include one student, one academic staff member, one administrative staff member and one support staff member, each of whom shall be elected by the students or by the relevant staff group. Section 4.5 provides that no person shall be a member of the college board of governors under clause (1) (c) unless the person is duly elected in accordance with procedures established by the board after consultation with the students and with the staff referenced in clause (1) (c) and set out in a by-law of the board.

In keeping with O. Reg 34/03 Section 4.6-4.7, Durham College By-Law No. 1, Section 5 Term of Office provides for elected governors (with the exception of student governor) to serve a term of office determined by the Board, but not to exceed three years, renewable once, for a total service of six consecutive years. The term of office for a student governor shall be one year, subject to re-election for a second year. An elected internal governor other than student governor is eligible for re-election after two years absence from the Board, for successive terms not to exceed six years in total. The term of appointment commences September 1 and concludes August 31 of the relevant years.

2. DEFINITIONS

2.1. Academic Staff Member

A person who is a teacher, counselor or librarian. (O. Reg. 34/03)

2.2. Active Participation in a Program of Instruction

Attending classes and/or submitting assignments.

2.3. Administrative Staff Member

A person who is not an academic staff member, a support staff member, or a student. (O. Reg. 34/03)

2.4. Campaigning

Activities undertaken by the candidate or others to promote a candidate with the intent of winning the election.

2.5. Candidate

An individual who has been informed by the Chief Returning Officer (CRO) that their completed nomination form has been accepted by the CRO.

2.6. Canvassing

Asking individuals to vote for a specific candidate.

2.7. Chief Returning Officer

The individual responsible for administering Board elections.

2.8. Election Dispute Committee

A limited-term committee of the Board tasked with receiving, assessing and ruling on disputes referred to it by the CRO.

2.9. Election Appeal Committee

A limited-term committee of the Board tasked with receiving, assessing and ruling on appeals referred to it by the CRO.

2.10. Employee

Members of the College's Academic, Administrative or Support Staff constituencies.

2.11. Good Academic Standing

A cumulative grade point average (GPA) of 2.00 or higher.

2.12. Internal Governor Election Rules

Rules providing information relevant to Candidates and their constituents in addition to the requirements of this By-Law regarding campaigning and canvassing procedures and practices, as set out by the College from time to time.

2.13. Internal Members

Those governors elected from the Academic Staff, Administrative Staff, Student and Support Staff constituencies and the president of the College. (From Ministry of Training, Colleges and Universities (MTCU) Protocol for Board Nominations and Appointments)

2.14. Nominee

An individual who has completed the nomination form but has not yet been notified of acceptance of the form by the CRO.

2.15. Program of Instruction

A group of related courses leading to a degree, diploma, certificate, or other document awarded by the board of governors (MTCU Framework for Programs of Instruction).

2.16. Student

A person who is enrolled in a course or program of instruction in a college. (O. Reg. 34/03)

2.17. Support Staff Member

A person who is a member of the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria or nursery staff. (O. Reg. 34/03)

3. PRINCIPLES

3.1. Elections shall be fair, transparent, accessible and provide for freedom of choice; voting shall be confidential.

3.2. Candidates for election within a particular constituency will be held to the same Internal Governor Election Rules for that constituency.

3.3. Actions contrary to this By-Law and the Internal Governor Election Rules, shall be dealt with promptly and fairly.

4. ELECTION GOVERNANCE

4.1. In accordance with O. Reg. 34/03, the Board will consult with the Student and Employee constituencies eligible for election as Internal Governors regarding the establishment of this By-Law.

4.1.1. This consultation will take place with College Council.

4.2. The Nominating Committee of the Board oversees the implementation of the procedures set out in this By-Law.

4.3. As provided for in By-Law No. 1 and in advance of the Notice of Election, the Board appoints an Election Dispute Committee and an Election Appeal Committee for the duration of the nomination, campaign, election, disputes and appeals periods plus ten (10) business days.

4.3.1. These committees shall meet in-camera.

4.4. The voting membership of the Nominating Committee, excluding the chair of the Board and any governors who are in a conflict of interest caused by the election(s), shall comprise the Election Dispute Committee. This committee is chaired by the chair of the Nominating Committee. Should membership fall below four (4) voting members, a governor who is not a member of the Governance Review Committee will be appointed. An employee of the college other than the Board secretary shall serve as a non-voting member of the Committee for administrative purposes.

4.5. The voting membership of the Governance Review Committee, excluding the president and any governors who are in a conflict of interest caused by the election(s), shall comprise the Election Appeal Committee. This Committee is chaired by the chair of the Board. Should membership fall below four (4) voting members, a governor who is at arm's length to the election(s) under dispute will be appointed. An employee of the college other than the Board secretary shall serve as a non-voting member of the Committee for administrative purposes.

4.6. The Board of Governors delegates authority to administer internal governor elections in accordance with this By-Law to the board secretary, who shall serve as CRO.

4.6.1. The CRO may delegate some or all of this authority to one or more administrative staff members in the President's Office or in the offices of senior members of the Durham College Leadership Team.

- 4.7. In accordance with this By-Law the College shall from time to time establish rules relevant to Candidates and their constituents in addition to the requirements of this By-Law.

5. Notice of Election

- 5.1. The CRO shall issue a Notice of Election (the “Notice”) at least fifteen (15) business days prior to commencement of the election period. Such notice shall be posted on the College’s website.
- 5.2. The Notice shall:
- identify the constituency group, candidate eligibility requirements, dates of the nomination period, the campaigning and canvassing period and the election period;
 - include a brief profile of the desired characteristics of an elected governor based on Board policies; and,
 - be communicated to the relevant constituency group using College communication channels appropriate for that group.

6. Eligibility for Nomination

- 6.1. Only full-time Employees and full-time Students enrolled in a Program of Instruction may be nominated from their respective constituent group for internal governor.
- 6.1.1. Student nominees must be in Good Academic Standing, Actively Participating in a Program of Instruction and have paid fees as at the close of the nomination period to qualify as a Candidate.
- 6.2. A Candidate shall be eligible to stand for election in one constituent group only, and must be nominated by five members of the same constituent group who are members of that group on the date the Notice of Election is issued.

7. Eligibility to Vote and Voters List

- 7.1. A full-time Employee is eligible to vote as long as he/she remains an Employee of the College under the terms of the Collective Agreement for their constituent group or the Administrative Terms and Conditions of Employment during the election period.

- 7.2. Full-time Students and part-time Students enrolled in a Program of Instruction are eligible to vote. Eligibility of Students to participate in the election shall be determined from the records of the Office of Strategic Enrolment Management.
- 7.3. The voters list shall be prepared for each constituent group at the direction of the CRO within three (3) business days prior to the Notice of Election.
- 7.4. The CRO shall make the voters list available only for perusal by members of the relevant constituency at the Oshawa and Whitby campuses and the Pickering Learning Site during normal business hours (8:30 a.m. to 4:30 p.m.) upon issuance of the Notice of Election until the close of the Election Period.
- 7.4.1. The purpose of this list is to allow voters and potential nominees to confirm that they are included on the list and for use by the CRO to verify eligibility of nominees and voters. Use of the list and/or the information it contains for other purposes is prohibited.

8. Nominations and Nominations Period

- 8.1. The Nomination Period shall be five (5) business days in duration. Nomination Forms shall be available on-line on the Durham College public website and on paper in the Board of Governors Office and may be available on or at other locations appropriate to the relevant constituency as of the opening of the nomination period.
- 8.2. To be valid, completed Nomination Forms shall include:
- the names, employee or student identification numbers and signatures of five nominators from the same constituency group as the nominee;
 - the name, identification number and signature of the nominee;
 - attestation that the nominee has reviewed, at a minimum:
 - By-Law No. 1, Sections 10 Powers of the Board, 19 Removal of a Board Member, 20 Remuneration of Governors, 23 Frequency and Location of Meetings and 25 Conflict of Interest;
 - all Sections of this By-Law;
 - the Board policies on Principles of Governance, Board Job Description, and Board Members' Code of Conduct; and,
 - is willing to serve as and fulfil the duties of a governor.

- authorization of the Board to verify name, employee/student number and employment status (of employee group nominees) or academic standing (of student nominees) and, for Student nominees, Active Participation in a Program of Instruction.
- 8.3. The CRO shall ensure each Candidate has access to the documents referenced in 8.2 above.
 - 8.4. Complete Nomination Forms shall be delivered to the CRO in person by the nominee, who shall also present their identification card for verification.
 - 8.5. Misrepresentation of any information or attestation provided by the nominee or nominators on a Nomination Form shall disqualify the nomination and any subsequent candidacy and/or election as governor during the election in which the misrepresentation took place.
 - 8.6. The CRO shall communicate acceptance or rejection of the nomination to the nominee upon receipt of the completed nomination form and no later than two (2) business days after the close of the nomination period. Accepted nominees shall be Candidates for election. The CRO shall facilitate posting of the names of all Candidates within three (3) business days after the close of the nomination period.
 - 8.7. Prior to the close of nominations, the CRO shall treat all nominations in confidence. In the event that a Candidate advises the CRO of their desire to withdraw their nomination at least twenty-four (24) hours before the start of the election period, the CRO will advise all other Candidates of the withdrawal. If time permits the Candidate's name will be removed from the ballot.

9. Campaigning, Canvassing and the Campaign Period

- 9.1. All Candidates within their respective constituent group will be informed of the Internal Governor Election Rules. Each constituent group shall abide by these Rules. These Rules shall be posted on the public Durham College website at least from the date the Notice of Election is issued until the announcement of the election results.
- 9.2. The Campaign Period shall commence no later than the third (3rd) business day after the close of the Nomination Period, be five (5) and no more than ten (10) business days in duration and may coincide in whole or in part with the Election Period.
- 9.3. No form of Campaigning or Canvassing shall take place prior to commencement of the Campaign Period.

- 9.4. Candidates shall adhere to College policies and procedures, including (but not exclusively) the policies and procedures relating to employee and student conduct, discrimination and harassment, and postering.
- 9.5. All campaign costs shall be at the expense of the Candidate. Campaign expenditures shall not exceed \$250.00 per Employee Candidate or \$100.00 per Student Candidate.
 - 9.5.1. Proof of expenses (itemized receipts) must be retained by candidates and made available to the CRO upon request until five (5) business days following the announcement of election results or, if subject to a dispute or appeal, until ten (10) business days following the communication of a dispute or appeal ruling, whichever is later.
- 9.6. Physical Campaigning is restricted to on-campus only, including the Pickering Learning Site. There shall be no Campaigning of any form in the President's Office, in a classroom, lab, meeting room, or study room on campus.
- 9.7. Use of social media is acceptable.
- 9.8. The CRO will post candidates' photographs and brief campaign and/or biographical statements on the College intranet and the public College website.
- 9.9. Campaigning via College e-mail, employee intranet (ICE) and student intranet (MyCampus) shall be controlled by the CRO. The CRO will facilitate the distribution of two messages on behalf of each candidate, each on a specific date. The candidate must provide the message by the pre-determined deadline. Content will be reviewed and approved by the CRO. Such messages will be sent in a group format only to the appropriate distribution list. Candidates shall not be given access to internal distribution lists.
- 9.10. Internal Governor Election Rules will identify the availability and acceptability of other Durham College communication channels appropriate for specific constituencies.
- 9.11. Physical campaign posters are permitted only on College campuses and the Pickering Learning Site.
- 9.12. The use of the Durham College logo on campaign materials is strictly prohibited.
- 9.13. All campaign materials shall be removed from College property by the Candidate within forty-eight (48) hours of the close of the election.

- 9.14. Candidates are responsible for monitoring their own campaign materials to ensure compliance with this By-Law and Internal Governor Election Rules.
- 9.15. Notwithstanding subsection 3.1., Candidates are permitted to Canvass and to provide the link to the voting site, but are not permitted to physically assist, watch, or in any way direct a voter to vote.
- 9.16. Candidates who violate the By-Law or Internal Governor Election Rules will be notified by the CRO of the violation in writing and shall cease/undo the violation immediately, where possible. A second violation of the same rule by the Candidate constitutes grounds for revocation of candidacy.
- 9.17. Intentional violation of the By-Law or Internal Governor Election Rules shall result in revocation of candidacy.

10. Elections and Voting

- 10.1. In the event that only one acceptable nomination is received by the CRO, the Candidate will be acclaimed as that constituency's Internal Governor. No election will be held. The CRO shall notify the Nominating Committee within one (1) business day following the close of the Nomination Period. The name of the acclaimed Internal Governor will be communicated to the relevant constituency within four (4) business days.
- 10.2. The Election Period shall be five (5) business days in duration and commence within ten (10) business days of close of nominations, and may coincide with the Campaign Period in whole or in part. The CRO shall facilitate communication of a reminder message to the relevant constituency group using college communication channels appropriate for that group upon commencement.
- 10.3. Elections will be conducted electronically via a secure and confidential voting application. Each eligible voter will have one vote.
- 10.4. The CRO shall ensure voting procedures are compliant with the customer service regulations of the *Accessibility for Ontarians Act (AODA)*.
- 10.5. In the event that any two candidates receive an equal number of votes, the result shall be determined by the toss of a coin conducted by the CRO.
- 10.6. Results of elections shall be communicated to the Nominating Committee within one (1) business day of the close of the Election Period.
- 10.7. The CRO shall facilitate the posting of the names of the two Candidates receiving the greatest number of votes, the number of votes and the per cent of the total number of votes received by each of these two Candidates on the public

College website, and the communication of the name of the successful Candidate to the relevant constituency within four (4) business days following the close of the election.

11. Mid-term Vacancies

11.1. If any elected Board member is unable to finish his/her term of office, within three (3) months of the Board being notified:

11.1.1. First, if eligible and willing, the Candidate with the second-most votes will be acclaimed as governor.

11.1.2. If the Candidate in 11.1.1 is either no longer eligible or not willing to serve as governor, a new election for a Board member representing that constituent group shall be held.

11.1.3. If there is less than three (3) months until the end of the resigning governor's term, the position shall remain vacant until the term expires.

11.2. With the exception of Student governors, an elected Board member must remain within their own constituent group for the duration of the elected term. Regulation 34/04 Section 7.5 to the OCAAT Act, provides for Student governors who graduate prior to completion of their term of office to remain a member of the Board until August 31 in the year of their graduation.

11.2.1. **Subject to 11.2, Student governors must remain in Good Academic Standing and be Actively Participating in a Program of Instruction. Student governors not in Good Academic Standing or no longer Actively Participating in a Program of Instruction may be removed from the Board of Governors by the Board.**

12. Disputes and Appeals

12.1. In the event of a dispute of Nomination, Campaigning and Canvassing procedures, Internal Governor Election Rules or any election procedures, the disputant shall provide the rationale for the dispute in writing to the CRO immediately and no later than the second (2nd) business day after the close of the Nomination, Campaign, or Election periods, respectively. The CRO shall immediately upon receipt of the rationale, and if relevant, forward the dispute rationale to the accused Nominee or Candidate and request a written rebuttal. This written rebuttal shall be provided immediately and no later than the second (2nd) business day after forwarding of the rationale.

12.2. Disputes received under clause 12.1 are resolved by the CRO where possible within four (2) business days of receipt. Resolution by the CRO may include (but

not exclusively) disqualification of a Candidate and/or mediation. Rulings involving changes to the election timetable, process and/or outcome shall be the responsibility of the EDC. When deemed necessary by the CRO, disputes and any associated rebuttals may be forwarded within four (4) business days of receipt of the rational or rebuttal (whichever is latest) to the EDC, which shall make a ruling within four (4) business days of receipt.

- 12.3. Disputes resolved by the CRO or the EDC may be appealed to the EAC within two (2) business days of communication of the EDC's decision. At its discretion, the EAC may invite the appellant, and where relevant the accused, to attend a meeting of the EAC to respond to questions from the EAC. The appellant and the accused each may be accompanied by an advisor of their choice, at their expense. The EAC shall make a ruling within five (5) business days of receipt of the appeal. This ruling shall be final and binding.
- 12.4. Notwithstanding the timeframes stated for Nomination, Campaign and Election periods in this By-Law, resolution by the EDC of disputes and by the EAC of appeals regarding:
- Campaigning and Canvassing procedures may include (but not exclusively) postponement of the election;
 - Election procedures may include (but not exclusively) disqualification of the election and a re-election.
- 12.5. Rulings relating to disputes or appeals shall be communicated to the disputant or appellant within four (4) business days using the contact information provided by the disputant or appellant on their Nomination Form.
- 12.6. Candidates whose nomination is the subject of a dispute or an appeal may Campaign and Canvass during the Campaign Period and stand for election during the Election Period. Should resolution of the dispute result in disqualification and the deadline for appeal pass, or upon receipt of notice of disqualification resulting from an appeal, the Candidate shall immediately cease all Campaigning and Canvassing and remove campaign materials from College property.
- 12.6.1. The CRO will post a notice of disqualification on the public Durham College website and remove the Candidate's photograph and campaign statement. Time permitting, the disqualified Candidate's name will be removed from the ballot. Any votes received for a disqualified Candidate will be declared invalid. Individuals who voted for the disqualified Candidate shall not have an opportunity to make an alternate choice. Presence of a disqualified Candidate's name on the election site shall not

invalidate the election or the election process.

13. Reporting

The CRO shall provide a post-election report identifying all the Candidates, the number of votes received for each Candidate, the number of invalid votes and the total number of votes to the Governance Review Committee of the College's Board of Governors.

14. Retention of Records

All nomination forms shall be securely destroyed no sooner than five (5) business days after announcement of the Election results or the resolution of appeals, whichever is later.

Schedule 2. Recommended revisions to By-Law No. 1

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY
BY-LAW NO. 11-001
(Proposed Amendments 16-001)**

4. GOVERNANCE

- 4.5 ~~4.9~~ The terms “academic staff”, “administrative staff”, “support staff”, and “student” shall have the meanings set out in **By-Law No. 4, a by-law to regulate the election of Internal Governors** (hereinafter called “**By-Law No. 4**”) ~~the Board Policy for Election of Internal Board Members (hereinafter called the “Election Policy”)~~.
- 4.6 One (1) member of the College’s Academic Staff (faculty member), duly elected by the members of the Academic Staff, in accordance with **By-Law No. 4 the Board Policy for Election of Internal Board Members (hereinafter called the “Election Policy”)**, shall be a voting member of the Board for the term prescribed by the Board, and identified as an internal member.
(amended by By-law 15-001)
- 4.7 One (1) member of the College’s Administrative Staff, duly elected by the members of the Administrative Staff, in accordance with **By-Law No. 4 the Board Policy for Election of Internal Board Members (hereinafter called the “Election Policy”)**, shall be a voting member of the Board for the term prescribed by the Board and identified as an internal member.
(amended by By-law 15-001)
- 4.8 One (1) member of the College’s Support Staff, duly elected by the members of the Support Staff, in accordance with **By-Law No. 4 the Board Policy for Election of Internal Board Members (hereinafter called the “Election Policy”)**, shall be a voting member of the Board for the term prescribed by the Board, and identified as an internal member.
(amended by By-law 15-001)
- 4.9 One (1) Student, duly elected by the Students, in accordance with **By-Law No. 4 the Board Policy for Election of Internal Board Members (hereinafter called the “Election Policy”)**, shall be a voting member of the Board, and identified as an internal member.
(amended by By-law 15-001)

- 4.10 An elected internal governor ceases to be a member of the Board of Governors if they are no longer a member of the constituency by which they were elected.

(f) VACANCIES

- 6.2 Where a Governor vacancy occurs among the members elected under section 4.5 to 4.8, the vacancy shall be filled as outlined in the ~~Board Policy for Election of Internal Board Members~~ By-Law No. 4.

19. REMOVAL OF A BOARD MEMBER

19.1 Grounds for Removal

The Board may remove a Governor, other than the President, or members of the Board appointed by the Lieutenant Governor in Council, from the Board before the expiration of his or her term if:

- (g) the Governor is a student Governor and is no longer in Good Academic Standing and/or is not Actively Participating in a Program of Instruction as defined in By-Law No. 4., as the Board of Governors prioritizes academic success over Board participation and values the perspective of a student who is Actively Participating in a Program of Instruction;

19.3 Procedure for Removal

19.3.1 External Governors appointed by the Board of Governors

Prior to the Board of Governors voting to remove a Governor appointed directly by the Durham College Board, the Chair or Vice-Chair shall discuss the matter with such Governor to explain why the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal. If the discussions do not result in a satisfactory explanation or solution, the matter shall be brought to the Board at a meeting which is closed to the public. The notice for such meeting shall specify the intention to pass a resolution removing such Governor and the grounds for removal. Such Governor shall be given an opportunity to respond to the grounds for removal by addressing the Board of Governors at such meeting, but shall not be present during discussion and shall have no right to vote on any resolution. A resolution to remove a Governor shall not be effective unless it is passed by two-thirds (2/3) of the votes cast at a meeting of the Board which has been convened and conducted in accordance with this provision. Such Governor shall be clearly notified in writing by the Chair of the Board and the President of the decision of the

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Board of Governors. If the Board of Governors removes the Governor the Chair of the Board and the President shall provide a written attestation that the removal process was carried out in accordance with this by-law.

(amended by By-law 12-001)

19.3.2 Student Governor

Upon notification that the student governor is no longer in Good Academic Standing and/or is not Actively Participating in a Program of Instruction, as provided for in By-Law No. 4, the following actions shall be taken. The purpose of removal is to allow the student to focus time and effort on regaining Good Academic Standing and to allow the Board to benefit from the perspective of a student governor who is Actively Participating in a Program of Instruction:

- i) the Chair of the Board and the President shall notify the student Governor in writing of the intention to remove them from the Board.
- ii) The student shall be invited to provide input to the Chair and President; should the student Governor not accept this invitation within two weeks, this opportunity will be forfeit.
- iii) The Chair and President shall consider the input received by the student Governor and shall notify the student Governor of their recommendation.
- iv) Should the recommendation be to remove the student Governor, in a meeting closed to the public, the Board of Governors shall pass a resolution to remove the student governor, citing the reason.

19.4 Appeal of Removal

Any member, other than members of the Board appointed by the Lieutenant Governor in Council, who is removed as a Governor from the Board of Governors, may apply to the Minister to review the decision to remove the member from the Board of Governors. The review shall be subject to the following: The review shall be limited to determining whether the reasons for the removal and the procedure followed were in compliance with this by-law.

30 COMMITTEES – GENERAL

The Board may, from time to time, establish committees consisting of Governors for such purposes and with such powers as the Board approves. The Board may abolish or amend the purposes or powers of any existing committee. The Board shall appoint the members of such committees who

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shall hold office at the pleasure of the Board. The Chair and President shall be voting members on all such committees by virtue of their office, and the Board Secretary shall be a non-voting member on all committees by virtue of his or her office **unless otherwise provided for by By-Law**.

BOARD POLICY

POLICY TYPE: Board-President Relationship
POLICY TITLE: Entrepreneurial Activities and Subsidiaries
EFFECTIVE DATE: ~~June 13, 2012~~ February 10, 2016
RENEWAL DATE: January 1, ~~2016~~ 2019

1. Background

- 1.1. Colleges are expected to be flexible, entrepreneurial, responsive, and market driven to better meet the needs of students, employers and communities. Partnership activities with business, industry, and professional associations will promote college programming that is more closely aligned to the needs of the workplace and more relevant for students. In engaging in commercial activities, colleges must not, either by virtue of their access to public funds or by virtue of their not-for-profit status, compete unfairly with the private sector. (Finance and Administration: Minister's Binding Policy Directive on Entrepreneurial Activities ("MBPD – Entrepreneurial Activities"))
- 1.2. Such opportunities shall be in compliance with:
 - 1.2.1. Appropriate executive limitations associated with involvement in entrepreneurial activities and subsidiaries, as outlined in MBPD – Entrepreneurial Activities.
 - 1.2.2. Sound and efficient management of public money, per Section 3.1 of the *Financial Administration Act*
 - 1.2.3. Any agreements or contracts are in compliance with the *Ontario Colleges of Applied Arts and Technology Act, 2002* and the *Corporations Act*.

2. Definitions

2.1. Entrepreneurial Activities

Entrepreneurial activities are intended to generate value through the creation or expansion of economic activity, by identifying and exploiting new products, processes or markets. Ancillary and commercial services, as described below, are considered to be consistent with the education and training mandate of the colleges. Entrepreneurial activities are not limited to ancillary and commercial services.

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- 2.1.1. Colleges may offer ancillary services for the primary use of students and faculty that support education and training activities such as parking lots, bookstores and cafeterias; colleges may also rent out unused space or performance venues; services may be delivered through contracts with third parties. (MBPD – Entrepreneurial Activities)
- 2.1.2. Colleges may offer commercial services related to their training and education mandate. Learning enterprises such as, ~~but not exclusively, childcare, photography, the~~ dental clinics and ~~restaurant~~printing may be offered to the general public at a fair market price and may return a profit to the college. (MBPD – Entrepreneurial Activities)

2.2. Subsidiary

A corporate body, either partially or wholly owned, incorporated at the direction of the college, or effectively controlled by the college, but not including a corporate student government or a corporate body incorporated at the direction of, or effectively controlled by, a student government. Subsidiaries may be incorporated federally or provincially, depending on the requirements of the college. The mandate of a subsidiary may not be greater than or in conflict with that of the college. Examples include for-profit, ~~and~~ non-profit ~~corporations~~ (either of these being share issuing or non-share issuing) and foundations. (MBPD – Entrepreneurial Activities)

2.3. Public Private Partnership

A public private partnership is a venture that is established through a contract by the college and one or more private sector companies with joint contribution of monetary and/or other resources.

