

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

PUBLIC MEETING OF THE BOARD OF GOVERNORS

AGENDA

Date: Wednesday, April 12, 2017, 6:00 p.m.

Location: DC Boardroom, Gordon Willey Building, A-144

Dinner available at 5:00 p.m., Board Pre-Session from 5:30 to 6:00 p.m. (Governor Spotlights)

Pages

1. **CALL TO ORDER**
2. **INTRODUCTION OF GUESTS**
3. **ADDITIONS/DELETIONS TO THE AGENDA**
4. **CONFLICT OF INTEREST DECLARATIONS**
5. **PRESENTATIONS**
 - 5.1 Students Ryan Cullen, Ryan Koyanagi, Gregory Barnes and Professor Jay Fisher to Share their Experiences at the Recent Enactus Competition
 - 5.2 Alan Dunn, Associate Vice-President, Facilities and Ancillary Services to Provide an Update on the Centre for Collaborative Education
 - 5.3 Linda Marco, Associate Vice-President, Office of Development and Alumni Affairs to Present an Update on the Capital Campaign and Alumni Engagement Events
 - 5.4 Barbara MacCheyne, Chief Financial Officer to Present the 2017-2018 Budget
 - 5.5 Kristi Honey to be Presented the Advanced Good Governance Certificate
6. **CHAIR'S REPORT**
 - 6.1 Results of Student Governor Election
 - 6.2 Results of Chair and Vice-Chair of the Board Election
7. **CO-POPULOUS GOVERNORS' REPORT**
8. **CONSENT AGENDA**

The following items will be addressed through the consent agenda unless specifically removed for separate attention, by request.

Recommendation

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

- 8.1 Approval of the Minutes of the Board of Governors Meeting of February 15, 2017 4 - 10
Recommendation
 That the public minutes of the Board of Governors meeting of February 15, 2017, be approved as read.
- 8.2 Report of the Governance Review Committee Meeting of March 6, 2017 11 - 14
Recommendation
 That all actions taken at the Governance Review Committee meeting held on March 6, 2017 be adopted as recommended, and the minutes be approved as read.
- 8.3 President's Report - April 2017 15 - 26
Recommendation
 That Report BOG-2017-59, providing the President's report on College activities and initiatives in February and March 2017, be received for information.

9. DISCUSSION ITEMS

- 9.1 Electronic Records Management Program - S. Brathwaite 27 - 38
Recommendation
1. That the existing Board of Governors paper records located in inactive storage classified as permanent under the Durham College Common Records Schedule be scanned in accordance with the approved document imaging procedure and be disposed of accordingly; and,
 2. That the practice of keeping paper records for the Board of Governors be discontinued effective immediately with all Board records to be kept in an electronic format consistent with the electronic records management program; and,
 3. That effective immediately all Board records be classified and manage according to the Durham College Common Records Schedule.
- 9.2 Approval of New Programs of Instruction - Cosmetic Techniques and Management and Esthetician-Spa Management Diploma Programs - E. Popp, M. Marando and M. Hutt 39 - 71
Recommendation
 That in accordance with Report BOG-2017-56, the proposed Ontario College Diploma programs of instruction listed below be approved:
- Esthetician - Spa Management
 - Cosmetic Techniques and Management

- 9.3 2017-2018 Compulsory Ancillary Fees - Pickering Learning Site - MK. Oliver 72 - 74
Recommendation
That based on Report BOG-2017-71, effective 2017-2018 the compulsory ancillary fees for students at the Pickering Learning Site be reduced as presented in Appendix A.
- 9.4 Final Results of 2016-2017 Business Plan - D. Lovisa 75 - 95
Recommendation
That Report BOG-2017-60, providing the final update on the 2016-2017 Business Plan be received for information.
- 9.5 Draft Business Plan for 2017-2018 - D. Lovisa 96 - 114
Recommendation
That Report BOG-2017-70, providing the draft business plan for 2017-2018 be received for information.

10. OTHER BUSINESS

11. UPCOMING EVENTS

CICan Conference - April 30 to May 2, Shaw Centre, Ottawa
Employee Town Hall & Launch of Strategic Plan - May 4, 2017

12. MOVE TO IN-CAMERA SESSION

13. ADJOURNMENT



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

Date: Wednesday, February 15, 2017

Location: DC Boardroom, Gordon Willey Building, A-144

Members Present: Pierre Tremblay, Chair
Doug Allingham
Dan Borowec, Vice-Chair
Nneka Bowen (via telephone)
Ryan Cullen
Ivan DeJong
Kevin Griffin
Michele James
Rick Johnson (entered the meeting at 6:34 p.m.)
Don Lovisa, President
Bart Lucyk
Paul Macklin
Debbie McKee Demczyk
Heather Quantrill
Jim Wilson
Melissa Pringle, Corporate and Board Secretary (non-voting)

Members Absent: Kristi Honey
Steve Stewart

Staff Present: Helene Asselbergs, Chief of Staff
Kevin Baker, Dean/Principal, School of Skilled Trades, Apprenticeship and Renewable Technology
Paul Bishop, Executive Director, Strategic Enrolment Services
Scott Blakey, Chief Administrative Officer
Alan Dunn, Associate Vice-President, Facilities and Ancillary Services
Barbara MacCheyne, Chief Financial Officer
Meri Kim Oliver, Vice-President, Student Affairs
Elaine Popp, Vice-President, Academic

1. **CALL TO ORDER**

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

2. **INTRODUCTION OF GUESTS**

The Chief Administrative Officer introduced the following guests:

- Marianne Marando, Executive Dean, School of Business, IT & Management
- Pam Stoneham, Associate Dean, School of Skilled Trades, Apprenticeship and Renewable Technology
- Chris Rocha, Director, Financial Aid & Awards
- Eric Lacina, Environmental Technology Student
- Isabella Gennuso, Business Administration - Marketing Student
- Shannon Dossor, Executive Office Administration Student

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

None.

4. **CONFLICT OF INTEREST DECLARATIONS**

None.

5. **PRESENTATIONS**

5.1 **Chris Rocha, Director, Financial Aid & Awards to Present an Overview of the College Work Study Program**

The Director, Financial Aid & Awards presented an overview of the College Work Study Program and introduced work study students Eric Lacina, Isabella Gennuso and Shannon Dossor who shared their experiences with the program.

5.2 **Alan Dunn, Associate Vice-President, Facilities and Ancillary Services to Present an Update on the Centre for Collaborative Education**

The Associate Vice-President, Facilities and Ancillary Services provided an update on the Centre for Collaborative Education, highlighting identified risks and associated migration strategies. Construction photos were also shown.

5.3 **Kevin Griffin and Jim Wilson to be presented Advanced Good Governance Certificates**

Governor Griffin and Governor Wilson were presented Advanced Good Governance certificates.

6. CHAIR'S REPORT

Governor Johnson entered the meeting.