3. Policy statements

- 3.1. New entrepreneurial initiatives and opportunities for the creation of college subsidiaries may be undertaken when consistent with defined college policies. It is recognized that such opportunities present both benefits and risks.
- 3.2. The president shall ensure that entrepreneurial activities are supported by a strong business case; contribute positively (as a whole) to the college's financial position; are consistent with the college's mandate and strategic goals and objectives; are compliant with MBPD – Entrepreneurial Activities and all other applicable legislation and government policy; all such activities are appropriately communicated to the Ministry; and any risks associated with such entrepreneurial activities are identified and appropriate strategies put in place.

- 3.3. Further, without limiting the scope of the above statement by the following list, the president shall:
- 3.3.1. When considering the operation of entrepreneurial activities that may bring the college in competition with the private sector, appropriate consideration must be given to the need for consultation with the community that will maintain the community's cooperation. (MBPD – Entrepreneurial Activities)
 - 3.3.2. Charge at minimum the fair market value when providing goods and services to the general public.
 - 3.3.3. Protect the core business and assets of the college, ensuring public funds are utilized in a manner consistent with the college level education and training mandate.
 - 3.3.4. Include all entrepreneurial activities in the college's annual business plan and annual report.
 - 3.3.5. Ensure all processes associated with entrepreneurial and commercial activities such as tendering and purchasing are open and transparent with practices that meet provincial policy standards including the *Broader Public Sector Accountability Act*.
 - 3.3.6. Submit to the Board proposals for any of the following activities:
 - a) Issuance of debt securities, such as notes, bonds, debentures, or other evidence of indebtedness. This limitation does not apply to ongoing cash-flow management strategies such as the negotiation of credit terms with suppliers, leasing contracts, lines-of-credit or short-term loans;
 - b) Creation or dissolution of a wholly owned subsidiary corporation, including a College foundation;
 - c) Creation or dissolution of a partially owned subsidiary corporation, which also requires written Ministry approval;
 - d) Acquisition of an interest in, or outright ownership of, any organization or company, or sale thereof;

- e) Public private partnerships (~~PPP~~) that require deployment of monetary and/or other college resources with a value equal to or more than \$23 million, *or dissolution thereof*.

4. Monitoring

The president will verify in writing on an annual basis that he/she has neither caused nor knowingly permitted any practice, activity, decision or organizational circumstance related to entrepreneurial activities and subsidiaries that is unlawful, imprudent, or in contravention of the policy.

5. Related legislation, Minister's Binding Policy Directives and other documents

- *Broader Public Sector Accountability Act*
- *Corporations Act*
- Durham College By-Law #1
- *Financial Administration Act*
- MBPD – Entrepreneurial Activities
- *OCAAT Act*

BOARD POLICY

POLICY TYPE:	Executive Limitations
POLICY TITLE:	Financial Matters
EFFECTIVE DATE:	June 13, 2012 February 10, 2016 (subject to Board approval)
RENEWAL DATE:	January 1, 2016 2019

1. Background

- 1.1. As colleges are Crown agencies, the Government of Ontario is ultimately responsible and accountable for the management of college funds and therefore places certain limitations on the management of these funds.
- 1.2. This policy is informed by and aligns with the Ontario Colleges of Applied Arts and Technology Act, 2002 (OCAATA) and Minister's Binding Policy Directives (MBPD) on Governance and Accountability Framework, Banking and Investments, and Proceeds from Sale or Encumbrance of College Property.
- 1.3. Boards of governors of colleges of applied arts and technology are responsible and accountable to the Minister and to the public for ensuring that colleges provide high quality service and excellence in management and for exercising prudent use of funds. As public institutions, colleges are held to high standards and are subject to public scrutiny in the safeguarding of funds entrusted to them. Funds are to be used consistent with the purpose for which they were provided.
- 1.4. The Board of Governors is responsible for the overall financial integrity of the college, consistent with the college's vision, mission and strategic plan. In addition, the Board of Governors is responsible for all college assets. Reporting requirements for financial management of the college and limitations regarding acquisition or disposition of real property have been established by the Ministry and guide the Board and president in the handling of finances and assets.
- 1.5. This policy outlines the Board directives regarding the acceptable financial management of the college and establishes specific limitations on the president's authority in these matters, as well as establishing limitations regarding college assets. It also outlines appropriate measures to mitigate risk.

2. Policy statements

The following limitations are intended to provide the administration of the college with guidelines to set financial plans.

2.1. Financial Planning

- 2.1.1. The president shall develop an annual business plan that includes operational outcomes for the coming year within the context of the strategic plan, and the resources allocated for the year in the annual budget.
- 2.1.2. The business plan shall be submitted to the Board for approval no later than June of each year.
- 2.1.3. The president shall submit the approved business plan to the Ministry ~~by June 30th~~ in accordance with policy directives ~~and operating procedures~~ issued under the *Ontario Colleges of Applied Arts and Technology Act, 2002* (OCAATA) and the MBPD ~~1.0 – Governance – Business Plan on Governance and Accountability Framework~~.
- 2.1.4. The annual budget:
 - a) Shall be in compliance with applicable regulations and policy directives issued under the *OCAATA*;
 - b) Shall not have expenditures greater than revenues unless the Board has specifically directed otherwise;
 - c) Shall provide the board with a consolidated presentation of expected revenues and expenditures for the year;
 - d) Shall only be materially amended in-year with Board approval, except where in-year initiatives generate new revenue.
- 2.1.5. Every college is to safeguard the funds it receives by exercising due diligence to satisfy itself of the financial soundness of the institution it utilizes for banking and investment purposes.

- 2.1.6. The ~~college~~ Board of Governors is to approve an investment policy to guide its investment activities. The Board of Governors is to review and approve at least annually an investment performance report.

2.2. Financial Reporting

- 2.2.1. The president shall ~~develop an annual report, submit the approved annual report,~~ including a copy of the audited financial statements and the ~~MYAA Strategic Mandate Agreement (SMA)~~ report-back, to report on achievement of the operational outcomes established in the business plan and on the financial performance of the college.
- 2.2.2. The annual report shall be ~~submitted to the Board for approval no later than June of each year. filed with the Ministry by July 31st in accordance with policy directives and operating procedures issued under the OCAATA and the MBPD on Governance and Accountability Framework – Annual Report.~~
- 2.2.3. The president shall submit the approved annual report ~~college's audited financial statements~~ to the Ministry ~~by June 15th in accordance with policy directives and operating procedures issued under OCAATA and the MBPD on Governance and Accountability Framework – Audited Financial Statements.~~

2.3. Financial Management

- 2.3.1. The president shall report to the Board, through its Audit and Finance Committee ~~between October and May, on a quarterly basis~~ on year-to-date revenues and expenditures and on any variances to revenues and expenditures approved in the annual budget.
- 2.3.2. Over the course of each fiscal year, and unless otherwise directed by the Board, the President shall:
- Ensure the college's financial plans (budget) and position (audited financial statements) are compliant with all legislation, regulations or policy directives governing colleges;
 - ~~Shall-s~~ Strive to balance the budget every year. If it appears that a college will not balance its budget and an accumulated deficit will

occur the Board shall seek the Minister's approval. (O. Reg. 34/03, Section 9(2))

2.4. Asset Management and Real Property Transactions

2.4.1. The president shall ensure that college assets are secured, protected and adequately maintained, by:

- a) Ensuring the college has appropriate financial controls and procedures
- b) Ensuring that purchases, including services, are made in accordance with sound purchasing practices that meet provincial policy standards (*Broader Public Sector Accountability Act, 2010*);
- c) Ensuring that funds not required for immediate use are invested in a manner which complies with regulations and policy directives issued under OCAATA; minimizes the college's investment risk exposure; and provides a reasonable rate of return for the college.

2.4.2. The president shall:

- a) Obtain prior formal approval of the Board by resolution for the purchase, sale or encumbrance of college real property and/or facilities.
- b) Utilize the proceeds from the sale or encumbrance of college property acquired with provincial support, in a manner consistent with policy directives issued under OCAATA and the MBPD ~~2.0 Finance and Administration~~ on Proceeds from Sale or Encumbrance of College Property.
- c) Use restricted funds only in compliance with their stated purpose, and applicable statutes and regulatory requirements
- d) Obtain prior formal approval of the Board by resolution to use reserved funds.

3. Monitoring

3.1. The Chief Financial Officer (CFO) shall annually provide a signed statement that the college is in compliance with relevant legislative requirements in force; and in

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compliance with OCAATA and ~~the MBPDs on Banking and Investments and MBPD 2.0 Finance and Administration~~. Proceeds from Sale or Encumbrance of College Property.

- 3.2. The President shall annually provide a monitoring report which confirms compliance with the ~~eis~~ policy ~~on~~ Financial Matters.

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

- *Broader Public Sector Accountability Act, 2010*
- Durham College By-Law #1
- Finance and Administration MBPD on Banking and Investments
- Finance and Administration MBPD on Proceeds from Sale or Encumbrance of College Property
- *Governance and Accountability MBPD on Governance and Accountability Framework*
 - *Business Plan Operating Procedure*
 - *Annual Report Operating Procedure*
 - *Audited Financial Statements Operating Procedure*
- *Ontario College of Applied Arts and Technology Act, 2002 and Ontario Regulation 34/03*

BOARD POLICY

POLICY TYPE:	Executive Limitations
POLICY TITLE:	Programs of Instruction
AMENDED DATE:	October 8, 2014
EFFECTIVE DATE:	March 13, 2013 February 10, 2016 (subject to Board approval)
RENEWAL DATE:	January 1, 2016 2019

1. Background

- 1.1. The delivery of programs of instruction is the core business of colleges of applied arts and technology in Ontario. As defined in O. Reg. 34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002 ("**OCAATA**"), a program of instruction means a group of related courses leading to a diploma, certificate, or other document awarded by the college.
- 1.2. The Act identifies the colleges' objects or mandate to offer a comprehensive program of career-oriented, postsecondary education and training that:
 - assists individuals in finding and keeping employment;
 - meets the needs of employers and the changing work environment: and,
 - supports the economic and social development of their local and diverse communities (~~MBPD 3.0~~ **Minister's Binding Policy Directive (MBPD) on Framework for Programs of Instruction**)

2. Definitions

2.1 Program of Instruction (**POI**)

A group of related courses leading to the awarding of one of the following credentials: Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, a baccalaureate degree or Ontario College Graduate Certificate. **POI are also known as Programs of Study. Programs of Instruction are approved by the Board of Governors and conform to the levels of learning articulated in the Credentials Framework (Minister's Binding Policy Directive on Framework for Programs of Instruction).**

3. Policy statements

- 3.1. ~~Colleges~~ **Durham College is to** play a major role in the achievement of economic prosperity in the province of Ontario through the provision of programs of

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instruction that prepare graduates to meet the needs of the workplace, the economy, and society. (MBPD on Framework for POI)

- 3.2. ~~A college~~ Durham College is best positioned to determine the programs of instruction it should offer based on its own strategic direction and the needs of its community. (MBPD on Framework for POI)
- 3.3. Durham College is committed to ensuring its POI meet and exceed standards and expectations for quality and relevance ~~The president shall ensure that all college programming is consistent with Board-stated goals and strategic directions,~~ the college's commitment to quality assurance and evidence-based decision-making, ~~the Minister's Binding Policy Directive on Framework for POI, including the Credentials Framework, and where applicable, with all legislation, regulations, provincial and/or industry standards.~~
- 3.4. The Board of Governors ~~of a college is responsible for to approving~~ POI, ~~consistent with MBPD criteria,~~ to achieve a comprehensive program of career-oriented postsecondary education and training offered by the college, consistent with the college's mandate and overall strategic direction, the economic and social needs of its local and diverse communities and government directions and priorities. (MBPD on Framework for POI) ~~The Board of governors is responsible for, and therefore delegates such responsibility to the President, who shall:~~
- 3.5. ~~POI are to conform to the levels of learning articulated in the Credentials Framework as set out in the MBPD on Framework for POI and receive system-wide validation of this conformity, and where applicable, conform with all legislation, regulations, provincial and/or industry standards. Credentials awarded to students upon successful completion of these POI shall be consistent with the Credentials Framework.~~
- 3.6. The Board of Governors delegates such responsibility for development of POI to the president, who shall:
 - 3.6.1 **Develop and implement a program performance framework consistent with provincial standards that assesses the extent to which new and existing POI are providing quality outcomes for:**
 - a) Students, through such indicators as satisfaction rate, retention rate, graduation rate, graduate employment rate, and transferability, as noted in annual Key Performance Indicator (KPI) data.

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- b) Employers, through such indicators as graduate employment rate, employer satisfaction, labour market needs and trends, as noted in annual ~~Key Performance Indicator (KPI)~~ data.
- c) Input and feedback of Program Advisory Committees. (Board policy: ~~Executive Limitations—on~~ Program Advisory Committees)
- d) Durham College, as reflected in application and enrolment trends and an assessment of financial viability, including availability of qualified faculty, delivery costs, capital requirements and space utilization.

3.6.2 Establish clear and comprehensive policies and procedures ~~as required by the MBPD on Framework for POI~~, regarding:

- New program development, program review, and renewal, ~~suspension and cancellation~~ which ensure academic quality and reflect the program performance framework, ~~all of which shall be formally approved by the Board~~;
- Program suspension and cancellation; and,
- Grading, advancement, and dispute resolution. Such policies shall be publicly communicated.

- 3.7 Ensure that new program development proposals take into consideration opportunities for academic pathways with UOIT.
- 3.8 Periodically conduct a comprehensive program review for each POI, or cluster of programs, according to schedule or as required. (MPBD on Framework for POI)
- 3.9 Submit for Board approval any proposals for new POI or any tuition or ancillary fee increases for existing POI. (MBPD ~~2.0 Finance and Administration~~—on Tuition and Ancillary Fees Reporting)
- 3.10 Ensure that new POI and significant program modifications are sanctioned by a designated Program Advisory Committee. (~~see Board policy —Executive Limitations~~—on Program Advisory Committees).
- 3.11 Ensure that all marketing relating to POI reflects accurate and comprehensive representation of the POI. (MBPD on Framework for POI)

4. Monitoring

The President shall annually:

- 4.1. Provide a report to the Board on quality assurance and program performance.
- 4.2. Provide the Board with an annual report on program reviews.
- 4.3. Confirm all programs of instruction are developed and implemented consistent with provincial standards.

5. Related legislation, Minister's Binding Policy Directives and other documents

- Board Executive Limitations policy on Program Advisory Committees
- Finance and Administration MBPD on Tuition and Ancillary Fees
- OCAATA and O. Reg. 34/03
- Programs MBPD on Framework for Programs of Instruction (which includes Appendix A: Credentials Framework)

BOARD POLICY

POLICY TYPE:	Governance Process
POLICY TITLE:	Recruitment of External Governors
ESTABLISHED DATE:	October 8, 2014
AMENDED DATE:	February 10, 2016
RENEWAL DATE:	September 1, 2017

1. Background

- 1.1. Regulation 34/04 Section 4 subsection (1) to the OCAAT Act, establishes that a Board of Governors of a college shall be composed of:
 - 1.1.1. an even number of members, as established by the by-laws of the board of governors, of not less than 12 and not more than 20 members to be appointed in accordance with subsection (2);
 - 1.1.2. the president of the college, by virtue of office, as a voting member; and
 - 1.1.3. one student, one academic staff member, one administrative staff member and one support staff member, each of whom shall be elected by the students or by the relevant staff group. O. Reg. 34/03, s. 4 (1); O. Reg. 169/10, s. 2 (1).
- 1.2. Durham College By-Law #1 provides for 12 members to be appointed to the Board, in accordance with subsection (2) . Paraphrasing from Regulation 34/04 Section 4 subsections (2) and (3), four of the members appointed under subsection (1) (a) shall be appointed by the Lieutenant Governor in Council. The remaining eight members shall be appointed by the members of the board holding office at the time of the appointment. No member appointed under subsection (1) (a) shall be an employee or a student of a college of applied arts and technology. The MTCU Protocol for Board Nominations and Appointments refers to these members as “external governors”.

2. Policy statements

The overriding principle for nominations and appointments is merit based and only qualified and experienced individuals with the necessary skills and knowledge will be considered for nomination. With merit as a precondition, other criteria such as

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diversity, strategic direction, probity, openness and transparency then come into play (MBPD: 1.0 Governance and Accountability). Additionally, consideration should be given to succession planning for Durham College and UOIT co-populous governors.

The oversight of the appointment process is delegated to the Nominating Committee of the Durham College Board of Governors which shall be responsible for recommending to the Board of Governors the appointments of external governors, and subsequently to the Public Appointments Secretariat (PAS) through the Ministry of Training, Colleges and Universities, as necessary, in any given year.

2.1. Skills Analysis

- 2.1.1. A skills analysis of the Board of Governors will be undertaken on an annual basis to identify on-going professional development needs and any deficiencies in necessary skill-sets which would complement the college's strategic direction and balance the overall characteristics of the Board.
- 2.1.2. In the event of a vacancy on the Board of Governors, the Nominating Committee shall refer to the latest skills analysis to identify any skills shortage prior to commencing the recruitment process.

2.2. Selection Process

- 2.2.1. When a vacancy on the Board of Governors has been identified the Nominating Committee will determine the ~~direction~~ focus for recruitment based on the Skills Matrix. If the vacancy is caused by the departure of a governor who is co-populous with the UOIT Board of Governors, the Joint DC-UOIT Procedure on Appointment of Co-populous Governors shall be implemented, using elements of this Selection Process agreed upon by the Joint DC-UOIT Nomination Committee. Otherwise, this Selection Process shall be followed.
- 2.2.1. The Nominating Committee will initiate the recruitment process which may include advertisement using social media, local print media and other local publications, and through government, business and community leaders. Potential candidates may also be introduced by current Board members subject to the full recruitment process.

- 2.2.2. As part of the recruitment exercise, interested external individuals will be asked to complete a nomination form and provide a current resume for the selection process. For each vacancy to be filled by an LGIC appointee (including reappointments) a Public Appointments Secretariat (PAS) application form; together with a PAS Personal and Conflict of Interest Disclosure Statement; a Governor Appointment Assessment form; nominee resume; and Board Skills Matrix/Profile shall be completed.
- 2.2.3. An interview process will be established as deemed appropriate by the Nominating Committee, having regard for the skills required by the Board of Governors as identified by the Skills Analysis together with Ministry directives to ensure a membership which reflects and represents the stakeholders of the local community and the overall strategic direction of the college.
- 2.2.4. Upon the direction of the Nominating Committee, the Board Secretary will provide all potential candidates with documentation clearly setting out the roles and responsibilities of a Board member and any other governance information as well as the strategic plan, annual report and any other information deemed important by the Committee.
- 2.2.5. Potential candidates will be invited to attend a personal interview at the discretion of the Nominating Committee. The Nominating Committee will consider such candidates and make a recommendation to the Board of Governors for appointment. The Board of Governors shall submit in confidence to the Public Appointments Secretariat all recommendations for the LGIC appointment; and shall in turn, directly appoint those applicable under the remaining section of the Act (OCAAT).
- 2.2.6. Once appointed, the candidate will receive a letter of appointment and will be invited to a formal orientation session in August prior to commencement of their Board duties in September.

3. Monitoring

- 3.1. The monitoring of this policy is achieved through the oversight of the appointment process as delegated to the Nominating Committee through mandatory sections of the MBPD 1.0 - Protocol for Board Nominations and Appointments.

3.2. The Chair of the Nominating Committee is responsible for adherence to the recruitment and selection process.

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

- Regulation 34/04
- MBPD 1.0 Governance and Accountability Protocol for Board Nominations and Appointments
- Joint DC-UOIT Governance Process: Appointment of Co-Propuluous Members

BOARD REPORT

Public: ☒
In-Camera: ☐

Action Required:
Discussion ☐
Decision ☒

MEETING DATE: February 10, 2016

REPORT DATE: February 3, 2016

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 18 PAC meetings held between October 7 and December 2, 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.

Accounting Program Advisory Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Paula Van Kessel	Controller	Oshawa Golf and Curling Club
External Committee Members		
Grant Gervais	Finance Manager	360 Incentives
*Mariela Gregory	Manager, Planning & Budgeting	Lakeridge Health Oshawa
*Michael Harvey	Assistant Controller	Gerdau Steel
*Sean Hewlett	Accountant	Collins Barrow Durham LLP
Stephen Hughes	Student Success Coordinator	Durham Catholic District School Board
David Jones	Financial Assistant	Durham Region Police Service
Ken Lowrie	Accountant	Padgett Business Services
*Meryan Madden	Accountant	Don Wilson Foods Ltd.
*Norah Warmuth	Manager of Accounting	Durham College Finance
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
Matthew Davey	Alumni	Durham College
Elected Faculty/Staff Representatives		
*Denise Cook	Program Coordinator and Professor	School of Business, IT & Management
*Joe Pidutti	Professor	School of Business, IT & Management
*Pat Sauve	Professor	School of Business, IT & Management
*Cheryl Wilson	Professor	School of Business, IT & Management
Guests/Unelected Faculty/Staff		
*Jackie Bathe	Associate Dean	School of Business, IT & Management
*Donna Boyd	Program Officer	School of Continuing Education
*Alan Dryden	Professor	Durham College
*Victoria Kee	Secretary	Durham College

KEY POINTS OF DISCUSSION

1. **Additions to Agenda:** none.
2. **Agenda:** accepted by S. Hewlett.
3. **Minutes** from May 5, 2015 were approved by N. Warmuth.
4. **External Membership Information Sharing:**
 - There is a steep learning curve with SAP. This software works best when it is used the way it is intended as making changes can cause errors and technical difficulties.
 - It is important for students to learn the core transactions from an accounting perspective in order to allow transferability of skills.
 - Employers found that the Microsoft certification implementation into the curriculum has given students a large advantage. Students who had completed this certification were comfortable with Excel, whereas previously this had been a weakness in the program. Excel skills are an excellent way to help students stand out as job candidates.
 - Soft skills are very important and students need to learn when to ask questions and take the initiative to do so in a timely manner. Students who are unsuccessful seem to be less confident and continue to work independently without asking questions when needed, which can waste time.
 - Knowledge of email etiquette and setting tone would be very beneficial for students once they enter the workplace. However, this is also a skill that improves with maturity.
 - Students need to be aware of events that can affect the workplace such as national or international issues and economic trends.
 - File efficiency is important and it is necessary to developing procedures to increase the efficiency of retrieving files.
 - A trend seen in the industry is that owners of small to medium sized businesses are interested in developing succession plans in order to sell their businesses as they approach retirement age and need to transition out.
 - Employers felt that they have overall had excellent experiences with field placement students and that their skills and accounting knowledge seem strong. This is an excellent opportunity to provide constructive criticism and help students prepare for the workplace. Employers should be clear with their expectations about how long something should take.
 - The ability to perform analysis is very important and something students should learn in the curriculum.
5. **College/School and Program Update:**
 - Despite concerns regarding decrease high school enrolment potentially affecting post-secondary enrolment, Durham College has experienced an overall increase in enrolment by 1.3%.
 - The School of Business, IT & Management has almost 2000 students and once the Office Administration programs return in January there will be a total of 2100 students.
 - The Accounting program has 69 students in first year, 78 students in second year and 35 students in third year. The Accounting & Payroll program has 14 students. The Accounting – University Transfer (ACTU) program has 71 students in first year and 22 students in second year.
 - New programs introduced this fall include Insurance and International Business Management.
 - Currently in development is a Finance program that will be offered in September 2016.
 - Day school is currently scheduling four days a week until 9:00 or 10:00 p.m.
 - Student Academic Learning Services (SALS) has a Pass Program which connects with students who are struggling at midterm time in accounting.
 - One struggle with the ACTU program is the culture shock students experience when transitioning from Durham College to UOIT in third year. The graduates of the ACTU program currently have a lower average in their first year accounting course at UOIT than the graduates of the three year advanced diploma program. However, it is not possible to decrease the rigour of the course as students need to be prepared to earn their designations in the future.
6. **Continuing Education:**
 - The numbers of students enrolling through Continuing Education continue to decline and the department is undergoing intensive investigation to determine the cause and whether the current mix of programs and methods of delivery is right. There are 89 programs in total with 45 distance education, 23 face to face and the rest offered in a combination.
 - Program officers are currently gathering data and need to collate information from Banner to determine how many students are graduating from each program and reveal any trends.
 - There is a Second Career office within Continuing Education and a large number of people seem to be seeking to improve their education to get back into the workplace.
7. **Student Voice:**
 - Students have recently been involved in focus groups and have shared information about their expectations and experiences in the program. Students shared that they expect to receive assistance from staff and faculty and have found professors to be approachable, available and helpful. They appreciate flexibility from their professors. Students shared that they do not like the cost of textbooks and they do not like using digital textbooks. There was feedback regarding the ACTU program and

students felt that there was a need to have a liaison between DC and UOIT. Students appreciate supplementary online learning tools for practice and feel it would be helpful to have more opportunities available in this area. They also feel it is beneficial when the course outline is detailed and followed by the faculty member teaching the course. Accounting students do not enjoy group work.