The Chair thanked Governors' Bowen, DeJong and Honey for being part of the retreat planning committee, and thanked the Board for a successful weekend retreat.

7. CO-POPULOUS GOVERNORS' REPORT

Governor Allingham reported there had been several meetings of the Presidential Search Committee and that Tim McTiernan had extended his contract to December 2017.

8. CONSENT AGENDA

Moved By Governor DeJong

Seconded By Governor McKee Demczyk

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

CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

8.1 Approval of the Minutes of the Board of Governors Meeting of December 14, 2016

That the public minutes of the Board of Governors meeting of December 14, 2016, be approved as read.

8.2 Appointment of the Election Dispute Committee and Election Appeal Committee

That an Election Dispute Committee and Election Appeals Committee be appointed for the duration of the nomination, campaign, election, disputes and appeals period plus ten (10) business days as outlined in By-law No. 4 (Section 4) for the student governor election to commence on February 27, 2017.

8.3 President's Report - February 2017

That Report BOG-2017-48, providing the President's report on College activities and initiatives from November 2016 to January 2017, be received for information.

9. DISCUSSION ITEMS

9.1 Approval of New Programs of Instruction: Power Engineering Techniques and Data Analytics for Business Decision Making

The Associate Dean, School of Skilled Trades, Apprenticeship and Renewable Technology presented an overview of the proposed new program, Power Engineering Techniques – Fourth Class.

The Board questioned the Associate Dean, School of Skilled Trades, Apprenticeship and Renewable Technology.

The Executive Dean, School of Business, IT and Management presented an overview of the proposed new program, Data Analytics for Business Decision Making.

The Board questioned the Executive Dean, School of Business, IT and Management and questioned the Vice-President, Academic concerning the significance of graduate certificates.

Moved By Governor Macklin

Seconded By Governor James

That in accordance with Report BOG-2017-40, the proposed Ontario College Certificate and Ontario College Graduate Certificate programs of instruction listed below be approved:

- Power Engineering Techniques - Fourth Class
- Data Analytics for Business Decision Making. CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

9.2 Program Advisory Committees Semi-Annual Report

The Vice-President, Academic presented the first Program Advisory Committees semi-annual report, highlighting aspects of the new report format including a new status column indicating a rating of green, yellow and red for each Program Advisory Committee and key recommendations for each program area. The Vice-President, Academic also reported new resource documents are being created for internal individuals that work with the Program Advisory Committees and for external members.

The Board questioned the Vice-President, Academic.

Moved By Governor Allingham

Seconded By Governor Johnson

That Report BOG-2017-49, providing the Program Advisory Committees semi-annual report, be received for information. CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

9.3 Enrolment Report 2017

The Vice-President, Academic and Vice-President, Student Affairs reported the total number of students in post-secondary programs, including domestic and international students, effective day 10 of winter semester was 10,871. This is a modest increase in domestic enrolment and a 32 per cent increase in international enrolment over the 2015-2016 numbers. Durham College now has students from over 54 countries with the largest number of international students taking programs in the School of Business, IT & Management. This represents a change as formerly the School of Science and Technology had the highest number of international students.

The Board questioned the Vice-President, Academic and Vice-President, Student Affairs.

Moved By Governor Johnson

Seconded By Governor Griffin

That Report BOG-2017-50, providing an update on enrolment for the 2016-2017 year, be received for information. CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

9.4 2017-2020 Strategic Plan

The Chief of Staff presented the final version of the 2017-2020 Strategic Plan.

The Board congratulated staff on the final plan, noting the feedback received at the retreat has been incorporated.

Moved By Governor DeJong

Seconded By Governor Griffin

That based on Report BOG-2017-55, the 2017-2020 strategic plan be approved. CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

9.5 2016-2017 Business Plan Update

President Lovisa provided an update on the 2016-2017 business plan, noting 16 objectives were complete, and that the College is tracking for success on the other objectives. Updates to the business plan are a team effort and the 2017-2018 business plan will be developed around the new “we will” statements in the strategic plan.

Moved By Governor Allingham

Seconded By Governor Wilson

That Report BOG-2017-52, providing an update on the 2016-2017 Business Plan be received for information. CARRIED

With Governor Bowen participating by telephone, the vote was unanimous.

9.6 Letter from Colleges Ontario in Response to the Recent Government Decision Concerning the New Tuition

President Lovisa reported the letter from Colleges Ontario had been included in the agenda for information purposes, and that staff had met with the Minister on February 15, 2017 to discuss tuition, the funding formula, sustainability and student accommodation.

10. OTHER BUSINESS

None.

11. UPCOMING EVENTS

The following events were highlighted:

- DC/UOIT Joint Executive Committee Meeting - Monday, February 27, 2017
- Deadline for Alumni of Distinction Nomination Submissions - Friday, March 10, 2017

12. MOVE TO IN-CAMERA SESSION

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

Moved By Governor Allingham
Seconded By Governor McKee Demczyk
That the Durham College Board of Governors move in-camera after a short recess.
CARRIED

The Board recessed at 7:27 p.m. and convened in-camera at 7:38 p.m.

The Board rose from the in-camera session at 8:09 p.m.

13. ADJOURNMENT

Moved By Governor Macklin
Seconded By Governor Cullen
That the February 15, 2017 meeting of the Durham College Board of Governors be adjourned. CARRIED

The meeting adjourned at 8:10 p.m.

Pierre Tremblay
Board Chair

Melissa Pringle
Corporate and Board Secretary

Report of the Governance Review Committee (Public)

The Governance Review Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Governance Review meeting held on March 6, 2017.

1. Board Policies Scheduled for Renewal

Recommendation

That based on Report GOV-2017-07, the following Board policies be approved as presented:

- Communication and Counsel to the Board
- Integrated Risk Management Framework
- General Executive Constraint - Whistle Blowing Policy
- President Emeritus
- Roles of the Chair and Vice-Chair of the Board
- Board Job Description.



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

Date: March 6, 2017
Location: Via Conference Call

Members Present: Heather Quantrill, Committee Chair
Rick Johnson, Committee Vice-chair
Don Lovisa, President
Bart Lucyk
Pierre Tremblay
Jim Wilson
Melissa Pringle, Corporate and Board Secretary (non-voting)

Members Absent: Ryan Cullen

Staff Present: None.

1. CALL TO ORDER

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

2. INTRODUCTION OF GUESTS

None.

3. ADDITIONS/DELETIONS TO THE AGENDA

None.

4. CONFLICT OF INTEREST DECLARATIONS

None.

5. PRESENTATIONS

None.

6. ACTIONS ARISING FROM PREVIOUS MINUTES/REGULAR RECURRING ITEMS

None.

7. DECISION ITEMS

7.1 Board Policies Scheduled for Renewal

The Corporate and Board Secretary provided an overview of proposed edits to the policies scheduled for renewal.

The Committee questioned the President and the Corporate and Board Secretary concerning the policies as presented.

Moved By Governor Johnson
Seconded By Governor Lucyk

That the Governance Review Committee recommend to the Durham College Board of Governors:

That based on Report GOV-2017-07, the following Board policies be approved as presented:

- Communication and Counsel to the Board
- Integrated Risk Management Framework
- General Executive Constraint - Whistle Blowing Policy
- President Emeritus
- Roles of the Chair and Vice-Chair of the Board
- Board Job Description. CARRIED.

8. DISCUSSION ITEMS

8.1 Discussion on Term Limits for Standing Committee Chairs

Governor Tremblay temporarily left then re-joined the meeting.

A discussion occurred regarding the issue of term limits for the position of Standing Committee Chair in order to encourage new ideas, succession planning and professional development.

Action: Corporate and Board Secretary to research the issue of term limits and report back with a recommendation

9. OTHER BUSINESS

The Committee inquired as to the number of President emeritus the College had. President Lovisa advised there was only one President emeritus, Gary Polonsky.

10. MEETING CRITIQUE

A meeting critique was conducted and although most members agreed that teleconference was not preferred, the meeting accomplished its goal. One suggestion with respect to conducting meeting by conference call was to ask “who is opposed?”, rather than “all in favour”.

11. ADJOURNMENT

Moved By Governor Wilson

Seconded By Governor Johnson

That the March 6, 2017 meeting of the Governance Review Committee be adjourned.

CARRIED.

The meeting adjourned at 6:21 p.m.

Heather Quantrill
Committee Chair

Melissa Pringle
Corporate and Board Secretary

Report Number: BOG-2017-59

To: Board of Governors

From: Don Lovisa, President

Date of Report: April 5, 2017

Date of Meeting: April 12, 2017

Subject: President's Report

Purpose

To provide an update of the President's activities and significant college initiatives for the months of February and March 2017.

Our Students

DC Students and Faculty Handcraft Doritos Ketchup Roses for Valentines

February 2017



Faculty and students from Durham College's Advanced Baking and Pastry Arts and Culinary Management programs helped to put a new spin on traditional flowers and chocolates by playing a key role in the Doritos® Ketchup Roses campaign. The roses were tied to the limited-time release of one of Doritos most-loved flavours – Doritos Ketchup. The DC faculty and students were tasked with carefully handcrafting the flowers to be used in the deliciously crunchy bouquets. With hundreds of hours required to prepare the individual roses, planning and work was underway for months. A team of four faculty and 18 students were responsible the creation of the delicate, crunchy bouquets. DC students had a unique opportunity to be part of a pop-culture phenomenon while learning and gaining real-world experience.

Brewing Memories Coffee Tour Kicks Off

February 2017

Durham College’s Office of Development and Alumni Affairs kicked off the new DC Brewing Memories Coffee Tour with two stops right at home at the college’s Whitby and Oshawa campuses. This tour is part of the 50th anniversary celebrations in 2017 and will see the college host coffee breaks throughout the year at 50 workplaces that employ DC graduates. Eleven stops have been made so far with 30 more scheduled in the coming months. The tour is designed to provide opportunities for the college to re-connect with its graduates, hear their success stories, learn about their career paths and share with them all the new and exciting things happening at DC – all while enjoying free coffee, tea and baked goods.



Durham College Awareness Week Connects Students and Employers

February 2017



As part of its commitment to preparing students for the workforce and connecting them with employers, Durham College held its annual Career Week on campus from February 6 to 10. Co-ordinated by the Career Development office, this year’s series of events provided students with opportunities to meet potential employers,

network with industry experts, access helpful resources, learn from the real-world experiences of successful DC alumni and much more.

Durham College Lords Take Silver in Men’s and Women’s Volleyball

March 2017

For the first time both the men’s and women’s volleyball teams won silver medals in the same year at the Ontario Colleges Athletic Association (OCAA) championships. For the men’s team this



was the first OCAA medal for the program since 2006 and the fourth silver medal for the program overall.



At the OCAA championships, the women's team played for the gold medal game against the Humber Hawks, who have been the reigning champions of the OCAA for the past decade.

The women finished the year with 26 overall wins, breaking the previous record of 24 set by the 1999 team which went on to win bronze at the OCAA championship that year.

School of Justice and Emergency Services Hosts 5th Annual Justice Games March 2017

Students in the School of Justice and Emergency Services displayed their talents and represented their programs with pride at the fifth annual Justice Games. Students compete in four events, including: shuttle run competition, tug of war, arm wrestling and floor hockey. In memory of PFET Student, Adam Brunt two students were awarded the Adam Brunt MVP and Co-MVP trophy for performance, leadership and sportsmanship.



Enactus Rookies Tie for 3rd Place in First Regional Competition March 2017



The Durham College Enactus team tied for 3rd place in their first Regional Competition for Central Canada. During the event, students showcase how their community outreach projects and business ventures are making an impact in Canada and beyond. Through rounds of live, presentation based competitions. This competitive process, along with additional programming, provides an opportunity for collaboration and best practice

sharing, fosters innovation, encourages results and rewards excellence in entrepreneurial, and community leadership.

Durham College Celebrates Student Athletes Academic Success

April 2017

The Durham College athletic department hosted the eighth annual academic luncheon to celebrate the academic accomplishments of their student-athletes during the 2016-17 season. This year the Lords had 27 student-athletes recognized with OCAA All-Academic awards. Harrison Wood (men's volleyball – electrical engineering), Lucia Kalmeyer (women's volleyball – recreation & leisure services) and Shannon Dean (women's volleyball – addictions & mental health) were each recognized with CCAA All-Academic awards. The CCAA award is prestigious as it recognizes excellence in academics and athletics. To achieve the honour, a student-athlete must be named to their respective provincial all-star team in a CCAA sport and must achieve honour roll status.



Our People

50 Guitars for 50 Years

February 2017



Members of the college community, including students, alumni, employees and governors came together for a jam session in celebration of DC's 50th anniversary. Gathering on the steps of the Student Services building, approximately 50 guitarists celebrated with two musical numbers: "A lesson Learned in Time," an original song written by DC employee Justin Lant in

honour of the college's milestone year, and "Ahead by a Century," a classic by the Tragically Hip.

Durham College Coach Named CCAA Coach of the Year

March 2017

Durham College women's volleyball head coach Tony Clarke was named the Canadian Collegiate Athletic Association (CCAA) coach of the year. Presented at the CCAA national championship banquet, this was the second time Tony Clarke was nominated for the award in his time at Durham College.



Our Business

Durham College Research Partner Makes a Deal with a Dragon

January 2017

Durham College research partner, IFTech (Inventing Future Technology Inc.), secured a deal for its wearable technology, As Real As It Gets (ARAIG), during the February 15 episode of CBC's hit show Dragon's Den. Father and son founders and CEO's of IFTech, Michael and Brodie Stanfield walked away with a \$500,000 deal for 25 per cent of the company with dragon Manjit Minhas. Given IFTech's history with DC, it was only fitting that their initial pitch for a chance to appear before the Dragons, happened at the college in March 2016. Durham College played host to aspiring entrepreneurs, including IFTech, looking to audition for Dragon's Den for a chance to turn dreams into reality.