8. Additional Agenda Items:

- Program Review status – In the spring a report will be written based on the program review process and this report will be submitted for approval to the Dean and VP Academic. Recommendations will then be put into action.
- ACAF update from CPA – There is now a link available for the ACAF. This will be a second tier designation available to graduates of a three year advanced diploma. The pathway resembles the CGA and is an exciting opportunity for Durham College graduates as it offers another pathway. Graduates will require five courses in order to earn this certification. They are offered online at a fairly reasonable cost and each course takes approximately 6-8 weeks for completion.

RECOMMENDED ACTIONS

1. Add new student members to the committee.
2. Consolidate feedback from the two student focus groups held as part of the Program Review and make available prior to spring meeting for discussion.
3. Review draft of recommendations for the program moving forward at the spring meeting.
4. Next Meeting: Wednesday, May 25th at 6:00 p.m. Location: CFF
5. Adjournment: 8:00 p.m.

STATUS OF RECOMMENDATIONS FROM May 5, 2015 MEETING

1. Investigate methods to improve communication between DC and UOIT with regards to the ACTU program – a meeting did take place between the two institutions in order to work out the logistics of this program and the hope is to work towards a more seamless integration.
2. Update on the addition of course material on MS Outlook to the computer courses – this course will be re-written in the spring of 2016 and the faculty member responsible is aware of the need to include Outlook in the curriculum.
3. Investigate the possibility of increasing the development of soft skills in curriculum and implementing a system such as SBAR – there has been a lot of discussion on this topic with the communication teachers and this will be an ongoing process. The current goal is to align the communications courses with the needs of each program.
4. Update on the new Accounting and Payroll program – the first student intake for Accounting and Payroll occurred in September. There are 14 students and the feeling is that there is a great deal of potential for this program in the long term. Students who graduate this program will earn a two year diploma and also the education requirements for designations from the Canadian Institute of Bookkeepers and the Payroll Association. The last three semesters have a strong focus on payroll, accounting and information systems. Students will study Sage 50, Quickbooks and payroll software and will be responsible for setting up several biweekly payrolls for their own company. Students should graduate from the program and ready to take on responsibilities in the work place from day one.
5. Send out program learning outcomes to committee before the program review – this was reviewed in depth last spring when the program mapping was completed and nothing was found to be missing. The program learning outcomes were sent to the committee members and have been discussed.

REPORT PREPARED BY: V. Kee

DATE: November 18, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE: 

APPROVED BY CHAIR: P. Van Kessel

Electro-mechanical Engineering Technology Membership List

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

Name	Title	Organization
Committee Chair		
*William Hineman	Service Technician/Install. Engineer	FANUC Robotics Canada
External Committee Members		
*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.
Clinton Dorssers	Software Engineer	GE Hitachi Nuclear Energy.
Chris Hickling		Westburne Ontario
*Sean Richardson	Engineering Technologist	HGC Engineering
Dave Stogios	Channels Manager, North/East	Rockwell Automation
*Edward Thongphanith	Account Executive	Wonderware Canada East
*Stephen Webster	Electrical Engineering Manager	Howard Marten Co.
*Chad Wootton	Automation/Robotics Technologist	Ventra Plastics
Elected Student/Alumni Representatives		
	Year/Program/Alumni	Durham College
*Joshua Hill	1, Electro-mechanical	Durham College
*Matthew Bryan	3, Electro-mechanical	Durham College
*Cameron Lunau	2, Electro-mechanical	Durham College
Elliott McKenzie-Halls	Alumni	Howard Marten Co.
Elected Faculty/Staff Representatives		
Name	Title	Organization
Louis Bertrand	Professor	Durham College
Brent Brooks	Professor	Durham College
*Lauren Fuentes	Professor	Durham College
*Beau James	Professor	Durham College
* Phil Jarvis	Professor	Durham College
*Pravin Patel	Professor	Durham College
*Sue Todd	Dean	Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
Ron Forest	Professor	Durham College

KEY POINTS OF DISCUSSION

1. Welcome and Introductions

W. Hineman welcomed members to the meeting.

2. Additions to the Agenda

Donations – B. James

Applied Research – P. Patel

3. Acceptance of the Agenda

Accepted.

4. Previous Minutes

The minutes of June 3, 2015 were approved by W. Hineman and seconded by S. Todd.

5. Discussion Items

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

- There is pressure to use Ethernet. At one company, graduates are hired with basic computer skills and set up IP addresses.
- A solid foundation in Networking is needed.
- Things are moving towards cloud based and virtual.
- Remote monitoring systems can be deployed on companies and put in a cloud which alleviates the need for a computer, just a monitor and connection is needed now. There is an Ethernet and IP trend to fiber optic on the other end. There is a weakness in making it work and interface it with other components. There are changes in virtualization and cloud storage. More trends toward computer storage are occurring.
- There is an increase in data collection in industrial and commercial devices.
- SCADA and HMI terminals are being seen everywhere.
- Oil and gas is down. Manufacturing, food and beverage, solar panels in wind farms, subway expansions, industrial and commercial devices has increased.
- Power Supplies – Holes are being found in these.
- AutoCAD – Some companies are moving away from drafting systems to AutoCAD, electrical and solid works to specify components at the drafting level.
- At one company, it was reported that people are being hired with technical background where they only push a button. Production can't stop (this costs money) and higher technical support has to be brought in to fix things. Industry needs to hire more graduates to run the machines with technical knowledge and it will save money in the long run.
- Many companies are operating leaner.
- In the automotive seating area, some Belt positions used to be sent to the IT Department. Linear transducers go to the IT Department. The network doesn't go to the PLC and panels are becoming PCs. There is a trend away from data collection for air proofing.
- Technical Writing – It is very important. Technical writing needs to be reinforced with students.
- Manufacturing processes learned in courses will be valuable to students when they are hired.
- Touring companies in year 3 benefits the students by giving them exposure to different companies. Exposure to different company's processes may land a student a job in the future.
- Industry wants people that listen and learn and have the ability to absorb the information. Good core skills can get students jobs.

6 Discussion Items

6.1. College, Program, School Updates

6.1.1 Advisory By-Law – S. Todd reviewed the terms and conditions with members noting that the Advisory Committees is a directive from the Ministry of Colleges and Universities. The composition of the committee, frequency of meetings, terms of office and the student role was reviewed.

6.1.2 Enrolment - Enrolment is healthy. The admissions criteria was modified and this has helped. The School of Science and Engineering Technology at Durham College is the only college asking for College C Physics. This needs to be discussed further.

6.1.3 Automotive Suppliers – These suppliers want to meet with the School of Science and Engineering Technology. The school will investigate having a member from industry join the advisory committee.

Industrial Controls I (CONT 3123) – Simulation software is still being evaluated.

6.1.4 DC Connect – P. Jarvis mentioned that there are concerns with posting things to DC Connect. P. Jarvis to discuss any issues with the Centre for Academic faculty Enrichment (CAFÉ).

This year's Fast Track student intake lacked the hands-on lab experience relating to AutoCAD; therefore, the School of Science and Engineering Technology is running a refresher course to bring the Fast Track students up to the level of the domestic students. In the future, Fast Track students will need to have AutoCAD as a pre-requisite before they start the program.

6.1.5 Industrial Controls I (CONT 3123) Update – Simulation software is still being evaluated. Changes to the lab area have been made to address the safety concerns.

6.1.6 Manufacturing Processes Course Outline – The course outline has been revised for this academic year.

6.1.7 Streams of Electrical Courses/Important codes – The status is there is an on-line bid for electrical code.

6.1.8 Field Placement – The school is looking for support from employers to provide Field Placement opportunities for students. Placement can be unpaid or paid. Summer is an ideal time for students to complete their placement. No classes are scheduled on Fridays to give students the time to complete the placement requirement of 80 hours or more.

6.1.9 Donations – A Natsi robot/control and a Fanuc M16 have been received. The Natsi robot will be used from a teaching perspective and the M16 will be used as a spare for testing in a work cell and open houses for program support.

6.1.10 Applied Research – Funding is available from the Provincial Government for small to medium sized companies. The company would hire a student to work on a research project that industry may not have the time to do. This type of opportunity can count towards a paid Field Placement for students.

7. Student Voice

- Students could benefit from extra troubleshooting labs being available because if circuits are wired incorrectly or if students are not able to demo the lab, there is no more opportunity to troubleshoot which affects their grade. It was suggested that as a solution that students spend time in advance of the 2 hour lab to work on their practical course work if they anticipate not enough time to complete the requirements.
- Students would like the practical part (demo) of the circuits weighted heavier. The student representative suggested that the program look at more than 20% of a grade for troubleshooting. One professor mentioned that the content has not become more difficult in the course submission for students and that as students move on, the demo will not be graded in a lab report.
- Students want good marks to get hired. One industry member mentioned that students should listen, learn, absorb the information, keep practicing and remember the foundations and have a bit less focus on the grades.
- In the first 5 weeks of the Technical Communications course, it was valuable information to know and the course was a real eye opener to students.
- Students will benefit from the Introduction to Programming course that has been implemented in the program of studies.
- Manufacturing Processes – The relevance of the course and the machining was being questioned by students. Students were wondering if it is possible to combine Manufacturing Sciences (MANF 1131) and Manufacturing Processes (MANF 3131) into one course. It was reinforced to students that The Ministry Outcomes drive what is taught to students and the course outlines contain this information; therefore, the courses cannot be combined.

8. Next Meeting – Tuesday, April 5, 2016, 6:00 p.m.

9. Adjournment – 7:50 p.m.

RECOMMENDED ACTIONS OCTOBER 7, 2015 MEETING

1. Look at CAD 1133 for possibly including in the Electro-mechanical program of studies. **Action By: Electro-mechanical faculty**
2. Contact the Automotive Suppliers to have a representative sit on the Advisory Committee. **Action By: S. Todd**
3. Contact the CAFÉ regarding DC Connect issues. **Action By: P. Jarvis**
4. Continue evaluating the simulation software. **Action By: B. James**
5. Review comments made from the students on circuits. **Action By: Electro-mechanical faculty**

STATUS OF RECOMMENDATIONS FROM JUNE 3, 2015 MEETING

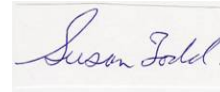
1. Manufacturing Processes (MANF 3131) - Look at planning company tours for students. Review suggestions for the course noted under 6.1. Distribute the revised course outline in the October Advisory meeting. **Action By: S. Todd/T. Dragomatz** - Complete
2. New Communication Courses - *Technical Report 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** – Complete
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** Program Review will occur in the spring and a request for an on-line code course will be developed later.
4. Investigate to see what other colleges are accredited and create a binder of evidence to explore accreditation further. **Action By: S. Todd** – Completed
5. Obtain quotation for FANUC ROBOGUIDE simulation software for IMC programming lab computers. **Action By: B. James**- On-going

REPORT PREPARED BY: L. Dillon

DATE: December 11, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE:



APPROVED BY CHAIR: Susan Todd

SIGNATURE: *William Hineman*

Mechanical Technician – Non-destructive Evaluation Membership List

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

Name	Title	Organization
Committee Chair		
Meghan Calmes	Operations Manager	Acuren Group Inc.
External Committee Members		
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
Elected Student/Alumni Representatives	Year/Program/Alumni	
*Xiaopeng Song	2, Non-Destructive	Durham College
Elected Faculty/Staff Representatives		
Name	Title	Organization
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
Guests/Unelected Faculty/Staff		
Name	Title	Organization

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 May 27, 2015 were approved by K. Zaidman, seconded by L. Dillon.

5. Discussion Items

5.1 External Membership/Information Sharing – Not applicable.

Industry feedback will be obtained through email as the industry representatives were not able to attend this meeting, due to active outages and last minutes cancellations.

The school has set up a teleconference account and will provide that option for future meetings.

OPG - IMS department Don Jarron has indicated that with refurbishment and decommissioning OPG will be actively looking for contract NDE workers.

KEY POINTS OF DISCUSSION

6. Discussion Items

6.1 School/Program/College Update

6.1.1 Enrolment is healthy and a Fast Track program is also offered.

7. Student Voice

The student representative mentioned the following:

- Very few colleges offer the Non-destructive Evaluation (NDE) program. Mohawk College does offer Non-destructive but Durham College's program has more hours than Mohawk's. Students have the drive to be in the program.
- In China, a university degree is preferred versus a college diploma. Students in China are encouraged to go to university by their parents. A diploma abroad gives Chinese people a competitive edge. NDE as two year fast track is good to advertise in China.
- China wants to be one of the major players with Boeing and Air Bus.
- Students in the program are pretty happy with the professors, program resources, certificates they receive for the NDE courses and the time students have to prepare for the Canadian General Standards Board (CGSB) examination.
- The student rep. chose the program because of the Non-destructive career.
- Mathematics - The required grade for Mathematics for Technology I (MATH 1131) is 50%. The required grade for Mathematics for Technology II has changed from 50% to 70%. S. Todd will ensure that this information is published on the college website.

The class size is too large in Mathematics at 70 students in a section. S. Todd will mention this to M. Calhoun.

- Lab Equipment/Parts - Students would like more lab equipment and more parts to inspect such as broken engine blocks. The Whitby Campus will be contacted for the broken engine blocks and the college gym will be contacted for broken dumb bells.
- NDE Labs - Currently the NDE lab is crowded with the numbers of students in lab sections. Section numbers have been improved having only 12 students in the lab in comparison to 18 students previously.
- AutoCAD - The Non-destructive students would welcome taking an AutoCAD course as it would give them more of an edge in being hired and in industry. S. Todd mentioned that if AutoCAD is not part of the Ministry Outcomes, it cannot be included in the Program of Studies (POS) but students could take an AutoCAD course on their own if it fits into their timetable. If an AutoCAD course was included in future curriculum, one course would have to be removed from the Program of Studies. The student mentioned another option (if feasible) might be to remove Engineering Drawings and make a Non-destructive specific AutoCAD course. Employers will be asked if Non-destructive students would benefit from having an AutoCAD course in their program.

- Communication Courses - The student representative noted that his class is the last group of students taking the Technical Communications course. Technical Communications was changed to Report Writing. The student mentioned that he would rather take the Report Writing course due to the limited content in Technical Communications.
- Drawings – It is useful to draw the part as it may be included in a CSGS exam.
- Electricity Course - Students are wondering why they are taking the Electricity course as some students wanted an Electrical course. Feedback received was that electricity is essential for conversions. Some parts of each of the courses is beneficial to the Non-destructive students.
- Fluid Power – Working of pipeline, checking flumes, pressure laws and talking to the client on this language.
- CSGS Exam – When applying to CSGS it is a lot of work as the website is not clear on the application procedures and the rules change frequently. Students are unsure of when to prepare for the application process and how to prepare for the exam. A flow chart will be prepared on CSGS information by C. Sigus and K. Zaidman.
- Pathways - Students would like more opportunities for pathways to further their education. Mathematics would need to be upgraded by the students but there are too many courses for the Non-destructive students to complete from Non-destructive to the Mechanical Technology program. A Business degree at UOIT could be completed with completion of the NDE program and then doing 2 additional years at UOIT. A Bachelor of Technology Management at Thompson University can be done (this is valuable for credits). At UOIT in Business by doing a 2 year NDE program and 2 years at UOIT. A note about pathways will be included in the fact sheet and a poster will be displayed in the NDE lab.
- The student representative will report back to the classmates on the discussion held in the Advisory Meetings.

8. **Other-** A University Fair will be held in November 2015. Thompson, Athabasca and Cape Breton University will be visiting. People are able to work while they do a Bachelor of Technology degree.

9. **Next Meeting: Wednesday, June 1, 2016, 6:00 p.m.**

10. **Adjournment: 5:10 p.m.**

RECOMMENDED ACTIONS – OCTOBER 14, 2015 MEETING

1. The change in the required grade of 70% will be published on the college website. **Action By: S. Todd.**
2. The Whitby Campus will be contacted for broken engine blocks and the college gymnasium will be contacted for broken dumb bells. **Action By: C. Sigus/K. Zaidman**
3. Employers will be asked if Non-destructive students would benefit from having an AutoCAD course in their program. **Action By: S. Todd**
4. The fact sheet (or flow chart) needs to be revised to include the CSGS application process/preparation for the CSGS exam and information about available pathways. **Action By: C. Sigus/K. Zaidman/S. Todd**
5. S. Todd will touch base with M. Herringer, Director of the International Department and introduce Mr. Evan Choi.

STATUS OF RECOMMENDATIONS FROM NOVEMBER 12, 2014 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. Complete
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** – Complete
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** – On-going
4. Speak with the International Department about recruiting students from Vietnam and China. **Action By: S. Todd**-Complete
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**-Complete
6. K. Zaidman to investigate building a global classroom to allow international English speaking students to join our NDE classrooms. **Action By: K. Zaidman**- Complete
7. Check for a major exhibition schedule and send the information to S. Todd to help facilitate the recruitment ideas. **Action By: E. Choi** – Incomplete
8. Contact Ontario Power Generation (OPG) about donating a bench. **Action By: K. Zaidman** – bench not available – Complete.

REPORT PREPARED BY: L. Dillon

DATE: Dec. 15, 2015

DRAFT REVIEWED BY DEAN: Sue Todd

SIGNATURE:



APPROVED BY CHAIR: Sue Todd

SIGNATURE:





Advertising & Marketing Communications Advisory Committee
School of Media, Art & Design
Minutes of November 5, 2015

Advertising & Marketing Communications Membership List

Name	Title	Organization
Committee Chair		
*Jeff Quipp	CEO	Search Engine People
External Committee Members		
Alex Berube	Account Executive	Vigorate Digital Solutions
Erica Brodie	Jr. Search Specialist	OMD Media Agency
Mike Burton	Digital Advertising Coordinator	Media Experts
*Samantha Catherwood	Media Director	Promotivate Media
Shannon Cone	Digital & Social Media Specialist	Tag Ad Agency
*Catherine Childerhouse	Account Supervisor	DDB Ad Agency
*Amanda Desouza - Regret	Senior Designer	Freelance
*John Dowds-Hotts	Art Director	One Method Inc.
Tiffany Dowson	Account Supervisor	Blue Hive
*Kory Gray	Senior Designer	The Unitas Reputation Agency
*Paul Irving	CEO / Designer	Chatterbox Branding Agency
Michael McFayden	Media Planner	Mindshare Media
*Doug Poad	Partner / Strategic Planning	Chatterbox Branding Agency
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
Erin Chappell	3 rd Year Advertising	Durham College
Jaden Heffering	3 rd Year Advertising	Durham College
Elected Faculty/Staff Representatives		
Name	Title	Organization
Greg Murphy	Dean	Durham College
Dawn Salter	Coordinator	Durham College
*Kevan Drinkwalter	Professor	Durham College

KEY POINTS OF DISCUSSION

1. Approval of minutes of May 20, 2015 moved by A. Berube and seconded by M. McFayden. Carried.
2. Approval of agenda moved by M. Burton and seconded by E. Chappell. Carried.
3. **Industry trends:** Media members discussed the increased popularity and importance of re-targeting in regards to displaying online ads. Companies such as Xaxis are being utilized by media agencies to serve upper funnel / awareness advertising to online users and monitor traffic activity (e.g. display banners). If there is no interaction by the user to click on the first ad within a specific timeframe, other ad formats are served up at the lower level of the funnel to try and encourage action (e.g. different promotional retail banners). Cheeky Conquesting is a relatively new search browser approach in which the user's initial search is 'hijacked' and a competitor's message is displayed. For example, if user is on Google and searches for information on 'Hyundai Elantra', a message can appear asking if the user meant something else and the search result would feature a competitive brand like Kia Forte. View ability as a tracking metric is becoming a game changer in industry. There appears to be a shift from use of Flash to simple HTML5 static banners. Static banners appear to be yielding higher click-throughs among certain target groups where rich media use to be the norm. There is an increased trend in personalization of ad content as data is being leveraged from multiple sources to track consumers throughout the product purchase decision (following the path to purchase to gain insight on consumer behaviour at certain stages). This approach allows companies to target their users more appropriately and expedite them through the brand funnel more quickly. Its use is most common in mobile and Customer Relationship Management (CRM) as part of direct marketing email efforts. Shopper Marketing: Companies are using more tactical elements to better understand the 'moment of truth' for consumers in terms of influencing purchase decision. Understanding the consumer journey along the path to purchase has increased which supports the renewed focus on Integrated Marketing Communications. There is an increase in number of specialty agencies cropping up as a result of the explosion in mobile marketing. FBX: the buying of Facebook through an exchange versus direct is allowing media planners to target more efficiently. PowerPoint Karaoke: was suggested to help learn to review and interpret information quickly and deliver a topline presentation. Members stressed the importance of instructing students to present more effectively.
4. College and School Updates / Continuing Education
Items not discussed as PAC required more time to complete external member updates and trends' discussion
5. Student Voice: Students suggested more content delivery in the 3rd Semester as workload seems lighter than in prior semesters. Students suggested an increased focus on linking content between courses to better aid in comprehension, especially in digital media courses involving new information. More guest speakers in appropriate courses to discuss emerging trends in their area / role (where this is currently being done in Field Placement preparation course, it can also occur in other courses). Discussion on dates in late January for the annual Round Table Day coordinated by program team. Graduating students meet with program alumni to discuss opportunities for internships. In two-year delivery, RT will be moving from the Fall to Winter term.

RECOMMENDED ACTIONS

1. Provide template to illustrate how to present creative recommendations to Clients: **ACTION BY: T. Dowson**
2. Provide the State of Digital Marketing White Paper and the Powerpoint Karaoke template for review with students: **ACTION BY: Michael McFaydon**
3. Review CASL (Canadian AntiSpam Legislation), Canspam, and CWTA – Permissions to Publish laws in Advertising Law and Research course (Winter Semester, Year 1) - **ACTION BY: Program Coordinator**
4. Send confirmed date for Advertising Program Round Table Day – **ACTION BY: Program Team**
5. Meeting Adjourned at 8:30 p.m.
6. Next meeting – Team discussed either holding before students complete winter term or before Spring Convocation. Meeting will be held at Meeting Experts and an invite will be issued once date is confirmed among members

STATUS OF RECOMMENDATIONS FROM May 20, 2015 MEETING

1. Program Team to discuss moving field placement to the spring and delaying convocation to the fall for the second year students. **ACTION BY: Program Team** – Decision to keep in Spring

2. Program Team to discuss changing the name of the Media course to Media Creativity.
ACTION BY: Program Team – Decision to keep title as is
3. Program Team to develop a Tip Sheet on Effective Group Work to distribute to all faculty.
This sheet should contain at least 5 tips and must be reinforced with students each time a group project is assigned. **ACTION BY: Program Team.** Still in development
4. Recommend that the Coordinator will provide a Peer Evaluation Template to faculty in the program. **ACTION BY: Coordinator.** Completed and circulated

REPORT PREPARED BY: D. Salter

DATE: Nov 5, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE: 

APPROVED BY CHAIR:

SIGNATURE: via email

Architecture Program Advisory Committee Membership List

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

Name	Title	Organization
Committee Chair		
TBA	TBA	TBA
External Committee Members		
*Jim Burkitt	Architect	Gow Hastings Architects Inc.
Benny Choy	Architect	Karp Namisniak Yamamoto Architects Inc.
Gregory Livingstone	Architectural Technologist	Quadrangle Architects Limited
Ned Allum	President	Array International Architects
*Chris Maves	Architectural Technologist	Barry Bryan Associates
Elected Student/Alumni Representatives		
*Haley Cook	1 st year Architectural Technologist	Durham College
*Sarah Holtby	2 nd year Architectural Technologist	Durham College
*Kyle Paynter	3 rd year Architectural Technologist	Durham College
*Brandon Ramphal	1 st year Architectural Technologist	Durham College
Elected Faculty/Staff Representatives		
Philip Hui Tan	Contract Faculty/Architect	Science & Engineering Technology
Tanya LeRoux	Faculty	Science & Engineering Technology
*Ali Taieb	Program Coordinator	Science & Engineering Technology
*Sue Todd	Dean	Science & Engineering Technology
Guests/Unelected Faculty/Staff		
*Gamal Taha	Senior Designer Architect & Urban Designer	Array Group

KEY POINTS OF DISCUSSION

1. **Welcome and Introductions:** A. Derdall welcomed members and asked members to introduce themselves.
2. **Additions to the Agenda:** There were no additions to the agenda.
3. **Acceptance of the Agenda:** A. Taileb accepted the agenda.
4. **Review of PAC Roles, Responsibilities & Benefits:** S. Todd reviewed the purpose of Program Advisory Committees and the various responsibilities of students, faculty, and external members. A. Derdall to send the Terms of Reference and Bylaws to members.
5. **Approval of Previous Minutes:** Approved by K. Paynter. Seconded by H. Cook.
6. **External Membership Information Sharing:** Changes to the Ontario Building Code, specifically accessibility amendments continue to be an important aspect in industry. Members unanimously spoke about the importance of Revitt software skills. Some firms are using 80% Revitt and 20% AutoCAD while others are still in transition. Although software is heavily utilized in industry, freehand drawing is still a requirement.
A member advised a course in History of Architecture is significant especially when it comes to performing renovations on older buildings as it is important to keep some of the historical integrity. It was noted that the course did exist as an optional GNED however it was not offered this semester.
There are many contract administration software programs gaining popularity to help manage and link various activities once drawings are complete. Inviting representatives from various software companies to discuss the functionalities and capabilities of their products was recommended. The industry is relying more on the use of technology in the field. Fully interactive tablets are frequently used on site and allow architects to make changes live.
Graduates are able to find information quicker but there is still a gap between technical, design, and sales that needs to be bridged. Being able to source through information and find the right people that can work within given timelines is important.
Integrated Project Delivery (IPD) is an alternative construction procurement method that is new to Canada but popular in the United States. It is intended to eliminate the adversarial relationship in construction contracts allowing for all participants to collaborate together in order to meet the needs of the owner. In the United States the contracts often have "bonus" clauses to reward key players if the project comes in under budget.
It was recommended students attend Construct Canada 2015 at the Metro Toronto Convention Centre from December 2nd to 4th for information on the latest construction materials and building systems on the market.
7. **College, Program & School Updates:** Current enrolment figures are as follows:

	First Year	Second Year	Third Year
Architectural Technology	45	32	13
Architectural Technician	15	2	

The program coordinator discussed key points from the Annual Curriculum Review. Increasing the hours of the Ontario Building Code course was a common theme.

Faculty felt it would be beneficial for students to understand the importance of multitasking and be able to embrace the various parts of the profession including zoning research, design inception, understanding code, etc. Students are encouraged to work collaboratively as they will be required to work with various professions on projects once they enter the workforce.

8. **Student Voice:** Students appreciate the amount and relevance of hand drawings as they recognize the importance in industry and are finding the Land Use & Site Analysis course valuable.

Students are struggling to grasp all aspects of the Ontario Building Code and are concerned they do not have enough background information to move forward in the course. Learning the process first followed by referencing the application of the code would be helpful. An external member recommended integrating aspects of the code into each course and layering it along with the bylaws. Comparing the building codes used in the old Whitby house to those in the new Whitby house would be beneficial for students.

The current studio space is loud at times and gets to be crowded with more than 13 students. Students are having difficulty finding places to work and often have to use the cafeteria to lay out their materials. An ideal studio space would include computers, a printer capable of printing 11 x 17, personal storage spaces, and room to collaborate and mentor with students from various years. Students felt if they had the requested space they could work together in architecture competitions and collaborate on common projects. The Dean will review the feasibility and submit a capital plan proposal for larger studio space.

9. **Future Meeting Date:** Thursday, May 5, 2016

10. **Adjourned:** 6:54 P.M.

RECOMMENDED ACTIONS

1. External Members to send S. Todd courses they would like to see offered on evenings and weekends for professional development through Continuing Education. **ACTION BY: External Members**
2. Send PAC members bylaws and Terms of Reference. **ACTION BY: A. Derald**
3. Look into increasing course hours for the Ontario Building code and integrating aspects of it in other courses. **ACTION BY: Program Team**
4. Submit a capital plan for studio space. **ACTION BY: S. Todd**

STATUS OF RECOMMENDATIONS FROM *March 18, 2015* MEETING:

1. S. Todd to invite the Research Office to come and see what the students are doing – perhaps get funding for projects. **ACTION BY: S. Todd – Complete: Research Office will be invited to future presentations of student projects.**
2. Invite Nancy Martin from Continuing Education to discuss possibilities of support for continuous learning for 50 hours of professional development. **ACTION BY: S. Todd – External members to send courses they would like to see offered to S. Todd.**
3. S. Todd to investigate pathways and accreditation as there are 15 students looking for a pathway currently **ACTION BY: S. Todd – Ongoing: S. Todd and A. Taileb to revisit once the program**
4. Program Committee to send S. Barrett sample reports and research ideas for new Technical Writing course. **ACTION BY: Program Advisory Committee - Complete**

REPORT PREPARED BY: Amy Derald

DATE: October 22, 2015

DRAFT REVIEWED BY DEAN: Susan Todd

SIGNATURE: *Susan Todd*

APPROVED BY COORDINATOR: Ali Taileb

DATE: October 28, 2015

Pharmaceutical & Food Science Technology Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Brenda Watson	Principal	Watson & Associates
External Committee Members		
Connie Arruda	Equipment Specialist, QC Lab	Purdue Pharmaceuticals
Crista Grant	Director, QA & Food Safety	Hela Spice
*Elaine Hatch	Retired	Kraft Canada Inc.
Paul Hoogenboom	President	Hela Spice
Radu Horga	Senior Scientist	Apotex
Kerri Hunter	QC Specialist, Lab Support	Purdue Pharmaceuticals
Lisa Nicholas-Ash	Sales Associate	Quadra Chemicals
Simone Porter	QC Manager	Maple Leaf Foods
Nancy Rutherford	Manager, Agriculture & Rural Affairs	Regional Municipality of Durham
Tamas Szederkenyi	Sr. Director, QC Labs	Teva Canada
Margaret VanDeGevel	Sensory Manager	Griffith Laboratories
*Sherralyn Lee-Mook	Supervisor, QC Tech Services	TEVA Canada
Student Representatives		
*Alicia Bogl	3 rd Year Student	Durham College
*Lauren Collins	2 nd Year Student	Durham College
*Jigna Patel	3 rd Year Student	Durham College
*Benjamin Smith	3 rd Year Student	Durham College
Elected Faculty/Staff Representatives		
*Kevin Kelly	Professor	School of Science & Engineering Technology
*Christine Hand	Professor	School of Science & Engineering Technology
*Iraj Mehrnia	Professor	School of Science & Engineering Technology
*Joyce Myers	Program Coordinator	School of Science & Engineering Technology
Jacob Robinson	Professor	School of Science & Engineering Technology
*Wendy Smith	Professor	School of Science & Engineering Technology
*Susan Todd	Dean	School of Science & Engineering Technology
Guests/Unelected Faculty Representatives		
	Title	Organization



Biotechnology Advanced Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Crystal Richardson	Laboratory Technician/Quality Assurance Manager	Trace Sciences International
External Committee Members		
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	
*Rebecca Massimi	Biology Technician/Faculty	UOIT
Nicole Ottley	Sales & Marketing Coordinator	Trace Sciences International
David Wicks	Supervisor, Pilot Mfg. Group	Therapure
Elected Student/Alumni Representatives		
*Chantal Lamb	2 nd Year Student	Durham College
*Zjardyn Liera-Hood	2 nd Year Student	Durham College
*Doug Wilson	3 rd Year Student	Durham College
Elected Faculty/Staff Representatives		
*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
Guests/Unelected Faculty Representatives		
	Title	Organization

KEY POINTS OF DISCUSSION

1. **Welcome & Introductions:** C. Richardson 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:** N. Lainsbury accepted. R. Massimi seconded.
4. **Approval of Previous Minutes:** J. Myers and B. Trieselmann approved the Biotechnology Advanced minutes. B. Watson and S. Todd accepted the Pharmaceutical & Food Science minutes.
5. **External Membership Information Sharing/Industry Trends:**
 - Hazard Analysis Critical Control Point (HACCP) training is critical to the industry. Determining if the program qualifies for program certification through the Human Resources Council was recommended. I. Mehrnia to investigate and update at the spring meeting.
 - Team work and team building is a valuable skill for industry and should be practiced in college. Two courses that would support these skills include Product Development for Pharmaceutical & Food Science and Bioprocessing for Biotechnology Advanced.
 - Several regulatory changes were underway prior to the Oct 19 election. It is yet to be seen which ones will proceed. The Safe Foods for Canadians Regulation has a significant impact on inspection and importation quality standards. Supplemented Foods Regulation would allow for fortification of most foods. Some fortified foods were originally allowed to be marketed as Natural Health Products. Recent changes have corrected this and they are now Foods. Supplemented Foods Regulations would allow for an equal playing field with all foods with regard to fortification but is a significant change. These changes (if they proceed) would require much additional nutrient testing of foods.
 - The pharmaceutical industry is extremely regulated and is seeing more heavy duty compliance parameters including real time computer documentation which is now time sensitive and password protected. Data validation and integrity is critical.
 - Operational Excellence is a new trend in the pharmaceutical industry. It stresses finding production efficiencies and avoiding dead time. The Ontario Pharmaceutical industry has very high standards at a high cost/labour meaning they are not expanding currently.
 - Data software such as Empower is useful. It was recommended the program team implement it when they purchase a new instrument.
 - ISO accreditations routinely form the basis for quality systems. Examples of the standards are ISO9001, ISO14001, ISO17025 and ISO13485. Faculty should ensure students receive enough practice reviewing and using the regulations. K. Kelly to investigate.
 - The industry is stressful and students should have some exposure on how to manage stress and/or other people's stress.
 - Biotechnology graduates working in the research labs at UOIT are doing well and have excellent lab skills. Those enrolled in the degree program at UOIT excel in the lab but have to work very hard in the theoretical course.
 - Graduates working in research labs would benefit if they had more exposure to proposal writing and publication. It was discussed that they also need to be able to summarize large documents into one pages for administration.
 - Placement students in the pharmaceutical industry have little to do because of the regulations.
 - Students who completed a summer placement in the food industry reportedly had a much better experience.

6. College/School Update:

- Current enrolment figures are as follows:

	First Year	Second Year	Third Year	Fast Track
Biotechnology	51	24	29	14
Pharmaceutical & Food Science	18	10	22	55

- Durham College won a proposal to develop sustainable programs with Hau Giang College in Vietnam. Representatives from the college were on site in October and expressed interest in a post-harvest program.
- Durham College has developed its first degree program and is awaiting the results from the audit.

7. Student Voice:

- Biotechnology students are finding the second year much more difficult than the first. Third year labs are very practical and students are able to visualize where they will use each skill. Members advised students that although a job posting may not say biotechnology, they should still apply as there are still diverse options.
- Pharmaceutical & Food Science students are looking for more local degree completion pathways. The program team will investigate other options such as the Public Health degree at Ryerson University. Students asked if the pharmaceutical industry requires a degree. Members said some companies may request it but experience and attitude are valued more highly.
- Students asked what skills are important in industry and what types of jobs they will be doing. Members advised good communication skills and being able to prepare concise reports is essential. Entry level jobs could start with data entry but it is important for graduates to get their foot in the door and work hard. Being responsible, timely, having a positive attitude and keeping cell phone away were recommended.

8. Continuing Education Update: Continuing Education representative was unavailable.

9. Future Meeting Date: Thursday, April 28th

10. Adjournment: 7:00 PM

STATUS OF RECOMMENDATIONS FROM MAY 21, 2015 BIOTECHNOLOGY ADVANCED MEETING

1. Find a new external member from Estee Lauder through Wendy Smith. **ACTION BY: S. Todd – Incomplete. C. Hand to look into.**
2. N. Trieselmann to follow up to see if everyone is certified re: Safety Data and present at Fall meeting. **ACTION BY: N. Trieselmann – Complete.**
3. Put E-Learning on agenda for Fall meeting. **ACTION BY: S. Todd – Complete. S. Todd had Liz Anderson give program coordinators a presentation on E-Learning.**
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 – Complete. The program receives 4-6 UOIT graduates each year.**
5. Invite Tara Blackburn to next PAC meeting to discuss co-op. **ACTION BY: S. Todd – Complete. Tara Blackburn will be discussing co-op with program coordinators.**
6. Investigate new ways to hold meetings to include members/potential members who cannot physically attend. **Todd – Complete. Members are able to teleconference if needed.**

STATUS OF RECOMMENDATIONS FROM APRIL 16, 2015 PHARMACEUTICAL & FOOD SCIENCE MEETING

1. Faculty to bring in sample to show how lab report should be done and to ensure consistency throughout the program. **ACTION BY: K. Kelly & C. Hand – A. Derald to send copy to committee members for feedback.**
2. S. Lee Mook to provide a template to Program Advisory Committee to review for possible student distribution as a learning tool. **ACTION BY: S. Lee Mook – Complete.**
3. Arrange for placement employers to attend a PAC meeting so that their input regarding placement, student effectiveness etc. could be heard. **ACTION BY: W. Smith – Incomplete. W. Smith to arrange for spring meeting.**
4. External PAC members to provide suggestions on what to be included in Technical Writing, Career & Portfolio courses. **ACTION BY: Membership – Complete.**
5. Meet with Analytical Chemistry faculty lead to review lab policy. **ACTION BY: J. Myers – Complete.**
6. I. Mehrnia to investigate HACCP certification possibilities. **ACTION BY: I. Mehrnia – Complete.**

RECOMMENDED ACTIONS

1. Find an external member from Estee Lauder to join the committee. **ACTION BY: C. Hand**
2. Send sample copy of lab report to external members for feedback. **ACTION BY: A. Derald**
3. Arrange for field placement employers to attend PAC meeting for feedback. **ACTION BY: W. Smith**
4. Determine if the Pharmaceutical & Food Science program is eligible for HACCP program certification through the Human Resources Council. **ACTION BY: I. Mehrnia**
5. Determine if the programs offer students enough practice reviewing and using regulations. **ACTION BY: K. Kelly**
6. Investigate more local degree pathways for Pharmaceutical & Food Science graduates. **ACTION BY: Program Team**

REPORT PREPARED BY: Amy Derald

DATE: November 18, 2015

DRAFT REVIEWED BY DEAN: Susan Todd

SIGNATURE: 

APPROVED BY BIOTECHNOLOGY CHAIR:
Crystal Richardson

SIGNATURE: Approved via email 12/7/15

APPROVED BY PHARM & FOOD CHAIR:
Brenda Watson

SIGNATURE: Approved via email 12/8/15

Chemical Engineering Advisory Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Greg Johnston	Site Manager	Rohm & Haas-Dow Chemical
*Mike Sheedy	VP of Technical Development	Eco-Tec Incorporated
External Committee Members		
	Title	Organization
*Colin Davidson	Director of Management & Innovation	CardioMed Supplies Inc.
*Rowan Fleming	Plant Engineer & Environmental Coordinator	Molycorp Minerals Canada ULC
*Jason Henry	High School Teacher	Donald A. Wilson/DDSB
Corey Kachmar	Process Engineer	Woodbridge Foam Corporation
*Andrew Pearce	Senior Recruiter/Project Lead	SGS Canada Inc.
*Eric Perry	Process Supervisor	Del Monte
Nick Taylor	Supervisor, Technical Services	Eco-Tec Inc.
Elected Student/Alumni Representatives		
	Yr/Program/Alumni	Organization
Natasha Beattie	2 nd Year Chemical Eng. Tech	Durham College
*Brandon Cole	3 rd Year Chemical Eng. Tech	Durham College
*Guillaume Gagnon-Caya	Fast Track Chemical Eng. Tech	Durham College
*Kyle Hulse	3 rd Year Chemical Eng. Tech	Durham College
*Cole Smith	2 nd Year Chemical Eng. Tech	Durham College
Elected Faculty/Staff Representatives		
	Title	Organization
*Laura Benninger	Program Coordinator	Science & Engineering Technology
*Dave Duncan	Professor	Science & Engineering Technology
Tanya LeRoux	Professor	Science & Engineering Technology
Susan Todd	Dean	Science & Engineering Technology
Guests/Unelected Faculty Representatives		
	Title	Organization

KEY POINTS OF DISCUSSION

1. **Welcome & Introductions:** G. Johnston welcomed members and asked everyone to introduce themselves.
2. **Additions to the Agenda:** D. Duncan requested a tour of the labs commence prior to the discussion on External Industry Trends.
3. **Acceptance of the Agenda:** M. Sheedy accepted. C. Davidson seconded.
4. **Approval of Minutes from May 14, 2015:** D. Duncan approved. E. Perry seconded.
5. **Review of PAC Roles, Responsibilities & Benefits:** Program Advisory Committees (PAC) are scheduled semiannually and include faculty, students, and external industry partners. The purpose of PAC's are to assist in the development of new programs and modification of existing programs so that the college can meet industry needs. Each program in the College has a PAC and the minutes are sent to the Board of Governors for review. The program team and College administration are responsible for implementing approved recommendations from industry experts. Students on the PAC are responsible for listening and asking questions about industry trends and relaying the information back to their classmates. The Board of Governors has recently requested a more condensed version of minutes containing only key details however members are free to take their own detailed notes during the meeting. Committee members are permitted to stay on the PAC for up to 6 years and a Chair's term lasts 2 years.
6. **External Membership Information Sharing/Industry Trends:**
 - Many companies are experiencing a downturn due to the ripple effects caused by the decrease in price in the oil industry. As a result capital spending is also decreasing.
 - The minerals industry is in a slump due to global supply and demand. It is estimated there will be another year or so of downturn. Some Asian companies are being investigated for price controlling.
 - The food preparation industry is busy and growing. The drought in California effected the price of incoming produce such as lettuce.
 - General Electric's merger with Alstom has resulted in the company being able to not only design power plants but operate them as well.
 - DOW Chemical is experiencing cutbacks and is in a hiring freeze. Industries in western Canada will be in a prolonged hiring slump. Renewable energy/green chemistry will be unofficially subsidized. Dupont is focusing on becoming more of an agricultural company.
 - It was recommended students look for employment in niche markets.
 - Industry members suggested students look for GNED courses that focus on time management, prioritizing, understanding finances in the business environment, communicating with the public and adversarial groups, conflict management and economics.

7. College/School Update:

- Current enrolment figures are as follows:

First Year	Second Year	Third Year	Fast Track
41	25	23	7

- External members were concerned with the attrition rate and would like to see a report on the reasoning behind the low graduate rate.
- As per recommendations made in the Annual Curriculum Review, the following changes were made:
 - Added Laboratory Information Management Systems (LIMS) to Analytical Chemistry course

- Developed a new program specific technical writing course
- D. Duncan will be organizing a Career Night in late January. External members will be invited via email.

8. High School Update:

- High schools are working on communicating college and program expectations better through guidance counsellors.
- High school students generally expect to be wowed when they arrive in a college setting and often don't know what they're getting themselves in to.
- J. Henry is working towards shifting away from knowledge based learning and to increased problem solving.
- Allowing high school students to contact current college students via email was recommended as well as developing a virtual tour on the website was recommended.
- High schools are experiencing difficulty in preparing "today's student" with "last year's equipment".

9. Student Voice:

- Students enjoy D. Duncan's teaching methods and find the changes to the Program of Study better suited to build foundation skills that will help them progress through the program.
- Some students are struggling with the math course even though they took the required grade 12 college math. A technical math background may have been beneficial.
- Fast Track students like that the program is very hands on compared to University learning. They would like the option to apply for transfer credit for some of the courses however it is stated on the Transfer Credit website that Fast Track students are ineligible due to residency restrictions. Prior Learning Assessment & Recognition (PLAR) is used only for previous work and life experience and must be completed prior to course commencement.

10. Continuing Education Update: Continuing Education Representative unavailable.

11. Future Meeting Date: Thursday, May 19th

12. Meeting Adjourned: 6:37 p.m.

STATUS OF RECOMMENDATIONS FROM *May 14, 2015* MEETING

1. PAC evaluation forms need to be reviewed and recommendations to improve/change the meetings to be made. **ACTION BY: D. Duncan & J. Myers – L. Benninger to follow up.**
2. D. Duncan to define and articulate what a capstone project is and ask other colleges what they are doing as a capstone project. Also, to see if current trainers can be used as a "capstone" by having students write an in-depth report on its operation. **ACTION BY: D.Duncan – Ongoing.**
3. D. Duncan to review possibility of trainer use for Capstones. **ACTION BY: D. Duncan – Ongoing.**
4. E-mail reminder to be sent out to S. Cake regarding student tours of OPG in fall semester. **ACTION BY: D. Duncan – Complete.**

RECOMMENDED ACTIONS

1. Follow up on PAC evaluation forms for recommendations on changes to be made. **ACTION BY: L. Benninger**

2. Develop a report outlining the reasons why students are dropping out of the program. **ACTION BY: Program Team**
3. Look into creating a program specific virtual tour for the website. **ACTION BY: Program Team**

REPORT PREPARED BY: Amy Derald

DATE: December 1, 2015

DRAFT REVIEWED BY DEAN: Susan Todd

SIGNATURE: *Susan Todd*

APPROVED BY CHAIR: Mike Sheedy

SIGNATURE: Approved via email 12/2/15

Computer Programmer Analyst Membership List

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

Name	Title	Organization
Committee Chair		
*Yasser Khan	Digital Platform Marketing Manager	McGraw Hill
External Committee Members		
Robert DeSanti	VP	Deighton Associates Limited
Maddy Dilski	Business Partner	Cisco Canada
*Tim Fenton	Executive CIO & N. American CRM IT	GM Canada
*Judy Gauvin	Programmer Analyst	Ministry of Community and Social Services
*Dave Jewell	IT Architect	IBM Canada
*Lee Kichko	Software Developer	Mojility
Yasmine Moolla	Project Manager	Ministry of Revenue
*Chris Reid	Senior Developer	Salentica Inc.
Tyler Savery	Business Owner	Young Astronauts
*Murray Schock	Director	CIBC Infrastructure Client Services – Mainframe Operations
Jennifer Short	IT Software Deployment Coordinator	ITS, UOIT
*Favour Umokoro	Director of Technology	Amazing Print Corporation
*Mark Wilton	Applications Analyst	Town of Ajax
Elected Student/Alumni Representatives		
Name	Year, Program	
*Jillian Arnott	Year 2, CPA	
Ian Manley	Alumni	
*Tyler Martin	Year 1, CPA	
*Scott Nice	Year 3, CPA	
Mike Schnurfeil	Alumni	
Kyle Sullivan	Recent Graduate	
Elected Faculty/Staff Representatives		
Name	Title	Department
*Thom MacDonald	Professor	School of Business, IT & Management
*Andrew Mayne	Professor	School of Business, IT & Management
*Darren Puffer	Program Coordinator/Professor	School of Business, IT & Management
Guests/Unelected Faculty/Staff		
Name	Title	Department/Organization
*Jackie Bathe	Associate Dean	
*Victoria Kee	Secretary	School of Business, IT & Management

KEY POINTS OF DISCUSSION

1. **Additions to Agenda:** none.
2. **Agenda:** accepted by J. Arnott.
3. **Minutes** of April 21, 2015 were approved by L. Kichko.
4. **External Membership Information Sharing:**
 - Business analysis is an increasingly important skill in the workplace.
 - Often timelines are very tight for projects and in smaller businesses the resources available may be limited.
 - When entering the workforce after graduation the demand of skills and abilities needed in order to successfully fulfill job responsibilities can be very high. This can present a challenge to many students.
 - Often employers are looking for particular abilities, such as programming, testing and the ability to break down specifications, as opposed to specific certifications.
 - Long term planning is needed in order to foster employee professional development and the movement into more advanced roles.
 - Agile development is important in the industry and many larger organizations are starting to move in this direction.
 - Very little hiring is being done in the banking industry and currently the job prospects for graduating students are not ideal; however, this tends to be a cyclical process and will likely improve in the future.
 - The trend is increasing to insource IT services. There are three factors driving this trend. The first is to build a business knowledge base within the organization. Problems can occur when contractors come in to fix problems and no in-house knowledge is left behind. The second is due to security, because employees can sign non-disclosure agreements. The third factor is cost as there can often be a cost savings to have an employee rather than a contractor.
 - It is very important for students to graduate with knowledge of business fundamentals and good communication skills, including teamwork, presentation and negotiation skills. Empathy is another important soft skill that should be encouraged in students as they need to be empathetic towards users.
 - There are many enterprise resource planning (ERP) softwares, like Peoplesoft, that have their own embedded scripting language. The industry continues to screen for people who are experienced in these ERPs. It is difficult to incorporate ERPs into the curriculum because there are so many and it is also difficult to find individuals to teach this topic.
 - Training for ERPs is expensive and it can be a challenge to retain employees once they have completed the training and their skills are in high demand in the industry. It is very difficult to obtain independent knowledge in this area as far as podcasts, papers or other sources of information. Many of these systems are designed to be closed on purpose.
 - There has also been demand over the last five to seven years for people with the ability to code applications to support call centers or other customer relations management areas.
 - IBM is releasing new mobile availability in partnership with Apple. Many employers in the industry are interested in acquiring mobile development knowledge in order to avoid the necessity of completely outsourcing to consultants.
 - The 407 will facilitate expansion east of Toronto and Durham is attracting innovation and new businesses.
5. **College/School and Program Update:**
 - Durham College has experienced 1.3% growth this year, despite fears of lower enrolment due to low high school enrolment.
 - The School of Business, IT & Management has approximately 2000 students and offered new programs this fall including Accounting and Payroll as well as International Business Management and Insurance.
 - We anticipate receiving funding approval soon for the Computer Foundations program, which will allow students to graduate with a credential after the first common year in the IT programs. This certificate will offer a good retention and marketing strategy.
 - There are 200 first year students in the IT programs. There are approximately 120 students in the first year of the Computer Programmer, Computer Programmer Analyst program, 86 in year two and 34 in the third year. In order to accommodate growing numbers the scheduling of classes now takes place late into the evening four days a week.
 - George Brown recently received approval for an Information Systems Business Analysis post-graduate certificate. This program runs over a period of 12 months with tuition costs of approximately \$12,000. There is approval for the MTC code and this program has become the standard. Admission requirements include a college diploma as well as one year of work experience. The curriculum offers different streams which cover business analysis techniques including analysis and analytics specialization, finance specialization and security with a blended delivery format. Classes are held one evening a week and all day Saturday. Links regarding this program will be sent to the committee to review before further discussion at the spring meeting.
6. **Continuing Education:**
 - There is a current trend in Continuing Education for a decreased demand for evening classes. All new programming is being developed online. At this time there are very few courses for the IT programs offered through Continuing Education.
7. **Student Voice:**
 - Students in second year feel that the program is going well. There have been some growing pains as the new Program of Studies rolls out with courses that are newly developed.
 - Many students in second year seem to enjoy the group work in the program.
 - Students would appreciate collaboration between faculty members so that multiple assignments and tests are not due at the same time.
 - Third year students are having difficulty with the delivery of the PC Helpdesk course. This is the last time that this course will be offered as the new Program of Study rolls out to students. Third year students are also finding that there is not a well-defined link between the Project Management and Database Development courses, despite the fact that they are co-requisites.
 - The textbook for the database course is very old and outdated and students found that it did not contribute effectively as a learning tool.
 - Alumni felt that more curriculum covering database efficiency would be beneficial as it is common to work with big databases. Additionally, more curriculum covering code debugging especially around web servers would be a benefit.