Durham College Welcomes Prospective Students at Spring Open House

March 2017

Durham College's (DC) annual Spring Open House welcomed more than 3,000 prospective students, as well as their family and friends, to Oshawa and Whitby campuses and Pickering Learning Site.



Each of Durham College's more than 140 full-time programs, and numerous student services, were set-up in rooms and booths across each location to showcase all that the college has to offer. Volunteers encouraged guests to ask questions and get answers from the people who

know the DC experience best – the hundreds of faculty, staff, alumni and students who were on hand to offer insight into everything from program details, to setting career goals, to what life on campus is really like, and much more.

Queen's Park Marks 50th Anniversary with Colleges Week and \$50M Investment April 2017

In celebration of the 50th anniversary of Ontario's College System, the province declared April 3 to 9, 2017 as Colleges Week and made a new investment in each of Ontario's 24 publicly assisted colleges to enhance the student experience. The investment will support colleges in undertaking major initiatives that enhance student learning.



Our students and faculty proudly represented Durham College as part of the morning event at Queen's Park, called the Creativity Zone, which featured innovative and creative student projects from throughout the province. The culinary students also participated by preparing some of the food served at the evening reception.

Our Community



Local Rotary Clubs Welcomes Durham College February 2017

Durham College has been welcomed by the local Rotary Clubs in order to continue to cultivate our relationships and provide an update on key Durham College milestones and initiatives. Presentations with a focus on the 50th Anniversary and the Building Something Amazing campaign for the Centre for Collaborative Education have been made to the Rotary Club of Whitby, Port Perry and Oshawa.

United Way of Durham Region Appreciation Awards February 2017

The United Way of Durham Region celebrated the achievement of many hundreds of volunteers and organizations who contributed to the success of our 2016 campaign. Durham College presented the Exceptional Community Partner award to Purdue Pharma and United Way Ambassador award to Andrew Nichols, Chair of the United Way Committee at the City of Oshawa. Purdue Pharma had almost 60 volunteers at the Ride4United Way event last August. With enthusiasm, they cheered, fed, watered and tracked 450 cyclists from start to finish. United Way Ambassador award to Andrew Nichols, Chair of the United Way Committee at the City of Oshawa.



Robots Back to Battle at Durham College March 2017



For the third year, Durham College welcomed more than 1000 students on 40 teams to campus as they competed in the 2017 *FIRST*® Robotics Ontario District Competition. Teams demonstrated their engineering skills and knowledge in the robotic battles. Congratulations goes to the three victorious teams who all hail from the Peel District School board.

Durham College Welcomes Bank of Canada Governor Stephen S. Poloz

March 2017



In celebration of Canada's 150th year, and in recognition of Durham College's 50th anniversary, Bank of Canada Governor Stephen S. Poloz returned to his hometown of Oshawa to visit the college and speak with students, faculty, alumni and community guests about Canada's economic history.

Afterwards, the Governor met with media and then attended an intimate lunch hosted by Durham College with approximately 20 community partners at Bistro'67.



March 16, 2017

**Summary of the Committee of Presidents meeting
March 15, 2017**

Decision items:

Colleges Ontario's 2017 budget

The Committee of Presidents (COP) approved Colleges Ontario's budget for 2017-18. The budget is balanced and there are no fee increases for member colleges.

Leadership training for administrators

Presidents approved a recommendation from Linda Franklin, the president and CEO of Colleges Ontario, and Don Sinclair, the CEO of the College Employer Council, to explore a pilot program on leadership training for administrators that would build on the success of the College Centre of Board Excellence program for governors.

Similar to the CCBE, the proposed leadership training for administrators would create a certificate program that uses a combination of in-person sessions and webinars.

The council will consult with the Ontario College Administrative Staff Association and human resources representatives on the proposed model. If there is support for the idea, a pilot program would be tested for one year and the results would be provided to COP.

Flexible delivery

The presidents endorsed recommendations from a college sector task force that has been exploring ways to improve the flexibility of the delivery of college programs.

Cambrian College president Bill Best, who chaired the task force, said the issue is about improving access to programs. He said each college has to consider what potential students could be reached if programs were more accessible.

He said colleges should consider a number of options such as establishing more start times for programs, similar to the range of start times available to students in continuing education programs.

The recommendations endorsed by the presidents include advocating to have the Ministry of Advanced Education and Skills Development provide equivalent levels of funding for full-time and part-time

students, and urging the ministry to work with the federal government to improve student aid for part-time students.

Discussion items:

eCampus Ontario

David Porter, the CEO of eCampusOntario, delivered a presentation on the work being done to create a new strategic plan for eCampusOntario.

He said the eCampusOntario portal is undergoing an overhaul and rebranding and that eCampusOntario is working with Contact North, ONCAT, OntarioLearn and OCAS to determine how to streamline the processes for online education. For example, eCampusOntario and OCAS are exploring ways to help interested students get registered more quickly.

Porter said eCampusOntario's priorities focus on improving the availability of online resources, improving the online learning experience, and providing more opportunities for experiential learning.

In the area of experiential learning, he said issues being considered include creating self-managed environments that support experiential learning, and determining how employers can audition student talent while the students are still in school.

Porter said students are captivated by new technology and want to participate in the design of online learning services. For example, he said Northern College is using virtual reality technology to teach mining safety to students in a classroom. Porter said that is the type of innovation that improves learning and excites students.

College Day activities

Jane Holmes, Colleges Ontario's special adviser on government relations, provided an update on the plans for college presidents and board chairs to meet with elected officials during College Day at Queen's Park on Monday, April 3.

She said a number of meetings have been scheduled and all three political parties have shown a lot of interest in the meetings. Premier Kathleen Wynne isn't available for meetings that day. However, the premier will be meeting with college presidents on May 3.

Another highlight of the College Day activities at Queen's Park this year is a new morning event – called the Creativity Zone – that will showcase innovative ideas from a number of colleges. As well, College Day will include the annual hospitality reception in the evening, where students from across Ontario prepare and serve culinary delights. Advanced Education and Skills Development Minister Deb Matthews is scheduled to speak at both the Creativity Zone and the evening reception.

Discussions with government on climate change

Mohawk College president Ron McKerlie provided an update on discussions that college representatives have had with Environment and Climate Change Minister Glen Murray and with deputy ministers on how the college sector could help the government fulfil its Climate Change Action Plan.

He said the discussions have gone well and there is serious interest within the senior levels of government. A number of recommendations have been made to government and it is expected a decision will be made in the near future.

Agreements with private career colleges

The presidents shared feedback from discussions that some of them have had with officials in the Ministry of Advanced Education and Skills Development about private career colleges.