RECOMMENDED ACTIONS

1. Discuss the George Brown graduate certificate information at the spring meeting; send links along with meeting minutes to committee members for review.
2. Send the new Program of Studies to the Committee members.
3. Review drafts of the business courses at the spring meeting to obtain feedback on course topics from industry members.
4. Follow up on replacement of Database textbook and the co-requisite status of the Database Development and Project Management courses.
5. Follow up on presentations to high school students.
6. Next meeting: Tuesday, May 3, 2015 at 6:00 p.m. Location: CFF
7. Adjournment: 8:00 p.m.

STATUS OF RECOMMENDATIONS FROM April 21, 2015 MEETING

1. Results of investigation into a dual credit with Introduction to Programming – there are not currently any dual credit opportunities; however, this possibility will be re-investigated in 2016.
2. Follow up on presentation to high school students – this is ongoing and can be discussed again as a spring task.
3. Follow up on curriculum development – will send to committee members.

REPORT PREPARED BY: V. Kee

DATE: November 10, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE:



APPROVED BY CHAIR: Y. Khan

Journalism Program Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
*Manjula Selvarajah	Freelance	CBC
External Committee Members		
Tracy Adams	Director, Communications & Marketing	City of Oshawa
Donal Beattie	Sports Producer	Corus Entertainment
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
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
*Karen Edwards	3 rd Year Journalism	Durham College
*Tabitha Reddekop	2 nd Year Journalism	Durham College
Ryan Verrydt	Journalism Alumni	Durham College
Elected Faculty/Staff Representatives		
Name	Title	Organization
*Danielle Harder	Professor	Durham College
*Greg Murphy	Dean	Durham College
*Brian Legree	Coordinator, Journalism	Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
Donna Boyd	Continuing Education Officer	Durham College
*Teresa Goff	Professor	Durham College
*Shannon McFadyen	Corporate Communications Officer	City of Oshawa

KEY POINTS OF DISCUSSION

1. Approval of Minutes from June 16, 2015 was moved by D. Harder and seconded by K. Morgan. Carried.
2. Approval of agenda was moved by B. Legree and seconded by T. Goff. Carried.
3. **Industry trends** indicate: job cuts in the market are having an impact. Local and National Newscasts have been spared. Business models are changing: efficiency needs to be increased. The craft of news writing would make a student more marketable in industry, being versatile with technology is very valuable. HTML is still considered very beneficial, global technology for news gathering. Research, writing and verification are still crucial. Single edits will replace the double edits that has been the standard. Focus is on content generators, hard news "sells", social media for reporting is useful. Opportunities to network should be incorporated into the curriculum. Writing for blogs is on the rise, practicing your skills will help going out in the Industry, trend is toward project-based contract work and away from traditional journalism. Building a student's portfolio is key. Being savvy with Twitter and Facebook etc. in combination with conventional journalism skills could be helpful to a graduate. Accessing hyper local news at a nation level is being explored. Stories are a way to differentiate yourself in industry. Introducing students to cold calling companies, is a recommendation.
4. **School Updates:** Journalism programs across the province are decreasing in enrolment. Durham College divided the original journalism program into two programs and added a graduate certificate in lieu of third year. A similar program in Broadcasting was also developed, allowing students who in the past would have struggled with research and writing, to have a place in a 'journalism-like' program. Live stream RIOT radio station was created at the same time. The net result was a significant increase in enrolment in journalism programs at DC.
5. **Program Updates:** The program applied for, and received an Innovation Fund Grant to help revitalize the campus newspaper, "The Chronicle" as well as the on-line website. This project is underway and the committee shared with the membership some of the highlights that have come about from their research in the revitalization. The project is being assisted by a class in the School of Business, as well as a web class in MAD. The group shared that if the students had more ownership or autonomy on the paper would help increase the content. Exploring the Twitter analytics of the newsfeed of the Chronicle would be beneficial.
6. **Students Voice:** Feels the program is excellent, loves the professors and feels they go above and beyond. Lack of dedicated space was noted and would like to see improved. The idea of a real "newsroom" would provide a more positive experience. Would like to see more access to, and training on the broadcast equipment for the second year students. Would like to see classes that require media loans, scheduled during the day to allow for equipment return. Advanced videography is very good in content but would like more advanced editing skills taught. Increased teaching in HTML would be beneficial. Long form journalism is taught in the current third year but they would like to see more hard news writing. Access to Riot Radio has been removed for third year and they would like it to return for the last semester and in the graduate certificate. Currently, only second year students work with RIOT radio..

RECOMMENDED ACTIONS

1. Recommend a reduced fee for Continuing Education courses (for full-time students). **ACTION BY: DEAN**
2. Recommend reviewing job data from PR graduates to see where they are working and determine if there is an overlap with Journalism graduate employment. **ACTION BY: Dean**
3. Recommend that the Program Team reach out to the membership to gain more advice or suggestions on the new revitalization project. **ACTION BY: Program Team**
4. Recommend a review of availability of Media Loans equipment for Journalism students. **BY: Student Membership and D. Harder**
5. Recommend a dedicated newsroom space for the journalism program. **ACTION BY: Dean**
6. Recommend that a student focus group review the current third year and the pending graduate certificate curricula. **ACTION BY: Program team, Students and Dean**
7. Next meeting – Wednesday, April 6th, 2016 at 6:00 p.m. at the Centre for Food.
8. Adjournment 8:30 p.m.

STATUS OF RECOMMENDATIONS FROM June 16, 2015 MEETING

1. The addition of HTML and coding has been added to the first and second year curriculum.
2. The Program of Studies for 2016 will be addressed in December 2015, and the movement of courses will be evaluated.
3. The PR employment data will be collated and compared with the Journalism employment data.
4. Program team will review all courses and consider adding outreach into the current curriculum.

REPORT PREPARED BY: Alanna Desaillier

DATE: November 18, 2015

DRAFT REVIEWED BY DEAN:

SIGNATURE: 

APPROVED BY CHAIR: Manjula Selvarajah

SIGNATURE: via email

Environmental Technology Advisory Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Tim Mullings	Environmental Due Diligence Group Manager	Golder Associates Ltd.
External Committee Members		
*Kathy Coupland	EHS Specialist	GFL Environmental
*Stewart McLellan	President	Cardinal Environmental Consulting Services Ltd.
*Dan Moore	Aquatic Resource Analyst	Central Lake Ontario Conservation Authority
Rebecca Peters	Superintendent, Radiation Protection, Environment & Quality	Cameco Corporation
Kyle Schumacher	Technician	Miller Waster Systems
Sandra Thomas	District Supervisor (Acting)	Ontario Ministry of Environment
Elected Student/Alumni Representatives		
*Ashley Audit	3 rd Year Environmental	Durham College
*Eric Lacina	2 nd Year Environmental	Durham College
*Samantha Moore	2 nd Year Environmental	Durham College
*Eric Roffey	3 rd Year Environmental	Durham College
Elected Faculty/Staff Representatives		
*Joy Lavergne	Program Officer	Continuing Education
*Corrie Stender	Program Coordinator	School of Science & Engineering Technology
*Sue Todd	Dean	School of Science & Engineering Technology
*Katherine Wilson	Professor	School of Science & Engineering Technology
Guests/Unelected Faculty/Staff		
	Title	Organization

KEY POINTS OF DISCUSSION

1. **Welcome and Introductions:** S. Todd welcomed members and asked everyone to introduce themselves. As per PAC bylaws, A. Huxter has finished her term as both chair and committee member. Those interested in become the new chair are asked to contact S. Todd or C. Stender.
2. **Additions to the Agenda:** There were no additions.
3. **Acceptance of the Agenda:** S. McLellan accepted. S. Moore seconded.
4. **Approval of Minutes from May 7, 2015:** T. Mullings approved. S. McLellan seconded.
5. **Review of PAC Roles, Responsibilities, and Benefits:** S. Todd reviewed the purpose of Program Advisory Committees and the various responsibilities of students, faculty, and external members.
6. **External Membership Information Sharing:**
 - Strategic planning processes appear to be a consistent trend across many environmental agencies. Budget constraints result in the need to justify roles more often. Closing the gap between people and the environment by connecting people to the outdoors, valuing ecosystem services and communicating indirect benefits to different audiences is important.
 - The Environmental Registry's proposed greenhouse cap and trade system was posted on November 16th. The comment period is open for 30 days.
 - Waste division regulations might be coming out in the near future. Extended producer responsibility is expected to be a part of it. Approximately 95% of companies require assistance in classifying their waste. Emergency planning is difficult in the chemical industry as fire and emergency services have different requirements than Environmental Emergency Regulations.
 - There is a lot of discussion happening in industry in regards to movement of fill and fill management. Protocols proposed are very onerous and companies often look at ways of getting around it. It has been a problematic industry for quite some time.
 - Disposal of storm water management pond sediment is an important issue with high costs for municipalities and private owners.
 - Young people aren't applying for consultant roles where there is a high turnover due to retirement. Some industries are pushing to hire new graduates as they are able to train them into the optimal employee. There may be a market for graduates to approach small companies that aren't able to afford their own environmental department for side jobs.
 - The quality of resumes received continues to be a problem. Graduates should highlight what sets them apart and get involved with committees.
7. **College, Program and School Update:**
 - Current enrolment figures are as follows:

First Year	Second Year	Third Year	Fast Track
23	12	17	11
 - The program is noticing more high school students aren't well prepared.
 - Preparing a "day in the life of" video for the website highlighting specific industries that aren't conservation based and featuring student work was recommended to give applicants a better understanding of the work involved.
 - All of the Program Review changes were implemented and the Program of Study was updated to reflect the changes.
8. **Student Voice:**
 - Second year students appreciated the field trips and speakers.
 - The Analytical Chemistry format change has alleviated student work load.

- Students would like to attend a field trip to the Durham Waste Management Centre. It was recommended faculty conduct a video tour in the summer to present to the class. S. Todd advised the program team to conduct an audit on field trips.

9. Continuing Education Update: Continuing Education currently offers 89 programs. If there is a need to run a course not listed, members can contact J. Lavergne.

10. Future Meeting Date: Thursday, May 12th

11. Adjournment: 6:53 p.m.

RECOMMENDED ACTIONS

1. Follow up with R. Stevenson regarding changes in policies on agriculture. **ACTION BY: S. Todd**
2. Appoint a new chair. **ACTION BY: PAC**
3. Prepare a video for the program website highlighting industries that aren't conservation based. **ACTION BY: Program Team**
4. Look into organizing a field trip or video tour of the Durham Waste Management Centre. **ACTION BY: Program Team**
5. Audit field trip data. **ACTION BY: Program Team**

STATUS OF RECOMMENDATIONS FROM May 7, 2015 MEETING

1. Ross Stevenson to email membership in regards to changing policies on agriculture. **ACTION BY: R. Stevenson – S. Todd to follow up with R. Stevenson.**
2. S. Barrett to pass on Pam Stoneham's contact information to A. Huxter for potential START student at Covanta. **ACTION BY: S. Barrett – complete.**
3. Facility tours for students to be investigated and report back in regards to the possibility. **ACTION BY: Membership – Ongoing.**

REPORT PREPARED BY: Amy Derald

DATE: November 24, 2015

DRAFT REVIEWED BY DEAN: Susan Todd

SIGNATURE: 

APPROVED BY CHAIR: Tim Mullings

DATE: January 14, 2016



*Foundations in Art & Design Advisory Committee
School of Media, Art & Design
Minutes of November 4, 2015*

Foundations in Art & Design Membership List

Name	Title	Organization
Committee Chair		
*Dani Crosby	Illustrator/Professor	Freelance/Durham College
External Committee Members		
Richard Brown	Designer	Freelance
*Neville Clarke	Artist/Professor	Centennial & Seneca
*Lynn Dooly-Marek	Illustrator/Professor	Freelance/Durham College
Darren Fisher	Artist/Mac Technologist	Durham College
*Laura Hair-Desveaux	Artist/Professor	Freelance/Durham College
Brian Ho Sang	Designer	Monsterpilot
*Laurie Lafrance	Illustrator/Professor	Freelance/Durham College
*Jamie McFarlane	Artist	Freelance
Peter Smith	Artist/Professor	Freelance/Durham College
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
Sara Budgen	FAD Alumni	Durham College
Kevin Cormier	FAD Alumni	Durham College
*Christopher Cote	FAD Student	Durham College
*Kristin Sali	FAD Alumni	Durham College
*Courtney Skovira	FAD Student	Durham College
Elected Faculty/Staff Representatives		
Name	Title	Organization
*Steven Evans	Coordinator, FAD	Durham College
*Sean McQuay	Coordinator, Fine Art	Durham College
*Greg Murphy	Dean	Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
Donna Boyd	Continuing Education Office	Durham College
Gary Chapple	Professor	Durham College
Matthew Grabinsky	Professor	Durham College
Ray Gubala	Professor	Durham College
Jo-Ann Jordan	Ceramist/Professor	Durham College
*Herb Klassen	Professor	Durham College
John Starling	Coordinator, Media Fundamentals	Durham College

KEY POINTS OF DISCUSSION

1. Acceptance of Minutes of May 5, 2015 was moved by N. Clarke. Carried.
2. Acceptance of the agenda was moved by H. Klassen. Carried.
3. **External/Membership Information Sharing:** A discussion arose around the difference in the drawing ability of students, and if the level of drawing can be assessed, this may help with setting up schedules to balance sections. It was noted how important completed portfolios are upon graduation, for students to be prepared and ready. The importance of this one-year certificate was noted as it enables students to gain a better understanding of drawing and concepts, prior to moving forward to a different program, however, students are still requesting to have more feedback on their finished work. Discussion put a lot of emphasis on the importance of one-to-one feedback in class as well as out of class availability for student support.
4. **College/Program Updates:** The importance of networking in industry was discussed, as was the room allocations for the program and cohorts. They help bond the students and create initial network relationships. The Annual Foundations in Art and Design and Fine Art Exhibition show is scheduled for March 30-April 17th at the Robert McLaughlin Gallery.
5. **Continuing Education Update:** No Continuing Education representative.
6. **Student Voice:** A discussion arose about students finding the direction they want to go after graduation, and in addition, it was mentioned that the business of art is an important element of the program. The third year, Fine Art students are enjoying being mentors to the first year students.

RECOMMENDED ACTIONS

1. Introduce digital drawing into the second year conceptual class including divergent and convergent activity. **ACTION: Program Team**
2. Explore ideation and conceptualization within the program. **ACTION: Program Team**
3. Improve documentation training within the program : **Program Team**
4. Integrate guest speakers from different areas of the creative community throughout the program rather than just in the second semester of the program. **ACTION: Program Team**
5. Increase opportunities for third year students to mentor the FAD students to help create opportunities and pathways. **ACTION: Program Team**
6. Explore credit transfer into other programs using acquired credits from the FAD program. **ACTION: Program Team**
7. Meeting adjourned at 7:36 p.m.
8. Next meeting – Send proposed dates electronically

STATUS OF RECOMMENDATIONS FROM May 5, 2015 MEETING

1. The recommendation to explore the idea of expanding the conceptual content and/or process within the program is ongoing. **ACTION: Program Team**
2. The recommendation to determine the purpose of drawing across all courses within the program, and re-think the weighting and value of cumulative or preparatory drawings relative to finished drawings is being addressed in each individual course, is ongoing. **ACTION: Program Team**
3. The recommendation to explore the idea of separating streams of drawing experience for new students is ongoing. **ACTION: Program Team**
4. The recommendation to explore a way of helping student embrace drawing and creativity in general is ongoing. **ACTION: Program Team**

REPORT PREPARED BY: Stacy Leaming-Conroy

DATE: November 4, 2015

DRAFT REVIEWED BY DEAN: G. Murphy

SIGNATURE: 

APPROVED BY CHAIR: Dani Crosby

SIGNATURE: via email

Membership List
Name
Title
Organization
Committee Chair

*Jeff Zakoor	Coordinator/Professor General Arts & Science – Health and Science	Durham College
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External Committee Member
Name
Title
Organization

*Hailey Wright	Coordinator, Articulation and Transfer Pathways	Trent University Durham
*Donna Pegg	Professor	School of Health & Community Services, DC
*Tanya Leroux (Jessop)	Professor	School of Science & Technology, DC
Ralph Hoffman	Coordinator Paramedic and Pre Service Fire Programs	School of Justice & Emergency Services, DC
*Kim Boss	Pathways and Credit Transfer Coordinator	Durham College
*Clarissa Livingstone	Academic Coordinator/Senior Academic Advisor-	Faculty of Science UOIT
*Randy Boissain	Guidance Counsellor	Monsignor Paul Dwyer HS
Val Gilham	Coned Program Development and Quality Initiatives	Durham College
Wendy Stanyon	Associate Professor	Collaborative BScN Program UOIT
*Debbie Morrison	Coordinator Practical Nursing	School of Health & Community Services, DC

Elected Student/Alumni
Representatives Name
Yr./Program/Alumni

*David McGuire	GASO	Durham College
*John Reid	GASH	Durham College
*Brittney Brooks	GASZ	Durham College
*Brandon McIsaac	GASZ	Durham College

Graduate

*Cynthia Coombs	GASN Graduate, RPN Student	Durham College
*Wyatt Ritchie	GASZ Graduate, BSc Student	UOIT

Faculty/Staff Representatives
Name
Title

*Stephanie Ball	Executive Dean,
Kevin Dougherty	Assoc. Dean
*Ann Conroy	Admin. Coordinator
*Lynne Connaty	Professor General Arts & Science
*Katherine Fledderus	Professor General Arts & Science
**Jeff Zakoor	Coordinator/Professor General Arts & Science – Health and Science

Guests: Nancy McGuire, Rhonda Christian, Christine Conacher, Nicole Mastnak, Lynne Kennette, Nathan Wilson

1. Welcome and Introduction

The General Arts & Science program PAC has been divided into a Health/Science option and a Liberal Arts option

Jeff Zakoor is the coordinator of this PAC – Health and Science Streams;

Lynne Kennette is the coordinator of the Liberal Arts Streams;

Introductions were made, followed by a presentation overview of all of the GAS program streams.

2. Additions to the Agenda

- There were no additions to the agenda

3. Acceptance of Agenda

- Proposed by: K. Fledderus
- Seconded: D. Morrison

Approved

4. Approval of Minutes from previous meeting

- This is the first meeting of the new GAS Health/Science Program Advisory Committee.

5. Business/Actions Arising from Previous Minutes

- Debbie Morrison was nominated for a two year term.
- Motion to accept K. Fledderus
- Seconded D. Pegg

Approved

6. Discussion Items

External Stakeholders

- Practical nursing has three intakes and is rolling out a new weekend Flex program starting in January.
- School of Health – Personal Support Worker and Social Service Worker will have January intakes.
- Change for UOIT in PN – not taking dual applicants – could impact our students.
- Three programs: Dental Hygiene, Dental Assistant and Dental Receptionist will be going through review. Dental Hygiene will have a second intake beginning May 2016.
- Dental Assistant accreditation this year through Canadian Dental Accreditation.
- DRA will also go through an accreditation review.
- Guidance representative questioned whether we track statistics to determine the likelihood of getting into a program when applying directly from high-school vs college. Seventy five percent of the RPN students come directly from the GAS program.
- Guidance would like to establish communication lines with the college; for example the creation of a GAS newsletter to be distributed in high-school cafeterias and Guidance Offices.
- Guidance would like to know whether college applicants are better prepared for taking over-subscribed programs.
- A lot of students take a 5th year in high-school to decide on an academic/career path.
- Students in biology and chemistry college courses experience a faster pace than in high school which prepares them for university.
- Trent has statistics to show that students transferring to university from college are more successful than direct entry high school students (ONCAT project).
- Guidance Chairs have meetings and coordinators could attend to discuss GAS programs; Chairs can then take the information back to their schools. They meet monthly. Suggested that we get onto their agenda to speak at their meeting.
- Trent representative provided updates on a number of science program initiatives. Trent has a kinesiology 2+2 program with UOIT, but they don't have an agreement with DC yet as a lot of electives would be transferred.

- Trent Oshawa has 950 students with more programs coming to Oshawa. Looking to acquire more land next to current location for future expansion.
- Concerns were raised regarding internal course equivalences going from GAS to Science and Engineering due to the lack of a lab component in the GAS program.
- Many students lack math fundamentals to succeed in Science and Engineering which are highly lab-based and math-based programs. Lack of success leads to lower retention. Direct entry high school students also may not have the required skills – taking tech math and/or university math in high school is highly desirable. Suggested to have a one semester GAS stream with a preparatory math focus in the Fall so that students may be ready to enter engineering.
- Math is also an important skill required for university science programs. Need to determine the adequacy of current university pathway offerings.

College Updates

- College Accreditation process – we are applying as an institution to meet MTCU standards. Will update at next meeting. We have to apply January – September 2016 to submit an application. Site visit, six programs will be audited. We, as a college, will recommend four programs and they will select the other two. Our VPA will make recommendation in early December.
- There have been a number of personnel changes in the college due to retirements; we are recruiting for a new Associate VPA Academic.
- Open House Saturday November 14, a lot of students have volunteered.

Program

- Significant new program opportunity with UOIT: ONCAT program develops a pathway for UOIT students. 1st year students who are not successful currently have to endure a two-semester suspension (they are also unable to transfer to another university during that time).
- UOIT obtained an ONCAT grant. Unsuccessful UOIT students from all seven streams can come to DC to take remedial courses during the spring/summer and, if successful, will re-enter UOIT in the Fall. The UOIT academic advising committee is overwhelmingly supportive of this program.
- Another ONCAT initiative: science and math faculty are examining the ONCAT pre-health project which is designed to increase student transferability from one college to another. The team is currently reviewing course learning outcomes from current GAS math, chemistry, biology, and physics courses to see how we stack up with the project course exemplars. A move in this direction could involve the inclusion of labs as well as a new MTCU code and name change. – Update in May.
- CONED provided an overview of their current offerings and also confirmed that open communication with IS has reduced redundant course offerings.

Student Voice

- GASZ is not recognized by some other universities (due in part to not being a two year program); would like options to go to other institutions. Love the math courses.
- After first term test there was more work within less time. Preparing for university.
- Carlton would give preference to a high school student; nevertheless all of the outlines have been forwarded to Carlton for their consideration.
- Averages to get into certain health programs are very high and it would be beneficial to be considered for acceptance in programs at other colleges. For example Centennial doesn't recognize GASH and there is an admissions test. The Success course (SUCC 1300) is challenging as there is a lot of work and many students are focusing on their core courses: biology, chemistry, math, and communications.
- A good addition to the Success course would be to have an assignment exploring future pathway opportunities. The Success course was offered for the first time this Fall and will be reviewed to incorporate student feedback.
- Current UOIT student felt it is a good course for preparation for university.
- Trent is looking to have a course like this in the first year as a mandatory course. Students feel that both COMM and SUCC were beneficial.
- Previous students gave supporting feedback for this type of course.
- Former GASZ student is now in UOIT and has moved to pre-health. Courses are interesting, chemistry and math work well together.

- GASO student debated taking on-line (GASO) vs face-to-face (GASH); was surprised to learn about variation in course evaluation criteria and content delivery.
- Response from faculty: The difference in online evaluation is because students are across the country. To help with integrity – proctors cost approx. \$300. Moving forward, we are looking at on-line proctoring and having three tests and an exam at a lower cost.
- Upgrade and enhance our website.

Graduates

- The RPN student graduated from GASH in April and transitioned directly to RPN in May. GAS preparation for the RPN program – taking biology and chemistry was very beneficial. Students who struggled with chemistry in the GAS program were not successful in RPN. The GAS program helped with college preparation and study skills. Improvements – include study strategies. Especially Anatomy independent study.
- The second COMM taught APA which is now very helpful. Both the psychology and computers courses were also very helpful.
- GASZ graduate stated that UOIT is a higher workload – the GAS program was very helpful for preparation.
- When reaching out to universities, student learned that some institutions would prefer a two year rather than a three semester program. Universities would take a high school student over the three semester GAS student.
- Recommends having a few more independent research assignments and differentiated instruction to further help students prepare for university.
- SUCC1300 invited students to attend two mock university lectures at UOIT- they ended with a question and answer period to dispel some of the myths about university. Trent is also willing to participate.
- A suggestion was made to have university student attend a GAS class for information dissemination and to answer questions about the transition to university.

Action Items

- (i) Newsletter for school board
- (ii) Meet with guidance chairs
- (iii) More linkage between courses – why courses are being offered. May meeting.
- (iv) More lecture opportunities from Trent and UOIT and stream-specific student panels going into classes
- (v) More pathway opportunities to other universities
- (vi) Further consideration may be given to mandatory completion of full certificate in order to apply to health programs such as RPN and Paramedic. However, more mandatory courses combined with high average requirements would cause more stress and could be problematic – may suggest having prior learning rather than high average for entry into oversubscribed program
- (vii) More work on other student options - Plan B and Plan C or D (Rhonda)
- (viii) Guest lectures an opportunity to see the difference between DC and the UOIT campuses.