The discussions focused on the partnership agreements that some public colleges have with the private career colleges. There have also been issues about the problems with “jumpers” – international students who enrol in a college and then almost immediately switch to a different college once they are in Canada.

In a later part of the meeting that included officials from the ministry, deputy minister Sheldon Levy said the issue of people jumping to a different college once they are in the country is still a problem. He said colleges and the ministry need to explore measures that would be a disincentive to the practice.

Discussions on student fees

COP discussed the Ministry of Advanced Education and Skills Development’s plans to start new consultations on fees that are paid by college and university students, such as ancillary fees.

The proposed discussions come just a few years after the government’s previous consultations on student fees.

During the part of the COP meeting where presidents met with ministry officials, Colleges Ontario president and CEO Linda Franklin said any future discussion should be evidence-based, rather than anecdotal. She said the fees don’t appear to be an issue for students, as the Ontario College Application Service only received two questions about the fees from recent applicants.

Meanwhile, Durham College president Don Lovisa said there is still some confusion about the down payments that students must make as the government promotes its reforms to student assistance as “free tuition.” However, he said some of the materials available to students have improved.

Ontario Colleges Athletic Association

Presidents received an update from Wayne Poirier, the vice-president of student services at Mohawk College, on a new governance structure that is being created for the Ontario Colleges Athletic Association.

To help improve the oversight of the OCAA, the board of governors is being restructured to add a college president and two college vice-presidents to the board. The new board members will be determined through Colleges Ontario's nominations process.

Report Number: BOG-2017-69

To: Board of Governors

From: Sarah Brathwaite, Administrative Assistant

Date of Report: April 5, 2017

Date of Meeting: April 12, 2017

Subject: Electronic Records Management Program

1. Purpose

To obtain approval from the Board of Governors to implement an electronic records management system for the Board of Governors records.

2. Recommendation

It is recommended to the Durham College Board of Governors:

1. That the existing Board of Governors paper records located in inactive storage classified as permanent under the Durham College Common Records Schedule be scanned in accordance with the approved document imaging procedure and be disposed of accordingly; and,
2. That the practice of keeping paper records for the Board of Governors be discontinued effective immediately with all Board records to be kept in an electronic format consistent with the electronic records management program; and,
3. That effective immediately all Board records be classified and managed according to the Durham College Common Records Schedule.

3. Background

As part of the Durham College Records Management project, the Durham College Leadership Team approved operational policy ADMIN 242.2, Document Imaging Procedure in February 2016. This procedure is attached as Appendix A.

The document imaging procedure was developed to ensure that proper guidelines and standards would be followed as the College moved forward with the next phase of the Records Management project, which in the next two years includes:

- Each department reorganizing their electronic records stored on the Colleges shared drives according to the Common Records Schedule and ensuring that all files are identified using standard naming conventions.
- Each department identifying documents that can be stored using the Banner Document Management Software. The priority in the first two years is to utilize the Banner Document Management Software for documents related to Student, Employee and Financial Records.

4. Discussion/Options

Since the Records Management project was initiated in 2010, Durham College has made great progress in regards to physical records. A Common Records Schedule and central inactive storage location have been established, a College-wide inventory of physical records as been created and maintained, policies and procedures have been developed, and processes for records destruction, transfer and archival review have been put in place.

The next significant phase for the Records Management Project is electronic records management. This next phase will address the organization of shared drives and email management according to the Common Records Schedule and standard naming conventions. This will allow the college to move forward with further implementation of the Banner Document Management and Banner Document Retention Software.

4.1 Security of Electronic Records

The following is an outline of the data backup processes in place at Durham College:

- There is a complete backup of data once a week.
- There are daily incremental backups of data the remainder of the week - an incremental backup captures the changes for that day and backs that up. By using the weekly backup and the incremental changes it is possible to restore data that changed during the week. The weekly and daily backups are done to disk.
- The disk storage used for the full backups and daily incremental backups is also located in the Whitby campus. These backups are performed using the fiber optic link between Oshawa campus and

Whitby campus. This ensures our backups are “off-site” from our main data centre, located in the Oshawa campus.

- In addition to the above, an archiving backup is completed once per month. This is a full backup and can be considered as a snapshot of the data for that month. The archiving backup is stored on tapes that are stored in a vault, located in the Whitby campus.

4.2 Confidentiality of Electronic Records

The Board of Governors electronic records are stored as part of the DC Office of the President folder on the S: Drive. The following employees have signed confidentiality agreements and have been delegated read/write/edit access to the Board of Governors electronic records:

- President
- Chief of Staff
- Corporate Board Secretary
- Administrative Assistant

5. Financial/Human Resource Implications

As part of the 2017-2018 budget planning process, the Office of the President requested a new full-time position for a Records Manager. This new full-time Records Manager position was approved as part of the 2017-2018 budget. It is anticipated that the new Records Manager will officially start in June 2017.

The Office of the President has also submitted a request for a full-time summer work-study student from the Library Information Technician and Office Administration programs. This Records Management Assistant position will assist with the digitization of the Board of Governors paper records to electronic records, ensure the electronic records are filed according to the Common Records Schedule and that the records are identified using the standard naming conventions as part of the Board of Governors electronic records.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for UOIT

Continued consultation will take place between the Durham College and UOIT Records Manager in order to ensure record retention and disposition of records for departments that provide shared services are consistent for both institutions.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the “Our Business” pillar of the strategic plan which aims to manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning.

College Procedure

PROCEDURE TYPE:	Administrative
PROCEDURE TITLE:	Document Imaging Procedure
PROCEDURE NO.:	ADMIN-242.2
RESPONSIBILITY:	Office of the President
APPROVED BY:	Durham College Leadership Team (DCLT)
EFFECTIVE DATE:	February 2016
REVISED DATE(S):	
REVIEW DATE:	February 2018

1. Introduction

The Office of the President will provide support, information, training and counsel to individuals, schools and departments to implement document imaging management practices at Durham College.

2. Purpose

2.1. The purpose of this procedure is to authorize and establish the Document Imaging process as part of the Records Management project. This procedure provides guidelines for Durham College to establish and operate a credible image management program with the ability to demonstrate that the resulting captured images are accurate reproductions of source records and the secure storage of those images. This procedure will ensure that images:

- Are created as part of the business units' usual and ordinary course of business;
- Have demonstrated authenticity and reliability;
- Are legally admissible in the place of Source Documents;
- Are in compliance with the Canada General Standards Board (CGSB) 72.11-93 and Canada Personal Information and Electronic Documents Act; and,
- Are classified and retained according to the Durham College Common Records Schedule.

2.2. The Durham College Common Records Schedule (CRS) records classification framework has been developed to support the college's needs as outlined in the policy on Records and Information Management (RIM) and to uphold compliance

with the Freedom of Information and Protection of Privacy Act (FIPPA). By making use of the CRS to classify records, units can ensure that Durham College records are created, organized, and retained for operational and administrative effectiveness, and disposed of appropriately.

2.3. Durham College will benefit by:

- Increased operational efficiency in search and retrieval;
- Reduced operating costs for storage and equipment;
- Compliance with FIPPA, Durham College policies and other legislation;
- Minimized legal exposure; and
- Preservation of records of historical value.

2.4. Durham College's distributed administrative structure implies a shared responsibility for creating and maintaining records. The main goal of the document imaging procedure is to ensure consistent practices for implementing and managing the document imaging program at Durham College. These tools are sufficiently flexible to allow for changes in college functions and structures.

3. Definitions

3.1. **Batch** refers to the scanning of multiple documents at once. Batches usually consist of a set of documents that are all for one person or are all of the same type (example: a set of transcripts that belong to different students). Incoming documents are separated into batches according to the unit they support (Admissions, Academic Record, or Awards & Financial Aid) and routed to the appropriate capture operator for document preparation and capture.

3.2. **Capture** means the creation of an image from a source record.

3.3. **College Record** is a record of information in any format that documents a transaction, decision, or relationship made by the college. It has continuing value in the future to complete further work, to provide evidence, to serve as institutional memory of obligations, responsibilities, decisions and actions, or to document the unique character and history of the institution.

3.4. **Document Management System** is an information management system that manages the capture, distribution, maintenance and disposal of source records of an organization in a controlled manner.

3.5. **Disposal** is the transfer of records to their final state, either destruction or archives.

3.6. **Enterprise Content Management (ECM)** refers to technologies, tools, and methods used to capture, manage, store, preserve and deliver content across an enterprise. ECM platforms provide the integrated tools, methods and strategies for establishing information (documents, records and, archives) management systems. Durham College utilizes the Banner Document Management Suite (BDMS) for this purpose.

- 3.7. **Enhancement** is heightening the legibility of a record by various manual or electronic methods in a manner that will not change the interpretation of the record.
- 3.8. **Image** is the representation of a source record that can be used to generate an intelligible reproduction of that record, or the reproduction itself, where:
- The reproduction is made with the intention of standing in place of the source record;
 - The interpretation of the reproduction, for the purposes for which it is being used, yields the same information as the source record;
 - The limitations of the reproduction (e.g. resolution, tonal or hues) are well defined and do not obscure significant details.
- 3.9. **Image Management System** is a system of procedures and technological components that operate in an integrated manner to capture, store, index, retrieve, distribute, insert, erase and modify images.
- 3.10. **Indexing** means adding contextual information to an image to enable the retrieval of the image and log its origin.
- 3.11. **Office of Primary Responsibility (OPR)** is the office or unit that is principally accountable for the creation and/or maintenance of a particular file class of records.
- 3.12. **Official Copy** is the official college record as identified in the Common Records Schedule where multiple copies of a record exist.
- 3.13. **Quality Assurance** is the process which takes place to verify the accuracy and completeness of a sample of images and their indexing.
- 3.14. **Quality Control** is the process which takes place to provide confidence that the image yields the same data as the source document.
- 3.15. **Record** is a record of information however recorded, whether by electronic means, in print form, on film or otherwise.
- 3.16. **Scan/scanning** refers to the action of digitally capturing an image using an electronic scanner.

4. Procedure

4.1. Authorization

The department/business unit is to identify the types of records/documentation to be scanned, indexed, and classified. Authorization is required from the director of the business department/business unit. A list of the approved records/document types should be included in the business department/unit Document Imaging Procedures.

4.2. Documentation Not Eligible for Scanning as an Electronic Record

- Ontario Student Assistance Program files – Ministry of Training Colleges and Universities requires that paper originals be transferred.
- Colour copies of identification, such as Driver’s Licenses, Passports etc.

4.3. Prepare Documentation for Scanning

- Remove all fasteners and unfold pages, all edges and corners must be smooth before placing them in the scanner feed tray.
- Pages must be in sequence and properly oriented.
- Small or irregularly shaped documents must be affixed to a larger page to avoid jamming and ensure all content is captured.

4.4. Process Documentation

Written documentation for the process used to scan records must be created by each office that takes responsibility for scanning paper records that will result in the destruction of the original paper. The responsibility is based on the scanning process, rather than which office will be responsible for maintaining the scanned image.

A copy of this written documentation (paper or electronic) must be submitted to the Office of the President for approval prior to records being scanned.

This documentation is to include:

A. Security

- Identify positions responsible for document management imaging processes in the business department/unit and their level of responsibility:

Position	BDMS	Electronic Records
Administrators	Have access to reset a batch, terminate a session in BDMS, and is the only security group that has the permission to delete indexed documents in addition to indexing and viewing permissions.	Has permission to create/delete folders in addition to filing and viewing documents in the department shared drives.

Scanners	Have permission to scan, display, and delete unindexed batches.	Have permission to scan, display, and delete documents that are not yet filed in the shared drive.
Indexers	Have permission to scan, enhance, index, annotate, display and print documents. Cannot delete indexed documents.	Have permission to scan, enhance, file and print documents in the shared drives, cannot delete documents.
Viewer	Have permission to view indexed documents.	Have permission to view filed documents in the shared drive.

- If confidential documents containing personal information are to be stored in the system, adequate controls to limit access to those that need them to complete their work shall be put in place. Access will be assigned by the department administrator and implemented by IT Services.
- Control techniques shall be put in place to ensure that documents captured cannot be lost or damaged through accident or omission. These control techniques may include;
 - Periodic system backup: completed by IT Services Sunday through Friday on a nightly basis.
 - Audit trails: BDMS only, request through IT Services.
 - Security settings regarding access to BDMS system and department shared drives.

B. Operational Timelines

- All document imaging operations will take place in a reasonable and timely manner, standards for the program are:

Procedure	
Capture	Within 1 day of receipt
Indexing	Within 2 days of capture
Quality Assurance	Minimum of once a month

Source Document Destruction	Student Awards: 1 year after receipt OSAP Documents: Do not destroy All other records: six months after date captured.
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C. Instructions for the use of scanning hardware, including scanning settings

- Identify scanning hardware (Canon Image Formula DR-160II, Canon Image Formula DR-C225, RICOH Models)
- Include scanning settings to be used:
 - Required Resolution is 300 dpi

D. Standards and instructions for indexing, naming and labeling files

- If utilizing Banner Document Management Suite refer to Banner Document Management User Guide.
- If not utilizing Banner Document Management Suite outline steps for scanning and filing records using the Durham College Common Records Classification and electronic file naming conventions available on ICE.
- For quality assurance, it is recommended that the same person does not capture and index documents.

E. Instructions for Quality Control inspections

- At each stage of the Document Imaging process, the following criteria shall be met to ensure the integrity of images:
 - Verify all documents intended for capture were captured;
 - Count of source documents matches the number of images captured;
 - Number of pages in a captured multipage image matches the number of pages in source document;
 - Completeness and accuracy of capture; image is legible, including all marks and the smallest type size;
 - No scanner generated speckles;
 - Check color fidelity;
 - Page alignment (not skewed, rotated correctly);

- Index information is accurate including all auto populated indexes.