Adjournment – D. Morrison

7. **Future Meeting Date** – May 12, 2016 from 12-2 in A144

REPORT PREPAREDBY: Ann Conroy

Date: November 12, 2015

DRAFT REVIEWEDBY: Lynne Kennette

SIGNATURE: 

APPROVED BY DEAN: Stephanie Ball

SIGNATURE: 

Membership List

Name	Title	Organization
Committee Chair		
*Joe Stokes	Associate Registrar	UOIT
External Committee Member		
Name	Title	Organization
*Joe Muldoon	Head	Trent University Durham
*Hailey Wright	Coordinator, Articulation and Transfer Pathways	Trent University Durham
*Marc Ford	Professor	School of Business, IT and Management
*Kathleen Stewart	Coordinator, Law Clerk Advanced Program,	School of Justice and Emergency Services
*Deb Flintoff	Head of Guidance	R. S. McLaughlin Secondary School
*Kim Boss	Pathways and Credit Transfer Coordinator	Durham College
*Val Gilham	Coned Program Development and Quality Initiatives	Durham College
Elected Student/Alumni Representatives		
Name	Yr/Program/Alumni	
*Brenna Rowe	yr 1 GASA (Trent Stream)	Durham College
*Kent Stevens	yr 1 GASA (Trent Stream)	Durham College
Graduate		
*Cassandra Chen	Forensics	UOIT
*Canna Liang	Forensics	UOIT
Faculty/Staff Representatives		
Name	Title	
*Stephanie Ball	Executive Dean,	
Kevin Dougherty	Assoc. Dean	
*Ann Conroy	Admin. Coordinator	
*Katie Flynn	Professor General Education	
*Lynne Kennette	Coordinator/Professor General Arts & Science – Liberal Arts	
*Nathan Wilson	Professor General Arts & Science	

Guests: Cathie Griffin, Jeff Zakoor, Rhonda Christian

1. Welcome and Introduction

- New PAC – Lynne Kennette is the coordinator of this PAC - Liberal Arts Streams
- Joe Stokes has agreed to be Chair of this Advisory Committee for the next two year term
- All members introduced themselves.

2. Additions to the Agenda

- There were no additions to the Agenda

3. Acceptance of Agenda

- Proposed by: J. Muldoon
- Seconded by: D. Flintoff

Approved

4. Approval of Minutes from previous meeting

- This is the first meeting of the new GAS Liberal Arts Program Advisory Committee

5. Business/Actions Arising from Previous Minutes

- None

6. Discussion Items

External Stakeholders

Some members from the other schools in the college would like to be invited into General Arts & Science classrooms as guest speakers to promote their programs to students.

The new Academic Success course provides an opportunity for this type of recruitment and information/pathway sharing.

High School Subject Council could be a good vehicle for the GAS program information dissemination to guidance counselors. This information would be particularly useful for students going into grade 12.

General Education courses taken in the GAS program can be transferred to their next program at any college in the province. Transfer credits (TC) from other institutions will be shown as a TC which may impact some pathway agreements.

Trent – The new GASA stream is two semesters after which students transfer into second year of Trent when students meet the terms of the agreement (e.g., have a minimum 70% average).

UOIT – two types of pathways: (1) admissions pathway such as GASZ prepares students for admission to university Engineering and Science program with no advanced standing (start in first year); (2) advance standing pathways such as GAST (Liberal Arts) and GASF (Forensics) have a one year advanced standing where students begin in year 2. GASF will have a change (effective Fall 2016) from three semesters to two with students able to take the BIOL through UOIT.

One year ago, DC and UOIT proposed the need for a remediation program for university students who fail to meet the required academic standards at UOIT; these students would take one semester with DC and then be able to return to university immediately in the fall rather than enduring a 2-semester probation before being allowed to return. If they complete this remediation program, the additional cost would only be a summer semester. Students backed up with a college program are usually more successful in university e.g. Business to Trent. A task force was developed through ONCAT. Trent, York, and Seneca are also looking to have similar programs.

Can students use the courses that they take at DC be used as credits for UOIT? – parking lot.

An ONCAT report will be shared with everyone when it is completed.

CONED provided an overview of their current offerings and also confirmed that open communication with IS has reduced redundant course offerings.

Student Voice

Students feel that the courses are being offered/taught at the appropriate level and serve as a transition between high school and university; however, online courses remain a challenge for many students.

Students also provided valuable feedback regarding potential improvements to COMP 1341.

Students have appreciated the opportunity to attend university mock lectures and would like to have this continue. In addition to UOIT, Trent has also expressed a desire to participate.

Students would like to have an opportunity to have all courses offered in multiple delivery modes.

Graduates went to a classroom to share their experiences at university. Would be willing to visit college classes to give insights and possible advice.

A recommendation was made that the Preparing for Academic Success SUCC 1300 course has stream-specific GAS graduate panels to give current students an opportunity to ask questions.

Websites should be more complete and offer links between GAS, UOIT and Trent.

Students also recommended having a program map showing the relationship between DC and UOIT pathway courses.

Communication courses should also focus on finding and reading scholarly articles. This has been addressed in the Applied Communication COMM 3715 course and in the Academic Success SUCC 1300 course.

Action Items

Continue to work towards a broader college faculty PAC involvement for greater program awareness.

Continue the utilization of students for program recruitment and information panels.

The program team will review online learning curriculum and modify as necessary.

An update on the remedial program stream will be provided at the next meeting.

Web site linkages will be added to relevant pathway programs.

Integrate more scholarly articles into various university preparatory courses.

Adjournment – J. Muldoon

7. Future Meeting Date – May 11, 2016 from 12 – 2 in A144


REPORT PREPARED BY: Ann Conroy

Date: November 11, 2015

DRAFT REVIEWED BY: L. Kennette

SIGNATURE:

APPROVED BY DEAN: S. BALL:

SIGNATURE: 



Graphic Design Committee
School of Media, Art & Design
Minutes of November 16, 2015

Graphic Design Membership List

Name	Title	Organization
Committee Chair		
*Grant Cleland	Senior Art Director	Leo Burnett Canada
External Committee Members		
*Randal Boutilier	Graphic Designer	12thirteen Design Inc.
*Peter Blake	President & Creative Director	AfterShock Creative Inc.
Katie Brown	Graphic Designer	Freelancer
Steve Dunk	Partner/Designer	Reactor art + design
Heather Lee	Interactive Studio Artist	Grip Limited
*Erica Collins (Rodrigues)	Designer	Canadian House & Home
*Marcel Tualla	Creative Director	Incryptex
Elected Student/Alumni Representatives		
Leah Francis	Year/Program/Alumni	
Ashleigh Johnston	2 nd Year Graphic Design	Durham College
*Jack Lang	Graphic Design Alumni	Durham College
Dave Malarenko	3 rd Year Graphic Design	Durham College
*Samantha Spykerman	Graphic Design Alumni	Durham College
Merissa Vuylsteke	3 rd Year Graphic Design	Durham College
*Emily Kaljuvee	Graphic Design Alumni	Durham College
Emily McCourt	2 nd Year Graphic Design	Durham College
Sarah Vaneyk	1 st Year Graphic Design	Durham College
Elected Faculty/Staff Representatives		
Name	Title	Organization
*Reid Anderson	Coordinator, Graphic Design	Durham College
Stuart Ellis	Professor, Graphic Design	Durham College
*Greg Murphy	Dean	Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
Tracey Hanson-Parry	Professor, Graphic Design	Durham College
Barb Suen	Professor, Graphic Design	Durham College
*Darren Binder	3 rd Year Graphic Design	Durham College

KEY POINTS OF DISCUSSION

1. Approval of Agenda for November 16, 2015 was moved by G. Cleland and seconded by P. Blake. Carried.
2. Approval of minutes of October 7, 2015 was moved by G. Cleland and seconded by R. Boutilier. Carried.
3. **Recommendations:** Recommendations from October 7, 2014 meeting have been implemented in new program of studies for 2015 (see detailed status below).
4. **Industry Trends:** Discussion recommended the introduction of 3D modeling programs into curriculum. The discussion focused on the necessity of these skills for students entering the industry and asked if employers looked for these skills when reviewing portfolios. It was suggested that students could learn the skills through independent study. It was asked if 3D modeling techniques could be added to the 3D & materials course. Discussion also recommended adding Final Cut Pro and teaching UI/UX design principles to curriculum. Students can attend a Portfolio night hosted by RGD to network, obtain feedback and gain insights into industry expectations. It was noted that Advertising program regularly brings back alumni to review portfolios. Program team will discuss the value of integrating 3D modeling skills into curriculum.
5. **RGD Memberships:** Adding an automatic membership in the RGD to first year student tuition was discussed. Recommended exploring further for fall enrolment in 2016.
6. **College/School Update:** Enrolment is down in the School of Media, Art & Design and across the College due to a demographic shift in high school age students. However, enrolment in Graphic Design programs offering degrees at the university level is stable and even growing in some institutions (like Ryerson). Initiatives are being brought forward to make the College more competitive and attract more applicants over the next five years. It was noted that the Graphic Design program's enrolment increased by 30 percent from 2014/15.
7. **Student Voice:** Third year students expressed overall satisfaction with the Graphic Design program and felt they were well prepared to work in the industry but would like more role-playing in classes to practice interview skills. First year students recommended more feedback on projects in progress and after completion. They also felt they were not sure of what good design is and wanted further clarification. A concern was raised that professors could do more hands-on software demonstrations using their laptops individually with students.

RECOMMENDED ACTIONS

1. Explore adding automatic enrolment in RGD for 2016 cohort. **ACTION BY: G. Murphy and R. Anderson**
2. Discuss creation of a Portfolio Review night by Graphic Design alumni. **ACTION BY: Program team**
3. Explore ways to integrate 3D modeling skills into curriculum. **ACTION BY: Program team**
4. Discuss ways to incorporate more feedback on projects. **ACTION BY: Program team**
5. Next Meeting – Wednesday, March 30th, 2016 at 7:00 p.m.
6. Adjournment 8:30 p.m.

STATUS OF RECOMMENDATIONS FROM April 29, 2015 MEETING

1. More Interactive Media was added to the new curriculum for 2015.
2. The new Program of Studies has been implemented for 2015 cohort.
3. An introduction to Interactive Media production is being taught in New Media I course.
4. InDesign software is being taught in the Design Tools I course, offered in semester one.
5. The integration of Illustrator, Photoshop and InDesign software into single projects has been successfully completed in the Design Tools I and Design Tools II courses.

REPORT PREPARED BY: R. Anderson

DATE: November 16, 2015

DRAFT REVIEWED BY: G. Murphy

SIGNATURE:



APPROVED BY CHAIR: G. Cleland

SIGNATURE: via email

Human Resources Program Advisory Committee Membership List

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

Name	Title	Organization
Committee Chair		
*Melissa Beckett-Batchellor	Senior Human Resource Business Partner	Bridgepoint Active Healthcare
External Committee Members		
*Doug Campbell	Director of Operations	PaperChef
*Kevin Chhange	Human Resources Generalist	Paramed Home Health Care
*Jan Herington	Career Coach	Queen's University, School of Business
Aranka Mason	Manager	Ministry of Government Services
*Jaime Sheepwash	Senior Employee Relations Officer	Durham Catholic District School Board
*Peter Spratt	Vice President, Consulting Services	Collins Barrow
Elected Student/Alumni Representatives		
Name	Year, Program	
*Diana Leder	2, Human Resources	
*Ezinne Okwuosa	Graduate Certificate	
Elected Faculty/Staff Representatives		
Name	Title	Department
*Gary Gannon	Program Coordinator/Professor	School of Business, IT & Management
Guests/Unelected Faculty/Staff		
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:** none.
2. **Agenda:** accepted by P. Spratt and seconded by J. Sheepwash.
3. **Minutes** of April 1, 2015 were approved by J. Herrington and seconded by P. Spratt
 - Correction to paragraph three under Status of Recommendations: Canadian Health Association should read Canadian Mental Health Association.
4. **External Membership Information Sharing:**
 - There is a large global impact on businesses and on leadership through Human Resources. Leaders need to have the ability to work with individuals all over the world.
 - Leadership development is a growing issue and it is important to groom leaders in order to prepare them to fulfill their roles effectively in the future.
 - Especially in environments with high diversity, where employees do not always speak English as a first language, it is very important from a leadership perspective to have the ability to coach employees.
 - It is necessary for leaders to engage employees in the organization's direction and goals.
 - Transition in key leadership positions at time of great change is very difficult. Retention of strong leaders can be difficult through these times of transition as well and it can be a challenge to find replacements. When learning a role it is difficult to lead at the same time.
 - During change management it is important to ensure that employees are given the tools they need to facilitate the change and successfully adapt to any new requirements.
 - There is a current focus on working with teams, and working out group accountabilities.
 - Virtual teams are becoming increasingly common and can have very different dynamics. Communication styles are very important when leading a virtual team.
 - Human Resources needs to influence leadership choices with regards to succession planning and retention of good leaders.
 - Conflict coaching is a new specialization and has a positive influence on building self-awareness. Instead of being a punitive process it is restorative which allows people to actively participate. It creates less need for formal mediation and allows more facilitative dialogue with productive conversations.
 - Complaints of harassment are not always necessarily legitimate. There seems to be an increase in the potential for fraud with these and other grievances. There is more of an inclination to include in the investigation a second party with specialty expertise, especially in emerging fields. Where there are increasing incidents of complaints in the workplace, it is important to determine the root cause and evaluate whether the team culture may be a factor.
 - New technologies are changing the workplace. It can be difficult to transition a workforce to the use of new technology and different tools.
 - In the education sector, the Collective Bargaining Act has been legislated. The bargaining process has been very difficult. There is a struggle with leadership roles as Principal and Vice Principal salaries are frozen while teacher salaries have continued to increase, decreasing the wage gap and therefore recruitment is difficult. Another conflict involves the lack of teamwork between kindergarten teachers and the ECE in the class.
5. **College/School and Program update:**
 - Durham College enrolment has increased by 1.3% even though many other colleges have seen a deficit.
 - New programs this fall included Accounting & Payroll, Insurance and International Business Management. Programs under development for the fall include Business-Finance and Business Administration-Finance.
 - Computer Foundations one year certificate is awaiting funding approval. We anticipate delivering this program in September 2016.
 - Human Resources University Transfer (HRTU) has been offered this past spring & fall.
 - Current enrolment in the Human Resources program is 67 students in Year One, 50 students in Year Two and 42 students in Year Three. Human Resources Management Graduate Certificate (HURM) has 39 students and the HRTU program has 16 Year One students and 5 Year Two students.
 - Four Field Placement modules have been developed. Students complete the modules before beginning placement and they include WHMIS, Workplace Violence, AODA and Health & Safety. Students can include these certificates in their portfolio. Because this training follows provincial standards, the hope is that employers will be able to accept this training and that it will release them from some burden to train students.
 - An HRIS dedicated course has been implemented into the curriculum. The college has a license to use SAP. There have been some challenges with this course and from a practical standpoint it

- will likely be offered in a lab environment in the future.
 - There is now a Student Leadership group committed to building an ongoing model to strengthen leadership skills in students.
 - The KPI surveys reveal four recurring themes where the program receives low scores. These have been isolated and built into a survey that is intended to allow students to clarify their responses. This survey closed last week and the data will soon be analyzed in order to make effective changes to the program. The results will be reviewed at the spring meeting.
6. **Continuing Education:**
- Continuing Education enrolment has been dropping and the department is currently evaluating their program mix.
 - The Leadership Development Series is very similar to the Management Studies certificate. Course outlines were distributed to committee members and they are asked to submit feedback to D. Boyd at Donna.Boyd@durhamcollege.ca as to which certificate they think would be more beneficial in the workplace. Initial impressions from the committee were that the Management Studies certificate overlapped quite a bit with the HURM graduate certificate and that it might therefore be better to continue with the Leadership Development Series. Committee members are welcome to point out specific courses in either certificate that would be particularly beneficial.
 - Continuing Education is looking for a developer of an online Human Resources Information System (HRIS) course as well as someone to teach the course.
7. **Student Voice:**
- Students found the compressed format in the summer semester to be very challenging. It is difficult to obtain a tutor at SALS in the summer and students struggled in particular with the economics course. Accounting is another course that presents a challenge for students.
 - Students would find it helpful to understand the relationship of courses like economics and statistics to human resources. Committee members suggested additional assistance from teachers to help students make the connections with activities such as brainstorming related topics. It is really important for students to have a broad knowledge base as it will help them develop in their future careers and helps develop critical thinking skills.
 - There have been multiple challenges with the HRIS course. The software is not user friendly and students get booted off the system regularly.
 - Overall students are enjoying the program.
 - Students really enjoy practical classes that help them understand and apply the knowledge they have gained.
 - It would be helpful to have more case studies in courses such as Occupational Health & Safety.

RECOMMENDED ACTIONS

1. Follow up on the success of using LinkedIn to strengthen Field Placement opportunities.
2. Discuss the student survey results and potential changes to the program.
3. Members will review the Continuing Education certificate outlines and provide feedback to D. Boyd.
4. Next Meeting: Wednesday, March 23 at 6:00 p.m. Location: CFF
5. Adjournment: 8:05 p.m.

STATUS OF RECOMMENDATIONS FROM April 1, 2015 MEETING


1. Follow up on the success of strategies to strengthen the network for field placements – the program's reputation seems to be spreading we continue to receive phone calls from employers seeking field placement students. One recommendation was to tap into specialized LinkedIn groups. This is in progress and will be reported on in the spring meeting.
2. Review the completed Employment Law course outline – the course outline was distributed to the committee and reviewed. Highlights of the course include a general overview including the Canadian Charter of Rights and Freedom. This course will begin with a focus on the hiring process and continue through the employment relationship. Topics covered will include health & safety, mediation and arbitration, Personal Information Protection and Electronic Documents Act (PIPEDA), performance management and employment termination. The plan is to integrate some information on change management as well. The committee members felt strongly that harassment legislation and investigation procedures should be included in the curriculum.
3. Follow up on the inclusion of a greater number of practical learning opportunities in courses – this is an ongoing process. Currently included in the program are activities such as role playing, a negotiation simulation as well as a training & development program.
4. Report on HRTU transfer program and follow up on the Advanced HURM standing – there are currently sixteen students in first year and five students in second year who have identified that they would like to pursue the HRTU program. The HURM Advanced standing is still in negotiation.

REPORT PREPARED BY: V. Kee

DATE: November 3, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE:

A handwritten signature in cursive script, appearing to read "J. Spring", is written over a horizontal line.

APPROVED BY CHAIR: M. Beckett-Bachellor

Paramedic Programs Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
Dr. Rudy Vandersluis, MD, CCFP(EM), FRCPC	Chair, Medical Advisory Board	Central East Prehospital Carere

External Committee Members

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

**Elected Student/Alumni
Representatives**

	Year/Program/Alumni	
Seong Park	Alumni	Durham College
Samantha Snell*	Alumni	Durham College
Angelo Licsi	2 ND Year	Durham College
Danielle Graham	2 nd Year	Durham College

**Elected Faculty/Staff
Representatives**

Name	Title	Organization
Stephanie Ball*	Dean	Durham College
Steve Bazak	Professor	Durham College
Ralph Hofmann*	Coordinator/Professor	Durham College

Guests/Unelected Faculty/Staff

None

KEY POINTS OF DISCUSSION

1. Minutes of May 27, 2015 were approved by J. Harris and seconded by D. Mokedanz. CARRIED
2. **Industry Trends:**
Base Hospital Program (Lakeridge Health): CME sessions focus is on changing the focus towards patient safety concepts. Scenarios are used to review the circumstances that cause disruption in the normal flow of calls and the re-establishment of teamwork where there are gaps. Debriefings identify those disruptions and solutions. There has been positive feedback by the paramedics.
Durham Region Emergency Services: is being renamed the Region of Durham Paramedic Services with new branding and logo. Accreditation Canada is surveying all paramedic services under the health department on patient care. More services now want to interview students before they are accepted for preceptorship.
3. **Program Update:** All students have adapted to the use of iPads and CompTracker in the labs. The first year students have been the earliest adopters. Part-time faculty report that they like the fact that they can view the competencies of each student and like the checkboxes. Narrative descriptions and scenario evaluations remain challenging but progress is being made. Faculty and students like the ability to review all lab progress in one online tool.
4. **Enrolment:** This year's intake was increased with 50 students now registered in first year and 35 students in second year. There are 20 students in the Advanced Care program.
5. **Lab Update:** The lab is being heavily used each day for classes/ as well as in the evenings due to the increase in students. The challenge is now space for the students to practice as well as the increased use of the equipment and its maintenance. Security is provided with the names of all students who can access the lab after hours by showing their ID. This also applies to part time faculty.
6. **Preceptorship:** All students are oriented to the requirements of preceptorship. A manual is provided to each student and preceptor as well. Included in this orientation are the competency and documentation requirements as well as rules around patient care and the provision of delegated medical acts. The document also addresses professionalism and behavior in the field. Students must sign the statement to acknowledge that they had reviewed the manual and understand the provisions, which also includes a signature of a witness. The students have 24 hours to complete and return the document.
7. **NOCP Revision Project:** The broad framework and competencies have been built based on the model used by physicians and therapists. The Steering Committee will meet in December to adopt a competency definition and essential skills profile. The new profile focuses on attributes of the paramedic (who they are) as opposed to what they do.
8. **Program Innovations:** Virtual reality tool (My Smart Health Care) consists of modules whereby students can practice their skills. There are some compatibility challenges with the virtual player, we have kept a list of fixes. As we become more comfortable and the fixes are in place, we will be able to expand the use of the tool.
9. **Vice Chair Position:** The Chair has requested that a Vice Chair be elected to chair meetings when the Chair is not able to attend any of the advisory meetings.

RECOMMENDED ACTIONS

1. Committee members are to forward suggestions/input on the Preceptorship document to R. Hofmann.
2. The election of a Vice Chair will be put on the agenda for the next advisory meeting by R. Hofmann.
3. Part time faculty access into the lab will be followed up with Security by R. Hofmann.
4. The link for the virtual reality tool will be forwarded to all the members by R. Hofmann.

STATUS OF RECOMMENDATIONS FROM MAY 27, 2015 MEETING

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

REPORT PREPARED BY: M. Bartosik

DATE: November 19, 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.

Name	Title	Organization
Committee Chair		
*Kevin Aguanno	Principal Consultant/Senior Consultant / Managing Editor / Professional Speaker	GenXus Corporation / World Class Productivity / Multi-Media Publications Inc.
External Committee Members		
Rhonda Bennett	Project Manager	TELUS
*Elaine Catell	Student Awards Advisor	Durham College
Michelle Darling	Senior Project Manager	Durham College
*Jessica Harris	Manager, ITSM & Governance	DC/UOIT
Fiaz Jadoon	Coordinator/Officer, Economic	City of Pickering
*Sandra Martyn	President	The Martyn Group
Elected Student/Alumni Representatives		
	Year/Program/Alumni	
*Katy Brouwer	Alumni	
Kristen Macneil	Recent Graduate	
Jodie Owens	Alumni	
Douglas Wilson	Current Student	
Elected		
Faculty/Staff		
*Sylvie Edwards	Part-time Professor	School of Business, IT & Management
*Anthony King	Part-time Professor	School of Business, IT & Management
Sanja Kliska	Part-time Professor	School of Business, IT & Management
Guests/Unelected		
Faculty/Staff		
*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:

- None.

2. Agenda: accepted by consensus of the committee.

3. Minutes of May 28, 2015 were approved by A. King and seconded by E. Catell

4. External Membership Information Sharing:

- It is important to have a fundamental understanding of what a project is and be able to differentiate between a project and a five day task.
- It is important to have formal close out procedures in place. Lessons learned exercises should be recorded throughout the project, which makes completion a much easier and more expedient process.
- People seem nervous to close their projects; it would be less intimidating to refer to the process as transition.
- K. Aguanno has a template for a Project Closure Check List that could be included in the curriculum and could be useful in particular for the Capstone project. He will send this to A. King.
- The focus in the program tends to be more heavily on traditional project management but it is important to incorporate and familiarize students with various styles of Project Management methodology.
- The trend in the industry is that many jobs require Project Managers that are proficient in scrum or agile.
- When Project Management Institute (PMI) created the first Project Management Body of Knowledge (PMBOK) guide the focus was on getting the project done on time and within the budget. There was a one line item that mentioned; however, the reality is that project management should begin with determining a strategy for which projects to choose. This is becoming more important.
- PMI has recently updated their professional development unit (PDU) requirements so that they are split between technical, leadership and strategic and business management whereas they traditionally focused on the technical aspect.
- The Cost Management course has really improved since its initial introduction and focuses on business and financial management.
- Governance and steering committees should be included in the curriculum.
- High performing organizations have been shown to understand project management and are able to accomplish a competitive advantage. A trained workforce contributes to successful project management and organizations that do not understand the value of project management can struggle.
- There is no need for tensions between project managers over different methods. It is important to be aware of different approaches and to understand when to use one over another. It is important to incorporate descriptions of different methods in the curriculum and ensure students know that they will have the right and ability to choose the method(s) that work best for their project. Students need to learn flexibility and should be provided with more perspective and context setting.
- The wording in the program description section of the Durham College website has not been altered to include closing as part of the project management cycle.

5. College/School update and program update:

- Despite concern about decreased enrolment due to lower high school enrolment, Durham College experienced 1.3% growth last year. In particular, the IT programs are growing at a very fast rate.
- New programs offered this fall included Accounting and Payroll, Insurance and International Business Management.
- Currently in development for the fall of 2016 are a Business-Finance and a Business Administration-Finance program.
- There were 28 students in the January intake last year for the Project Management graduate certificate. This fall there were 28 students and so far 14 students have already enrolled for the 2016 January intake, with expected total enrolment of approximately 30 students.

6. Continuing Education update:

- Friday, December 4th is the date for graduation of the students in the Continuing Education Project Management certificate. There will be 36 students graduating from this program.
- The numbers enrolling for evening classes continue to decline and the department is currently examining its program mix in order to determine whether they have the right mix or if there is too much overlap.

7. Student Voice:

- None at this time.

8. Additions to Agenda:

- Student symposium – January 2016 – in terms of execution this event has been organized. The

RECOMMENDED ACTIONS

1. Send KPI report to committee members.
2. Review the possibility of including the PM Paper Competition in the curriculum.
3. Implement the Project Closure Check List in the curriculum.
4. Include consolidated feedback from students in the minutes.
5. Investigate Young Crew chapter.
6. Ensure wording is updated in program description to include closing as part of the project management cycle.
7. Future meeting date: Thursday, June 9th at 6:00 p.m. Location: CFF
8. Adjournment: 8:10 p.m.

STATUS OF ACTIONS FROM May 28, 2015 MEETING

1. Present KPIs – there has been a dramatic improvement to the program KPIs, especially in the areas of evaluations and feedback. Last spring several changes were made including re-writing the Project Cost course and the Communication course. The Communications course will be a hybrid class with an online component as of the 2016-2017 school year. Adjustments were made to the Integration and Application course. Students will now be working on projects with Durham College staff. The course content for Procurement was modified as well due to the fact that it previously included lots of U.S. based information.
2. Follow up on integration of PM Paper Competition into curriculum – K. Aguanno is hosting this event this year. Students must write a paper extracting lessons learned from a real project that is ten to twelve pages in length. The deadline for submission is in July. Finalists must present their information to a panel of judges and are marked on content and presentation skills. This competition may fit into the Integration course or could be promoted as an extra-curricular activity. The website for more information is pmpapercompetition.com.
3. Follow up on volunteer opportunities for students – K. Brouwer is the Director of Volunteer Management for PMI-DHC and students can contact her for volunteer opportunities. There are many upcoming events which may provide students valuable volunteer experience including the PMI Symposium, Aviation for Girls at the Oshawa Airport, the Aboriginal Excellence Awards, the International PM Day conference and the PM Paper Competition. There is also a group called Young Crew organized by the International Project Management Association which sponsors international events in order to provide social benefit. There isn't a Young Crew chapter in Canada and this could be investigated.
4. Follow up on expansion of Excel taught in the curriculum – this item is complete.
5. Follow up with K. Macneil regarding student participation with PMI – this information has been covered in point 3.

REPORT PREPARED BY: V. Kee

DATE: December 2, 2015

DRAFT REVIEWED BY DEAN: J. Spring

SIGNATURE:



APPROVED BY CHAIR: K. Aguanno

Victimology Program Advisory Committee Membership List

Name	Title	Organization
Committee Chair		
Almerinda Colella	Alumni/ Student/ Community Support Worker	Ryerson University/ 416 Community Support for Women
External Committee Members		
Mary Beamer	Faculty	Durham Alternative Secondary
Kathie Rideout	Manager, Programs	Family Services, Durham
Debbie Falconer	Victim Services Worker	Durham V/WAP
Jeff Gauthier		
Jade Harper	Executive Director	Victim Services of Durham
Allison Hector-Alexander	Diversity Officer	DC/UIT
Dawn Hopps	Supervisor	Partner Assault Response
Sheylene Jackson		Toronto Police Service
Wendy Leaver		
Shelley Tarnowski	Provincial Coordinator-Abuse Issues	OPP
Elected Student/Alumni Representatives		
TBA	Year/Program/Alumni	
	Nil	
Elected Faculty/Staff Representatives		
Name	Title	Organization
Stephanie Ball*	Dean	Durham College
Tracey Marshall	Professor	Durham College
Joanne Paterson*	Coordinator/Professor	Durham College
Guests/Unelected Faculty/Staff		
Name	Title	Organization
None		

KEY POINTS OF DISCUSSION

1. The minutes of June 3, 2015 were approved by J. Paterson and seconded by A. Colella.

CARRIED

2. **Ryerson Courses:** Ryerson has addressed anti-oppression in their curriculum. It has been embedded in each course outline to better understand, appreciate and acknowledge anti-oppression. It may be a concept that could be introduced into the Victimology courses as it deals with victims in our multi-cultural society.
3. **Embedded Certification:** The Mental Health/First Aid and ASIST training are both being delivered within the curriculum by certified instructors, however, students can attain these certifications from outside agencies.

4. **Community Partnerships (field placement):** The placement hours increased for this year from 112 to 150 hours. The placement hours at Algonquin are 146 hours and Georgian assigns 160 hours. Students are advocating for their own placements this year and making contacts with our part time faculty in attaining placements.
5. **Continuing Education Update:** All the courses are currently offered on-line by the host college, Algonquin, except for field placement. This provides those working full time the opportunity to work on a certificate in Victimology on a part time basis. It also allows any student who failed a course to be able to re-take it on-line and possibly graduate with their class.
6. **Alternate Delivery Program:** The faculty discussed courses that could be delivered as hybrid or on-line that are currently all classroom-based. These courses include Reflection Self-Care and Violence Against Women and will be implemented into the program of study for next year.
7. **National Victim of Crime Awareness Week:** Victim Services of Durham is involved and hosting this week-long event in the third week of April. It would be highly beneficial for our students to participate and possibly be actively involved in at least one event during that week. It can be embedded as part of the seminar component of the Community Partnership course and students would be evaluated for their involvement in this event. Also, to be considered Alumni to come assist and/or participate.

RECOMMENDED ACTIONS

1. A course outline from Ryerson will be forwarded to J. Paterson by the Chair that addresses anti-oppression.
2. The increase this year in field placement hours will be reviewed at the end of this academic year by J. Paterson.
3. Changes in delivery of several courses will be implemented for next year by J. Paterson.
4. J. Paterson will have further discussions with J. Harper of Victim Services of Durham regarding our student participation.

STATUS OF RECOMMENDATIONS FROM JUNE 3, 2015 MEETING

1. The placement hosts will be advised of the increase in placement hours by the Field Placement Coordinator. COMPLETED
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. COMPLETED
3. The availability of a classroom at the Pickering Library for the ASIST training will be investigated by J. Paterson. ONGOING

REPORT PREPARED BY: M. Bartosik

DATE: November 27, 2015

DRAFT REVIEWED BY DEAN: Stephanie Ball

SIGNATURE: 

APPROVED BY CHAIR: Almerinda Colella

SIGNATURE: 

BOARD REPORT

Public ☒
In-camera ☐

Action Required:
Information/Discussion ☐
Decision ☒

MEETING DATE: February 10, 2016

REPORT DATE: February 5, 2016

FROM: Jennifer Clark, board secretary

SUBJECT: **New By-Law No. 4 on Election of Internal Governors**

A. Purpose

To present a required amendment and two additions to By-Law No. 4 identified subsequent to the January 27, 2016 meeting of the Governance Review Committee.

B. Background and Options

At its meeting of January 27, 2016, the Governance Review Committee approved a recommendation that the Board of Governors approve the proposed By-Law No. 4 appended to the minutes of the meeting as Schedule 1. Subsequently the following amendment was identified:

12. Disputes and Appeals

12.2 Disputes received under clause 12.1 are resolved by the CRO where possible within four (~~24~~) business days of receipt **or receipt of rebuttal, whichever is latest**. Resolution by the CRO may include (but not exclusively) disqualification of a Candidate and/or mediation. Rulings involving changes to the election timetable, process and/or outcome shall be the responsibility of the EDC. When deemed necessary by the CRO, disputes and any associated rebuttals may be forwarded within four (4) business days of receipt of the rational or rebuttal (whichever is latest) to the EDC, which shall make a ruling within four (4) business days of receipt.

Additionally, two final sections are required:

15. Publication of By-Law

This By-law shall be open to examination by the public during the normal office hours of the college and shall be available to the public on the college's website.

16. Force and Effect

This By-Law shall come in to force and take effect on the date it is finally passed by the Board of Governors.

C. Recommendations

That the Board of Governors approves these amendments to the proposed By-Law No. 4.

BOARD REPORT

Public ☒
In-camera ☐

Action Required:
Information/Discussion ☒
Decision ☐

MEETING DATE: February 10, 2016

REPORT DATE: February 3, 2016

FROM: Pierre Tremblay, Chair

SUBJECT: Pre-retreat planning for Governors

A. Purpose

To help Governors better understand community perceptions in advance of the development of the next Durham College Strategic Plan.

B. Background

At the December 9 meeting of the Board of Governors, a verbal update was provided about a Durham College Leadership Team exercise that resulted in more than 150 employees and students being interviewed about the future of Durham College. The exercise was conducted as the first step in preparing for development of a new college Strategic Plan and required that each member of DCLT sit down to discuss a series of questions with a minimum of three employees and three students. Based upon those discussions, a review of relevant literature, and by using their own knowledge of the college and the broader college system, each member of the leadership team then presented a 15-minute summary of findings. Common themes and ideas were then identified and assigned to members of DCLT for action. The themes will also be used in the information gathering process for the new strategic plan.

The same exercise is also being used with a group of 14 faculty, who will present their findings at a DCLT-Faculty retreat in March.

C. Discussion/Options

To help inform discussions at the April Board retreat and to gain broader context of external perceptions about the college, Governors are being asked to undertake a similar information gathering exercise, however it would be focused on discussions with the broader community. All governors are being asked to interview a minimum of three people in the communities that Durham College serves, representing former, current or potential Durham College partners and community leaders.

For consistency in feedback, the proposed list of questions below is closely aligned to those asked by DCLT during its exercise. Governors will be asked to approve a final list at their February 10 Board meeting.

1. What one idea would further strengthen the college, if money were no object?
2. What should Durham College be doing today to prepare for tomorrow's student?
3. What does Durham College look like in 2030?
4. What does Durham College need to consider when planning for the future of a college education or higher education in general?
5. What new service(s) will the community need from Durham College over the next 15 to 20 years?
6. Is there anything else you'd like to add as Durham College plans for the future?

Based on the opinions they gather, along with their own individual beliefs, knowledge and ideas (even crazy ideas), Governors will be asked to prepare a 15-minute presentation of their findings and ideas at the Board retreat on April 15 and 16. The presentations will help support the visioning exercises and conversations at the retreat, along with the development of the new strategic plan.

To ensure the cohort of community leaders is as broad as possible, Governors will be asked to submit the names of their interviewees to Corporate and Board Secretary Jennifer Clark prior to scheduling interviews. She will keep a master list and notify a governor if there is a duplicate name submitted.

D. Financial/Human Resource Implications

None.

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

Some of the partners interviewed may discuss the master plan given there was wide public consultation in its development.

F. Implications for UOIT (if applicable)

Some of the partners interviewed may discuss the relationship between Durham College and UOIT.

G. Recommendation(s)

That the Board of Governors approves a list of questions for use in discussions with the community that will ultimately help to develop ideas and thoughts about the future of a Durham College education.

BOARD REPORT

Public ☒
In-camera ☐

Action Required:
Information/Discussion ☐
Decision ☒

MEETING DATE: February 10, 2016

REPORT DATE: January 26, 2016

FROM: Elaine Popp, vice-president, Academic

SUBJECT: New Program of Instruction

A. Purpose

To obtain approval from the Board of Governors for the following postsecondary program of instruction for the September 2017 intake:

1. Office Administration – Real Estate
 - Duration: 4 semesters
 - Credential: Ontario College Diploma
 - School: Justice & Emergency Services

B. Background

Graduates of this proposed new diploma program, Office Administration-Real Estate, will help fill an employment gap in the sector. Designed to develop the skills required to perform administrative support in a wide variety of real estate office environments, students will gain a practical understanding and knowledge on numerous topics including:

- Real estate office practices and procedures
- Foundations of real estate law and ethics
- Real estate terminology
- Confidentiality and privacy
- Basic Contract and Employment Law
- Property Management
- Advanced office software and technology
- Customer service and professionalism

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 sectors; this new program will increase the total number of new programs at Durham College and attract new students to the college.

The proposed program also supports the SMA's in the areas of strength in teaching and learning whereby courses will be delivered in a hybrid model and the program includes two field placement opportunities totaling 294 hours.

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

Focus group discussions with regional industry experts and employers support the need for graduates of the Office Administration-Real Estate diploma. This program also offers cost benefits for the college since the program of study shares courses with the Office Administration – Legal program. According to the environmental scan produced by the Research Analyst in the Office of Research Services, Innovation and Entrepreneurship, office support employees with knowledge in legal administration are more likely to find employment in the current job market. Students in the Office Administration – Real Estate program will have the advantage of learning aspects of both real estate and legal office environment processes.

Graduates of this diploma will have gained valuable industry related knowledge in order to secure entry level positions in real estate brokerage firm, in a department of a large real estate organization, or in the mortgage division of a bank or lending institution. These graduates will have the foundational knowledge to also find employment in law offices, property management offices, and landlord and tenant agencies.

The target market for this program is direct entry, mature, and second career 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 Office Administration – Real Estate diploma program was developed and submitted to the Credentials Validation Services (CVS). On December 3, 2015, the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01245**.

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

D. Financial/Human Resource Implications

There are minimal financial and human resource requirements for developing and delivering this program. There will be a cost of \$10,000 for the curriculum development of 4 new courses. Further, since students of the Office Administration – Real Estate program will share some courses with the Office Administration – Legal program the college has the benefit of in-house expertise and no need to hire new full-time faculty. One contract faculty will be hired in the first year of program delivery. Students will require a laptop for this program.

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 approves the postsecondary program of instruction for the Office Administration – Real Estate Ontario College Diploma program.

Ontario College Diploma: Office Administration - Real Estate

Proposed program title: Office Administration – Real Estate					
Proposed credential:	Ontario College Diploma				
Funding Unit:	2.0				
Weight:	1.0				
MTCU Code:	52316 (Office Administration – Executive)				
Name of dean submitting the request:	Stephanie Ball, School of Justice and Emergency Services				
Proposed date of implementation:	September 2017				
Date of review by PPRC committee:	April 17, 2015				
Year 1 enrolment:	20 students				
Number of Semesters	4 semesters				
Total number of program hours	1050 classroom and lab hours plus 294 hours of field placement Total of 1344 hours				
Number of faculty required:	No new full-time faculty required				
Space requirements:	No new space required				
Capital costs:	No capital costs				
Budget Projections:					
Proposed Tuition	\$2,936.00				
Net Contribution - % of Gross Revenue	-19.2%	-10.7%	35.3%	51.1%	56.6%
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; Dean
✓	Budget approved by Vice President, Corporate Services and Chief Financial Officer
✓	Reviewed by Program Proposal Review Committee: April 17, 2015
✓	Approved by Vice President - Academic
✓	Approved by Credentials Validation Service
✓	Reviewed by President
	Approved by Board of Governors

2.0 PROGRAM OVERVIEW:

Description:

This program is designed to develop the skills required to perform administrative support in a wide variety of real estate office environments. Students will gain a practical understanding and knowledge on topics including:

- Real estate office practices and procedures
- Foundations of real estate law and ethics
- Real estate terminology
- Confidentiality and privacy
- Basic Contract and Employment Law
- Property Management
- Advanced office software and technology
- Customer service and professionalism

Computers, the internet, and other innovative technologies have transformed the real estate industry. Practices and procedures are constantly evolving. Students will receive advanced training in computerized real estate systems and forms and other relevant office software applications. This program also helps students become skilled and specialized professionals, comfortable with the latest technology and able to compete effectively in the workplace.

Career Outcomes:

Graduates will be prepared to enter the workforce in entry level positions at a real estate brokerage firm, in a department of a large real estate organization or in the mortgage division of a bank or lending institution. In addition, graduates of this diploma program will be equipped to work as administrative assistants and administrators in law offices, property management offices, and in landlord and tenant agencies.

Using the data gathered from graduates of the Office Administration – Executive program, the table below displays the five most common occupations secured by graduates of Office Administration – Executive programs in Ontario. The majority of the top five occupations secured by graduates are directly related to

their field of study. The occupation with the highest proportion, administrative assistants (23%), is the primary objective of the program. This information is based on graduate responses to a question asking what type of occupation they currently have, and is a combination of the top responses over the last five years.

Table 7: Top Five Occupations for Office Administration - Executive (52316)

%	Occupation
23	Administrative assistants
10	General office support workers
8	Receptionists
6	Administrative officers
5	Other customer and information services representatives

Vocational Program Learning Outcomes:

The graduate has reliably demonstrated the ability to:

1. Conduct oneself professionally and adhere to relevant legislation, standards and codes of ethics.
2. Manage the scheduling, coordination and organization of administrative tasks and workflow within specific deadlines and according to set priorities.
3. Coordinate the collection, analysis, distribution and response to communications in the workplace to facilitate the flow of information.
4. Operate and provide support related to the use, maintenance and procurement of office equipment and technologies.
5. Evaluate, establish, and administer a variety of records management systems to ensure confidential, secure, accessible and organized electronic and paper records.
6. Produce financial documents and reports by identifying and compiling relevant information and using accounting software.
7. Prepare and produce a variety of business documents and contracts using available technologies and applying industry standards.
8. Use interpersonal, leadership and client service skills to respond to diversity and to support the vision and mission of the organization.
9. Research, analyze and summarize information on resources and services and prepare summary reports with recommendations.
10. Select and use information technologies to support communication with internal and external stakeholders and to promote the organization.
11. Organize and coordinate meetings, conferences, and special events and make travel arrangements, including the preparation of related documents.
12. Support the implementation of projects by applying basic principles of project management.

Admission Requirements:

- Ontario Secondary School Diploma or Mature Student Status
- Grade 12 English (C, M or U)

3.0 PROGRAM OF STUDY

Semester	Course Title and Course Code	Instructional Setting	Total Course Hours	Course Description
1	Introduction to Real Estate (new)	Classroom	3	This course introduces basic real estate concepts and provides students with a detailed overview of the real estate transaction (from the initial steps through to the final sale) as well as the real estate office environment. Topics that will be explored include how economics, demographics and geography affect real estate, and how real estate interacts with other elements of our society.
1	Communications I COMM 1335	Classroom	3	This course is designed to provide students with the foundation in communication skills necessary to succeed in their program and in their careers as law clerks, legal assistants and real estate assistants. The principles of writing and editing will be examined to enable the students to produce “final copy” documents. Basic writing skills will be developed through in-class exercises, assignments and tests. Summary writing skills, which are essential in their respective work environments, will be examined and practiced. Students will learn to conduct and document research in support of specific tasks to develop logical thinking and organizational skills.
1	General Education Placeholder	Classroom	3	Elective general education courses are courses from an approved pool of courses over which students exercise choice. These courses meet MTCU’s general education standard for theoretical breadth but provide learning opportunities beyond the vocational field of study.
1	Contracts LAW 1200	Classroom	3	A contract is a “blueprint for the future” created to cover a specific event or undertaking, voluntarily made by the parties involved and which they recognize may be enforced in court if either refuses to perform. In most contracts, specific promises are made and it is from these promises that the contracted is created. This course will examine the creation of a valid contract. It will study each of the component parts necessary for the formation of a binding contract and, analyse each element’s effect upon the creation and enforceability of oral, written and implied contracts.

1	Interpersonal and Group Dynamics COMM 2326	Classroom	3	In this introductory level course, students learn to apply knowledge of interpersonal relations and group dynamics to working within a team. Emphasis will be placed on utilizing effective communication skills with individuals and groups. Group cohesiveness and group decision making will be discussed and applied.
1	Automated Law Office Procedures I COMP 1382	Lab	3	This course enables students to use the computer as a tool for word processing and file management. Working in a Windows 7 environment students will receive training on basic Word2013 software features. Then these skills will be transferred and practiced on preparing various styles of legal and real estate correspondence, memoranda and related documentation. Students will also develop strong and accurate keyboarding skills using Keyboarding Pro.
2	Legal Research RESR 2301	Lab (2) and Hybrid (1)	3	Students will be introduced to a legal research process that can be applied to a variety of legal problems. This course covers sources of government and legal information, both in print and online, for the Federal and Ontario jurisdictions.
2	Automated Law Office Procedures II COMP 2371	Lab	3	During this hands-on course, students will learn and practice basic and advanced word-processing skills using Microsoft Word 2013 as well as Microsoft PowerPoint. Students will integrate and adapt the appropriate technology to legal and real estate documents and situations pertaining to their respective environments, including dicta transcription. Keyboarding skills will be further developed for speed and accuracy.
2	Communications II LECM 2321	Classroom	3	This course is designed to develop the professional communication skills of legal and real estate administration students through practical business writing and speaking applications. Students create letters memos, agendas and meeting minutes in addition to making formal oral presentations. Collaborative work skills are examined and developed through a variety of group assignments, both oral and written. Students will also be exposed to proper resume writing techniques and are introduced to standard expectations in legal and real estate environments.
2	Residential Landlord and Tenant Law LAW 2304	Lab	3	This course examines the <i>Residential Tenancies Act</i> and regulations in detail with respect to the rights and responsibilities of both landlords and tenants. Students gain a working knowledge of

				the applicable Landlord and Tenant Board forms for a variety of legal issues arising in the context of residential rental housing including fault grounds and non-fault grounds for termination. Students also gain a thorough understanding of service requirements, time limits, rent control, process, procedure and evidence before the Landlord and Tenant Board as well as the types of relief the Board can grant. The Board hearing, mediation, order, enforcement, review and appeal will be examined.
2	Real Estate Fundamentals FUND 2302	Classroom (2) and Lab (2)	4	This course provides students with a basic knowledge of the history and development of property law and its division. Students will study the concepts of full ownership, shared ownership and lesser interests in property, together with modern real estate, land registration systems and legal descriptions in Ontario. Students will develop the knowledge and skills necessary to conduct online title searches using Teraview. Students will draft requisition letters to remedy title defects and discharge encumbrances that can cloud title. Students will also complete an introduction to title insurance, condominium ownership and relevant legislation. Various statutes affecting real property will be presented.
2	General Education Placeholder	Classroom or Online	3	Elective general education courses are courses from an approved pool of courses over which students exercise choice. These courses meet MTCU's general education standard for theoretical breadth but provide learning opportunities beyond the vocational field of study.
3	Real Estate Software (new)	Lab	3	This course will provide students with exposure to the software used in real estate offices across Ontario. Students will become adept at using the real estate office software in order to book showing appointments, page salespersons, update pertinent listing and agent information, as well as various other functions. Students will also be introduced to the system used to search homes across Ontario, brokerload new listings, edit listings, and make status changes.
3	Field Placement Preparation	Classroom	3	Field placement consists of working with an organization's office administration staff, completing a variety of objectives and obtaining valuable insights in a professional office environment. Prior to going out to their field placement, students gather and submit all

				required clearances, releases, and other related documentation. They also establish their individual learning objectives/goals for their placement, which are confirmed in a field placement contract. They also review general employer expectations related to professionalism and workplace conduct.
3	Real Estate Ethics and Professional Responsibility (new)	Classroom	3	This course will provide students with a basic understanding of important rules and regulations that must be adhered to in the real estate profession. Students will analyze regulatory requirements affecting real estate transactions, with a particular emphasis on the code of ethics. Students will study various ethical requirements regarding the handling of confidential documents, the drafting of agreements, the release of information to the public, and deposit-handling procedures.
3	Real Estate File Management MGMT 3308	Classroom (1) and Lab (2)	3	In a hands-on fashion, students develop the skills to effectively close real estate transactions in Ontario. Working through a fact situation, students prepare simulated real estate transaction documents and correspondence online, using Teraview electronic registration and current legal software.
3	Field Placement I (98 hours)			Field placement will consist of working with an organizations administration staff, completing a variety of objectives, and obtaining valuable insights into the workings of a professional office environment. Students carry out defined projects, assignments, and task identified by their field placement contract. The student's performance is monitored their placement and is formally reviewed at the conclusion of the course by their on-site supervisor. Students are expected to complete the required number of hours of field placement to obtain credit for this course.
3	Customer Service SERV 1306	Classroom	2	This course affords students the opportunity to answer develop their ability to deal with a wide range of internal and external customers. By the end of the semester students will have defined and articulated their own customer service philosophy as well as the behaviours which enable them to excel as a customer service provider in their particular workplace.
3	General Education Placeholder	Classroom or Online	3	Elective general education courses are courses from an approved pool of courses over which students exercise choice. These courses meet MTCU's general education standard for

				theoretical breadth but provide learning opportunities beyond the vocational field of study.
4	Field Placement II (196 hours)	1 hour in class; 196 hours in placement		Field placement will consist of working with an organizations administration staff, completing a variety of objectives, and obtaining valuable insights into the workings of a professional real estate office environment. Students carry out defined projects, assignments, and task identified by their field placement contract. The student's performance is monitored their placement and is formally reviewed at the conclusion of the course by their on-site supervisor. Students are expected to complete the required number of hours of field placement to obtain credit for this course.
4	Small Claims Court CIVL 1301	Classroom (2) and Lab (1)	3	This course provides students with an introductory understanding of the standard procedures in the Superior Court of Justice (Small Claims Court and the history, rules, practice and procedures governing actions brought in the Superior Court of Justice (Small Claims Court). Students will work extensively with the Rules of the Small Claims Court.
4	Land Planning and Municipal Government LAW 1310	Classroom	3	Students learn about the municipal government's role, particularly in land planning. They examine Section 50 of the Planning Act, which regulates land division. As well, students prepare consent and variance applications and review the land division and development regulation processes.
4	ADR – Alternative Dispute Resolution LAW 2305	Classroom and Lab	3	This course will introduce and familiarize students with methods of alternative dispute resolution as alternatives to the traditional litigation process. The practice of negotiation, mediation and arbitration, both in a voluntary context and in mandatory situations will be studied. Students will examine the objectives, principles, practice and application of different types of alternative dispute resolution.
4	Property Management (new)	Classroom	3	This course will introduce students to the property management industry and the parties involved in the business of looking after property for others.
4	Employment Law EMPL 6301	Classroom	3	This course will introduce students to various aspects of employment law in Canada with an emphasis on law in Ontario in the non-unionized workplace. In addition to exploring the contractual law governing the employment relationship, there will also be an examination of

				the legislative framework governing employment in the context of employment standards, human rights, health and safety, workplace injury compensation and privacy. There will also be an introduction to labour relations.
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4.0 STRATEGIC ALIGNMENT

Strategic Fit

The proposed program fulfills several of Durham College's strategic objectives. This program is unique in the college system and builds upon the current high quality of programs through expansion of experiential approaches to teaching and learning and ensuring greater use of technology and industry related software. This diploma offers increased opportunities for students to gain real-world professional experiences through 294 hours of field placement.