- F. How scanned records are enhanced or manipulated to create a more readable image.
 - Include, in detail, the steps that will be taken to correct a scanned record that is not clear and is difficult to read (not complete, blurry, or otherwise illegible).

- G. The process used to identify images that have passed their retention period
 - The Durham College Records Management Procedure and Common Records Schedule will determine the retention period and date for disposition for electronic documents stored in Banner and Durham College shared drives.

- H. The process through which these images will be deleted/purged
 - Each year in accordance with the Records Management Procedure, a report will be generated identifying documents eligible for destruction. This report will be verified and authorized for destruction by the director of the department/business unit and the Office of the President prior to destruction.

 - Once the Records Destruction Form has been approved the administrator will destroy the eligible records, a log or report of the successful operation from the Banner Document Management Suite will be retained with the signed Destruction Form.

- I. Back-up procedures for the scanned documents
 - Batch Cover Sheet is to be bound together with each batch of scanned documents providing the following information:
 - Batch Identifier;
 - User who captured (scanned) documents;
 - Date;
 - Number of total pages in batch;
 - Type of records (refer to Common Records Schedule);
 - Date and Time documents were indexed;
 - Indexing Operator name;
 - Any issues identified and corrected during the indexing;
 - Date that paper documents can be destroyed.

- This cover sheet is to accompany the Records Destruction Form for approval and signatures.

5. Roles and responsibilities

- 5.1. The Office of the President is responsible for setting policy, procedure and direction in regards to records and information management, along with providing resources and support to ensure professional records management practices.
- 5.2. In the modern desktop environment, where employees at every level of Durham College create and manage records on their email and computer drives, every employee is responsible for managing the records they create, receive and maintain. Nevertheless, each unit shall designate at least one person to be responsible for co-ordinating the records management-related activities of that unit, including the Document Imaging procedure outlined above.
- 5.3. Assigning this responsibility to at least one individual means that all staff in that unit will have a point of contact for any records management and document imaging questions or issues that arise.
- 5.4. The responsible individual(s) will serve as the liaison with the Office of the President for records management.

6. Accessibility for Ontarians with Disabilities Act (AODA) Considerations

Durham College's commitment to accessibility and AODA standards has been considered in the development of this procedure and it adheres to the principles outlined in the AODA standards and Durham College Accessibility Policy (ADMIN-203).

7. Related policies, procedures and directives

- Banner Document Management Suite User Guide
- CGSB 72.11-93 Microfilm and Document Images as Documentary Evidence
- Durham College Access to Student Records and Protection of Privacy Policy ADMIN-243
- Durham College Common Records Schedule
- Durham College Freedom of Information and Protection of Privacy Policy ADMIN-222 and Procedure ADMIN-222.1
- Durham College Records and Information Management Policy ADMIN-242
- Durham College Records and Information Management Procedure ADMIN-242.1
- Personal Information Protection and Electronic Documents Act

Report Number: BOG-2017-56

To: Board of Governors

From: Dr. Elaine Popp, Vice-President, Academic

Date of Report: April 3, 2017

Date of Meeting: April 12, 2017

Subject: Approval of New Programs of Instruction

1. Purpose

To seek approval from the Board of Governors for the following postsecondary programs of instruction for the September 2018 intake:

1. Esthetician – Spa Management
 - Credential: Ontario College Diploma
 - Duration: 4 semesters
 - School: Business, IT & Management

2. Cosmetic Techniques and Management
 - Credential: Ontario College Diploma
 - Duration: 4 semesters
 - School: Business, IT & Management

2. Recommendation

It is recommended to the Durham College Board of Governors:

That in accordance with Report BOG-2017-56, the proposed Ontario College Diploma programs of instruction listed below be approved.

- Esthetician – Spa Management
- Cosmetic Techniques and Management

3. Background

These two proposed new programs of instruction align with Durham College's commitment to developing programs that will enhance our program offerings for students and that will produce graduates with the knowledge and skills required by industry.

3.1 Esthetician – Spa Management

This exciting new diploma program will meet the needs of students and employers located in the Durham Region and province wide. There are approximately 1000 employers in the Durham area alone in industries related to esthetics, with thousands more in Toronto and the surrounding areas (Canadian Business Patterns report from 2015). Through the introduction of this program, Durham College will continue to increase its role in serving the needs of the economy and labour market. Students will learn foundational business and entrepreneurial skills making this program an attractive option for those looking not only to work in the industry but also to manage their own company.

A strategic priority for Durham College is to ensure that work integrated learning experiences are available to all students. This program will include hands-on, practical experience delivered on-site in the new Durham Spa where students will benefit from working in an operational spa environment located in the new Centre for Collaborative Education.

3.2 Cosmetic Techniques and Management

The Cosmetic Techniques and Management diploma program complements Durham College's proposed new Esthetician – Spa Management program. The cosmetics industry is booming and there are many employment opportunities for graduates in the Durham Region and Greater Toronto Area. According to the NPD Group, a leading global information company, Canada's beauty industry grew by 12 per cent in 2015, an increase of nearly \$170 million. The growth was driven in large part by strong performance in all of the largest industry categories, including makeup, skincare, and fragrance.

The School of Business, IT & Management maintains a very strong focus on entrepreneurship. This program will include introductory courses in business and customer services. As such, this new program is fully aligned to the School's portfolio of offerings. These students will also have the opportunity for practical experiences working in the Durham Spa located in the new Centre for Collaborative Education and through a mandatory field placement in industry.

As per the Ministry of Advanced Education and Skills Development 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 program 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.

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

4. Discussion/Options

4.1. Esthetician – Spa Management

Students enrolled in this diploma program will gain applied skills in the areas of manicure and pedicure technologies, waxing, facials, body treatments and microdermabrasion, as well as make-up and corrective techniques via a hands-on approach. Students will also learn fundamental skills in business communications, basic accounting, customer service, marketing, human resources, business planning, and spa and retail operations.

Graduates will be prepared to work as estheticians in resorts, day spas, and hair salons. Graduates could also be employed in cosmetic firms, as sales representatives for equipment manufacturers, as distributors for esthetic supplies and equipment, or as retailers of esthetic products. They may also be self-employment or work on contract doing consulting work.

A proposal for the Esthetician – Spa Management Ontario College Diploma program was developed and submitted to the Credentials Validation Services (CVS). On March 14, 2017 the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01253**.

4.2 Cosmetic Techniques and Management

This program ensures students will be equipped with the professional and technical skills needed to enjoy success in the exciting world of cosmetics and fragrances. Trends drive this growing industry, and the curriculum has been designed with courses that develop the expertise employers and customers have come to expect. Courses will cover make-up application techniques, colour theory, skin care analysis, and creative styling capabilities suitable for print and video.