The program consists of 1050 hours of class and lab hours and 294 field placement hours for a total of 1344 hours. The program hours are consistent typical duration as per the Ontario Qualifications Framework for a diploma program (1200-1400).

This program also aligns with our college objectives by ensuring well-planned and responsible growth targets for overall enrolment. The program shares several courses with the Office Administration – Legal course thus realizing greater efficiencies throughout college operations, including with greater use of technology, scheduling of classes, utilization of space, and financial decisions

Fit with Existing Programs

Programs that could feed into the proposed program	Other complementary programs within School Office Administration – Legal Law Clerk Advanced	Advanced programs which graduates of this program may consider -

5.0 LABOUR DEMAND:

- In 2012, real estate rental and leasing and property management industries generated \$85.7 billion in total operating revenue, an increase of 3.6% from the year prior. As of 2011-12, there were 73,990 Toronto residents employed in this industry. Commercial real estate alone contributed \$3.4 billion to Canada's GDP in 2011, \$1.7 billion of which can be attributed to brokerage services. However, the real estate industry is highly susceptible to market fluctuations, and a cooling of the residential housing market in Canada is projected by 2016.
- Administrative support positions typically pay a wage slightly lower than the national average.
- Females fill the majority of positions and full-time work is common. Nearly all of the job openings are projected to arise from retirements.
- Employment prospects for administrative positions are not secure over the 2013-22 period due to weaker economic activity in recent years that led to a decrease in demand for administrative workers.
- Legal administrative assistants are the highest paid of the related positions and have a higher proportion of full-time employment. The labour supply and demand is expected to be balanced for legal

administrative assistants and general office support workers, while a shortage of positions are expected to be available for administrative assistants and receptionists.

- Currently there are no college programs that prepare students to provide administrative support in a real estate environment. A program of this nature would introduce students to real estate office practices and procedures, law and ethics, terminology and software.
- Real estate occupations are included in the Finance, Insurance, Real Estate and Leasing Services classification. Graduates would enter the workforce in entry level positions at a real estate brokerage firm, in a department of a large real estate organization or in the mortgage division of a bank or lending institution.
- Trends to watch for in Real Estate include: fluctuations in the housing market; cooling in major cities such as Toronto; electronic communication such as the internet is negatively influencing the need for brokerage services.
- Graduate satisfaction of Office Administration - Executive graduates is higher than the average for all programs. The full-time employment rate is lower than average, as is the associated income. Related full-time employment is on par with the average for all programs but the associated income is slightly lower.

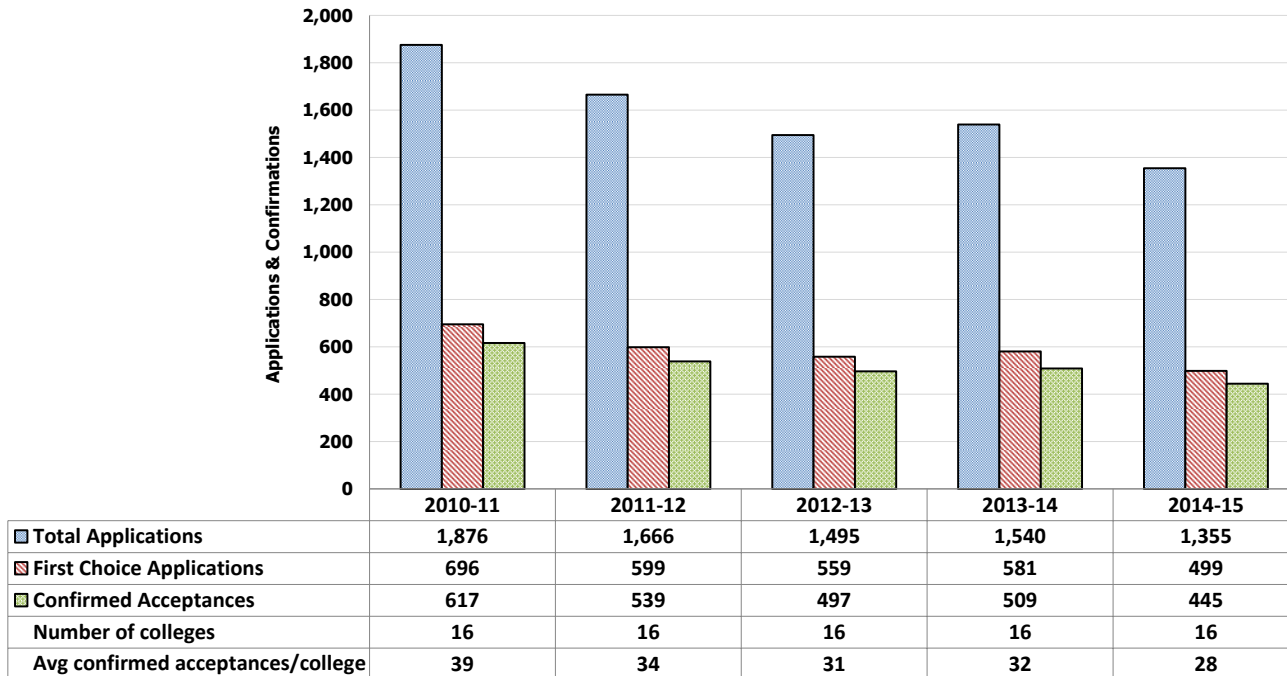
Summary of 2013-14 Office Administration - Executive (52316) Graduates		
Outcome	Office Administration - Executive	All Programs
Total Graduates	578	87,129
% of Graduates in Survey	60-65%	60-65%
Graduate Satisfaction	80-85%	75-80%
Labour Force Participation¹	85-90%	75-80%
Employment Rate	75-80%	80-85%
Employed Full-Time	55-60%	60-65%
Average Annual Income (Full-Time)	\$25,000-\$29,999	\$30,000-\$34,999
Employed Full-Time (Related/ Partially Related)	40-45%	40-45%
Average Annual Income (Related Employment)	\$30,000-\$34,999	\$35,000-\$39,999
Unemployment Rate	20-25%	15-20%

¹ Graduates who were either employed or looking for work during the reference week.

6.0 STUDENT INTEREST:

- Figure 1 displays system-wide applications, first choice applications and confirmed acceptances to Office Administration - Executive programs in Ontario.

**Figure 1: Office Administration - Executive (MTCU 52316):
Total and First Choice Applications, and Confirmations; Fall data**



- The cumulative growth between 2010 and 2014 for total applications was: -28%
 - The average growth between 2010 and 2014 for total applications was: -8%
 - The cumulative growth between 2010 and 2014 for first choice applications was: -28%
 - The average growth between 2010 and 2014 for first choice applications was: -8%
 - The cumulative growth between 2010 and 2014 for confirmations was: -28%
 - The average growth between 2010 and 2014 for confirmations was: -8%
- Total applications, first choice applications and confirmations have steadily declined over the reporting period with the exception of a brief spike in 2013-14. The average and cumulative decreases (8% and 28% respectively) are consistent across each indicator.

7.0 ANALYSIS OF COMPETITION:

Similar Programs at Other Colleges		
College		Office Administration - Executive
Eastern	Algonquin	Office Administration - Executive
	Fleming	Office Administration - Executive
	La Cité	Office Administration – Administrative Support
Select GTA Colleges	Centennial	Office Administration - Executive
	Seneca	Office Administration - Executive

8.0 TARGET MARKET:

Target market for this new program include direct entry from high school and individuals looking for a change of career and/or to enhance employment opportunities.

9.0 MONITORING AND EVALUATING DURING THE FIRST YEAR OF OPERATION:

Year 1		
	Expected Enrolment:	20 students in year 1
	KPI Student Satisfaction Rate:	Meets or exceeds the college average
	Financial:	On budget

10.0 OPERATING REVENUE AND EXPENSES:

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

Start-up Costs	Year 1	Year 2
Curriculum development	\$10,000	0
New dedicated space (lab, shop, clinic) which will remove a current learning space from the current scheduling mix.	N/A	N/A
Capital investment	\$0	\$0
Library Resources	\$0	\$0
Marketing	\$5,000	\$0

Additional software to the college's IT budget	\$0	\$0
TOTAL	\$15,000	\$0

Appendix A – Office Administration – Real Estate 5 Year Budget Projection

DURHAM COLLEGE	MTCU Code: 52316	weight	1.0	F.U.	2.0	# Yrs
Projected Budget	Program: Office Admin - Real Estate	Per Year	1,000	Grant / WFU	\$4,160	2
BUDGET YRS	2017-22					
		2017-18 Projection	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection
	Student Enrolment - Nov. 1					
	Year 1	20	25	30	35	35
	Year 2	0	18	23	27	32
	Total	20	43	53	62	67
REVENUE						
	Tuition Fees - per academic year	\$2,936	\$3,054	\$3,176	\$3,303	\$3,435
	Set-Aside Fee Removed	\$308	\$321	\$333	\$347	\$361
	Tuition Fee realized by college	\$2,628	\$2,733	\$2,843	\$2,956	\$3,074
	Total Tuition Fees	52,562	117,528	149,234	183,287	204,454
	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)	1.00	1.00	1.00	1.00	1.00
	Grant - MTCU Operating (assume \$4160/wfu)	\$0	\$41,600	\$131,040	\$198,640	\$238,160
TOTAL REVENUE		\$52,562	\$159,128	\$280,274	\$381,927	\$442,614
EXPENDITURES						
	Salaries - Faculty (FT)	0	75,000	77,250	79,568	81,955
	Salaries - Co-ordinator Allowance	3,150	3,245	3,342	3,442	3,545
	Salaries - PT Teaching	48,000	65,000	66,950	68,959	71,027
	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	51,150	143,245	147,542	151,968	156,527
	Benefits - Faculty - FT 25%	788	19,561	20,148	20,752	21,375
	Benefits - Faculty - PT 13.0%	7,200	9,750	10,043	10,344	10,654
	Benefits - Admin 25%	0	0	0	0	0
	Benefits - SS (FT) 28%	0	0	0	0	0
	Total Employee Benefits	7,988	29,311	30,190	31,096	32,029
	Total Labour	59,138	172,556	177,732	183,064	188,556
	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		62,638	176,116	181,354	186,750	192,307
TOTAL REVENUE FOR PROGRAM		52,562	159,128	280,274	381,927	442,614
Net Contribution \$		-10,076	-16,987	98,920	195,178	250,307
Net Accumulated Contribution / (Deficit)		-10,076	-27,063	71,857	267,034	517,341
Net Contribution - % of Gross Revenue		-19.2%	-10.7%	35.3%	51.1%	56.6%
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: February 10, 2016

REPORT DATE: January 27, 2016 (updated February 4, 2016)

FROM: Paul Bishop, executive director and registrar
Strategic Enrolment Services

SUBJECT: 2016-17 Tuition Fees

A. Purpose

To gain approval from the Board of Governors for tuition fees for the 2016-17 academic year.

B. Background

This report aligns with Minister's Binding Policy Directive (MBPD) - 2.0 Finance and Administration Tuition and Ancillary Fees Reporting regarding details on establishing tuition and ancillary fees, issued pursuant to the Ontario Colleges of Applied Arts and Technology Act, 2002. 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.

The government of Ontario regulates tuition fees. The tuition policy permits college Boards of Governors to increase fees to a maximum of 3 percent each year, when averaged across all students.

The policy permits the differentiation of fee increases by program and year of study within the permitted overall 3 percent increase as follows:

- First year fees in high demand programs can be raised by up to 5 per cent. High demand programs may include basic (first entry) programs of up to 15 percent of the total college enrolment, and all post-basic (second entry graduate certificate) programs. Upper year fees in high demand programs can be raised by 4 percent.
- Tuition fees in all other programs (all years) can be raised by 3 percent.

For 2015-16, Durham College's overall increase in tuition fees met the maximum allowable increase.

C. Discussion/Options

It is essential that wherever possible, the College achieve the full 3 percent annual revenue increase permitted under the tuition policy.

For domestic basic post-secondary programs, this represents the following increase:

2015/16 (Current)	2016/17	Increase 2016/17
\$2,767.86	\$2,850.89	\$83.03

Exceptions to these increases are:

- Advanced Care Paramedic;
- Power Engineering Technician; and
- Primary Care Paramedic

For reasons of competitive pricing, tuition for these programs will be increased by 1.5 percent.

Please see **Appendix A** for details on tuition fee increases for all previously defined high demand programs.

Tuition fees for international students in basic post-secondary programs are calculated by taking the domestic tuition and adding a fee premium of \$9,771.52. There will be no increase to this premium for 2016/17 and as such, the net increase for tuition for international students will be the same as for domestic students.

2015/16 (Current)	2016/17	Increase 2016/17
\$12,539.38	\$12,622.41	\$83.03

The 3 percent increase will also apply to the miscellaneous tuition fees, as detailed in **Appendix B**.

D. Financial/Human Resource Implications

Tuition fee revenues are critical to the financial health of the College and as such, it is essential that we continue to increase, wherever possible, to the allowable maximums according to ministry guidelines.

E. Implications for UOIT (if applicable)

None.

F. Recommendation(s)

This report was reviewed by the Audit and Finance Committee on February 1. The Committee recommends: That the Durham College Board of Governors approves the proposed increases to the 2016-17 tuition fees as presented in Appendices A and B.

Appendix A

Tuition Fees High Demand Programs	2015/16	2016/17	Increase 2016/17
911 Emergency and Call Centre Communications	\$3,150.32	\$3,244.82	\$94.50
Addictions & Mental Health	\$5,110.67	\$5,263.99	\$153.32
Advanced Care Paramedic	\$16,596.09	\$16,845.03	\$248.94
Advanced Filmmaking	\$4,230.45	\$4,357.36	\$126.91
Advanced Law Enforcement and Investigations	\$3,715.27	\$3,826.72	\$111.45
Advertising – Digital Media Management	\$4,109.70	\$4,232.99	\$123.29
Animation - Digital Arts	\$4,458.32	\$4,592.06	\$133.74
Animal Care	\$3,201.68	\$3,297.73	\$96.05
Communicative Disorders Assistant	\$5,110.67	\$5,263.99	\$153.32
Paralegal (grad cert)	\$3,691.23	\$3,801.96	\$110.73
Interactive Media Design	\$3,242.12	\$3,339.38	\$97.26
Culinary Skills	\$2,895.72	\$2,982.59	\$86.87
Dental Assisting (Levels I and II)	\$4,051.82	\$4,173.37	\$121.55
Dental Hygiene	\$9,118.80	\$9,392.36	\$273.56
Digital Photography	\$2,859.66	\$2,945.44	\$85.78
Digital Video Production	\$2,859.66	\$2,945.44	\$85.78
Electrical Technician – Instrumentation & Control	\$2,955.82	\$3,044.49	\$88.67
Game Development	\$6,935.53	\$7,143.59	\$208.06
Gas Technician 2	\$3,416.95	\$3,519.45	\$102.50
Graphic Design	\$3,242.12	\$3,339.38	\$97.26
Heating, Ventilation & Air Conditioning Techniques	\$3,416.95	\$3,519.45	\$102.50
Hospitality Management	\$2,895.72	\$2,982.59	\$86.87
Human Resource Management	\$3,613.64	\$3,722.04	\$108.40
Interactive Media Management	\$2,820.30	\$2,904.90	\$84.60
Mechanical Technician – Mechanical Maintenance & Control	\$3,002.81	\$3,092.89	\$90.08
Mediation – Alternate Dispute Resolution	\$3,440.99	\$3,544.21	\$103.22
Power Engineering Technician	\$6,294.62	\$6,389.03	\$188.83
Practical Nursing	\$4,051.82	\$4,173.37	\$121.55
Pre-Service Firefighter Education and Training	\$11,870.87	\$12,226.99	\$356.12
Primary Care Paramedic	\$7,956.36	\$8,075.70	\$238.69
Social Service Worker	\$3,242.12	\$3,339.38	\$97.26
Sport Business Management	\$3,327.35	\$3,427.17	\$99.82
Youth Justice and Interventions	\$3,327.35	\$3,427.17	\$99.82
VFX and Digital Cinema	\$8,489.05	\$8,743.72	\$254.67

Appendix B

Miscellaneous Tuition Fees	2015/16 (Current)	2016/17	Increase 2016/17
Challenge Exam/Portfolio Assessment (per course)	\$151.38	\$155.92	\$4.54
Portfolio Development (per hour)	\$6.70	\$6.90	\$0.20
Tuition Short (per week)	\$75.56	\$77.82	\$2.26
Part-Time Post-Secondary (per hour)	\$6.43	\$6.62	\$0.19

BOARD REPORT

Public
In-camera

☒
☐

Action Required:
Information/Discussion
Decision

☐
☒

MEETING DATE: February 10, 2016

REPORT DATE: January 27, 2016 (updated February 4, 2016)

FROM: Paul Bishop, executive director and registrar
Strategic Enrolment Services

SUBJECT: 2016-17 Compulsory Ancillary Fees

A. Purpose

To gain approval from the Board of Governors for compulsory ancillary fees for the 2016-17 academic year.

B. Background

This report aligns with Minister's Binding Policy Directive (MBPD) - 2.0 Finance and Administration Tuition and Ancillary Fees Reporting regarding details on establishing tuition and ancillary fees, issued pursuant to the Ontario Colleges of Applied Arts and Technology Act, 2002. 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 government.

As per our Fee Protocol Agreement, the Student Ancillary Fee Committee (comprised of student representatives from each academic school as well as members of the Student Association) is presented with proposed fee increases, discusses them with their peers, provides feedback to the College, and votes on whether to approve them or not.

Specifically, the Durham College protocol allows compulsory ancillary fees to be increased as follows:

- by 2 percent without student approval;
- by 3 percent with approval of Student Ancillary Fee Committee;
- by up to 20 percent if higher than normal expenses to administer the service can be demonstrated; and
- by an amount greater than 20 percent if approved through a student referendum.

C. Discussion/Options

This year, the Student Ancillary Fee Committee was comprised of student representatives from all post-secondary schools as well as representatives of the Student Association. The group met on three separate occasions, November 3, 10 and 24, 2015. The following outlines the changes to mandatory ancillary fees resulting from these meetings.

As allowed within the Fee Protocol Agreement, the College will implement a 2 percent increase to all mandatory ancillary fees with the following exceptions:

- **Athletic Complex Membership Fee and Athletic Centre Expansion Fee:** These fees will increase by 2.1 percent next year to remain in alignment with what UOIT charges.
- **UPass Transit Fee:** 2016/17 is the final year of an agreement between Durham Region Transit and Durham College which called for an annual increase of 16 percent per year over three years, resulting in an overall increase of 48 percent by 2016. This increase was endorsed by the student body through a College-wide referendum vote.
- **Student Transitions Fee (formerly Student Handbook Fee):** This fee will increase by 19.0 percent and the funds will be used to provide expanded student life/diversity events and leadership opportunities for students.
- There will be no fee increase this year to the following levies collected on behalf of the Student Association:
 - Health Plan
 - Dental Plan
 - Student Centre
 - Campus Radio Station
- There will be a decrease of \$6.00 in the Student Association levy.
- A new mandatory ancillary fee of \$10.00 has been requested this year to support Campus Recreation programs. As stipulated in the Fee Protocol Agreement, this fee must be voted on by the student body via referendum. The referendum will take place in early February with three options presented: \$10.00, \$6.00, or no fee at all. The results of this vote will be available by the end of February and the Board will be updated on the results at its March meeting.

D. Financial/Human Resource Implications

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

E. Implications for UOIT (if applicable)

UOIT is also mandated to have and implement a protocol that is used for their fee reviews.

F. Recommendation(s)

This report was reviewed by the Audit and Finance Committee on February 1. The Committee recommends: That the Durham College Board of Governors approves the 2016-17 compulsory ancillary fees as presented in **Appendix A**.

Appendix A

Mandatory Ancillary Fees	2015/16	2016/17
Athletic Complex Membership	\$34.66	\$35.39
Intercollegiate Athletics	\$35.88	\$36.60
Health Services	\$17.00	\$17.34
Student Transitions (formerly Student Handbook)	\$5.78	\$6.87
Student I.D.	\$17.32	\$17.67
Information Technology (IT) Services	179.88	\$183.48
Security (24 hour access to computer lab)	\$26.05	\$26.57
Athletic Centre Expansion	\$165.03	\$168.50
U Pass Transit	\$206.00	\$240.00
Graduation (all 1st year and direct entry students)	\$34.13	\$34.81
Access Copyright	\$4.06	\$4.14
Student Association Levies	2015/16	2016/17
Student Association	\$102.31	\$96.31
Health Plan	\$105.53	\$105.53
Dental Plan	\$88.13	\$88.13
Student Centre	\$58.51	\$58.51
Campus Radio Station	\$10.90	\$10.90
Total	\$1,057.50	\$1,130.75

Notes:

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

BOARD REPORT

Public ☒
In-camera ☐

Action Required:
Information/Discussion ☐
Decision ☒

MEETING DATE: February 10, 2016

REPORT DATE: February 8, 2016

FROM: Don Lovisa, president

SUBJECT: **Establishment of Election Dispute Committee and Election Appeal Committee Under New By-Law No. 4**

A. Purpose

To establish the 2016 Election Dispute Committee (EDC) and the Election Appeal Committee (EAC) for the upcoming student governor elections.

B. Background and Options

The new By-Law No. 4, a by-law to regulate the election of internal governors, and amendments to By-Law No. 1 made necessary by the enactment of By-Law No. 4 will be presented for approval at the February 10, 2016 meeting of the Board of Governors.

By-Law No. 4 and amended By-Law No. 1 provide for the establishment of these limited-term committees to address any disputes and appeals of decisions regarding disputes that may arise during the nomination through election periods of internal governor elections that cannot be resolved by the chief returning officer (CRO). Committees shall be active for the duration of the nomination, campaign, election, disputes and appeals periods plus ten (10) business days; these committees shall meet in-camera. These committees are to be established prior to issuing the Notice of Election.

Membership of the EDC comprises the voting membership of the Nominating Committee, excluding the chair of the Board and any governors who are in a conflict of interest caused by the election(s). This committee is chaired by the chair of the Nominating Committee. Should membership fall below four (4) voting members, a governor who is not a member of the Governance Review Committee will be appointed. An employee of the college other than the Board secretary shall serve as a non-voting member of the Committee for administrative purposes.

Membership of the EAC comprises the voting membership of the Governance Review Committee, excluding the president and any governors who are in a conflict of

interest caused by the election(s). This Committee is chaired by the chair of the Board. Should membership fall below four (4) voting members, a governor who is at arm's length to the election(s) under dispute will be appointed. An employee of the college other than the Board secretary shall serve as a non-voting member of the Committee for administrative purposes.

C. Discussion/Options

The Notice of Election for the 2016 student governor elections is scheduled for February 11, 2016. The Nomination Period is March 4 through March 10; campaigning and voting periods are coincident, from March 14-18 inclusive.

Proposed membership in the EDC is as follows:

Paul Macklin, chair
Kristi Honey
Ivan DeJong
Debbie McKee Demczyk
Don Lovisa
Sarah Brathwaite (or delegate), secretary (non-voting)

Proposed membership in the EAC is as follows:

Pierre Tremblay, chair
Heather Quantrill
Rick Johnson
Andrée Robichaud
Jim Wilson
Tony Doyle (or delegate), secretary (non-voting)

Depending on the timing of any disputes that cannot be resolved by the CRO and any appeals stemming from the resolution of these disputes, the committees may be required to meet at short notice as early as March 8. Should there be no disputes requiring EDC attention or appeals requiring EAC attention, both committees will be dissolved on April 6.

D. Financial/Human Resource Implications

Administrative support for the two committees will be supplied by the President's Office or the offices of members of the Durham College Leadership Team and is covered by the Board of Governors budget.

E. Implications for UOIT (if applicable)

None.

F. Recommendation(s)

That the Board of Governors establishes the Election Dispute Committee and the Election Appeal Committee for the 2016 student governor election commencing February 10, 2016 for the duration of the nomination, campaign, election, disputes and appeals periods plus ten (10) business days.