Program graduates will be prepared for employment in the cosmetics industry in various roles such as retail or boutique counter sales and management, Beauty Advisors, Account Managers, or in cosmetic product sales and management. There are also opportunities for graduates to be self-employed as freelance make-up artist.

A proposal for the Cosmetic Techniques and Management Ontario College Diploma program was developed and submitted to the Credentials Validation Services (CVS). On March 14, 2017 the proposal received validation and the program was assigned the Approved Program Sequence (APS) number **DURH 01254**.

5. Financial/Human Resource Implications

There are financial and human resource implications for the development and delivery of these two new diplomas. One new full-time faculty member for each program will be hired for the launch and delivery. In addition, one full-time receptionist (shared with the Massage Therapy program) and two full-time technicians will be hired to support the students during their practicum hours and manage the operations of Durham Spa.

The majority of the courses in these programs are new. Subject matter experts or new full-time faculty with expertise in these disciplines will be hired to develop the course outlines. The estimated total cost will be \$9,900 for development of 33 course outlines.

The laboratory facilities for these programs will be the Durham Spa located in the new Centre for Collaborative Education (CFCE) and some of the facilities and equipment costs will be associated with the CFCE building project. In addition, some of the equipment costs will be shared between these new programs and the Massage Therapy program. The estimated capital costs for the Esthetician-Spa Management diploma will be \$132,468. The estimated capital costs for the Cosmetic Techniques and Management program will be \$113,508.

The Durham Spa will be a fully operational esthetics spa and cosmetic retail facility that will be open to the public. The Durham Spa will provide students the opportunity to experience the many aspects of running a spa business first-hand. For example, students will develop and execute promotions to sell the services of The Durham Spa and will learn how to schedule appointments and use a point of sale system. It is anticipated that the services provided will allow for full cost recovery.

6. Implications for the Joint Campus Master Plan

The new Durham Spa facilities will be the laboratory and field practicum for the Esthetician-Spa Management and Cosmetic Techniques and Management diploma program and located in the Centre for Collaborative Education building which is expected to open and fully operational in September 2018.

7. Implications for UOIT

There are no implications for UOIT.

8. Relationship to the Strategic Plan/Business Plan

As identified in the 2016-2017 Durham College Business Plan, the development of new programs aligns with the pillar of “Our Students” with the stated objective of “advance overall academic portfolio through new program development”.

Durham College followed the new program development policies, procedures and processes to ensure program quality assurance requirements and expectations are fully met.

General Program Information

Proposed Program Title: Cosmetic Techniques and Management

Proposed Credential: Ontario College Diploma

Funding Unit: 1.9

Weight: 1.1

Ministry Code: 52937

Approved Program Sequence (APS) Number: 01254

Name of Dean Submitting Request: Marianne Marando

Proposed Date of Implementation: September 2018

Date of Review by Program Proposal Review Committee: December 14, 2016

Year 1 Enrolment: 20

Number of Semesters: 4

Total Program Hours: 1255 hours

Number of New Full-Time Faculty: One new full-time faculty in year one

Space Requirements: New space required and allocated in the new Centre for Collaborative Education

Capital Costs: Initial capital costs estimated at \$113,508

Proposed Tuition: \$3,024.51

1. Approval Stages

The following approval stages have been assessed for this program:

- Labour Market
- Student Demand
- New Program Proposal Document reviewed by the Manager, Program Development and Quality Assurance and Dean
- Budget reviewed by Manager, Planning and Reporting; Manager, Program Development and Quality Assurance and Dean
- Budget approved by Chief Financial Officer and Vice-President, Academic
- Reviewed by Program Proposal Review Committee – December 14, 2016
- Approved by Vice-President, Academic
- Approved by Credentials Validation Service
- Reviewed by President

2. Program Overview

2.1 Program Description

The Cosmetic Techniques and Management diploma program will ensure students are equipped with the professional and technical skills needed to find a successful career in the cosmetics and fragrances industry. Trends drive this growing labour market, and the curriculum has been designed with courses that develop the expertise to meet both the employers' and customers' expectations. The program will prepare graduates for meaningful employment in a retail environment or to launch an independent freelance venture.

Students will become skilled in a variety of areas necessary to enter the personal care products market. Courses will cover product knowledge, make-up application techniques, colour theory, skin care analysis, and creative styling suitable for print and video. Within each course, a strong emphasis is placed on meeting professional standards set by the cosmetics industry.

Students will also have the opportunity to learn business competencies and entrepreneurial skills necessary for success in this competitive field. Students will develop skills in communications, customer service, marketing and sales. They will learn how to deliver special events and product promotions to facilitate professional consultations and educational workshops. The curriculum includes courses in retail operations, human resources, business planning and leadership.

2.2 Career Outcomes

There are a variety of career opportunities in the multi-billion dollar global cosmetic industry. Cosmetic sales positions are typically found at retail sales counters. A cosmetics sales representative may also advance into management positions. Rather than selling cosmetics, makeup artists sell the application of cosmetics.

Makeup artists can be found in the entertainment industry, beauty salons and many other areas that require professionals with advanced cosmetic skills.

Corporate positions in the cosmetic industry include marketing, product research and development, finance, supply chain management, human resources, and information technology.

Program graduates will be qualified to apply for cosmetic and fragrance positions in major retail and department stores, drug stores, and salons/spas. Graduates could find employment opportunities in sales and management as Cosmetic Counter or Boutique Sales Representatives, Account Managers, Beauty Advisor Cosmetic Product Sales Representatives or Managers, and as Cosmetic and Fragrance Demonstrators. Graduates will also be prepared to work as Freelance Make-up Artists.

2.3 Vocational Program Learning Outcomes

Vocational program learning outcomes must be consistent with the requirements of the Credentials Framework for the proposed credential. As per the Program Description, the graduate has reliably demonstrated the ability to:

1. Assess clients and recommend cosmetics and fragrances that have the right chemical composition to address their cosmetic and skin care needs.
2. Utilize the tools and equipment necessary to apply cosmetic products and achieve a professional look.
3. Create a variety of make-up effects to meet the needs and expectations of individual clients.
4. Communicate the benefits and features of different products utilized in caring for the skin according to the needs of individual, such as, skin histology, structure and disorders.
5. Identify, analyse and apply colour theory principals when selecting colour cosmetics to enhance diverse skin tones and pigmentation.
6. Plan and implement marketing initiatives for the cosmetics industry to influence consumer purchases and behaviour.
7. Apply fundamental business, legal, bookkeeping and inventory management principals to meet the operational needs of an organization.
8. Analyse and implement boutique/counter business plan and merchandising guidelines to meet organizational sales goals.
9. Apply leadership skills necessary to enhance and motivate a team to reach organizational goals.
10. Apply various customer service and consultative sales techniques to develop and retain a client base.
11. Conduct work in accordance with cosmetic industry health and safety standards.

2.4 Admission Requirements

Ontario Secondary School Diploma (OSSD)
or Mature Student Status with Grade 12 English (C or U)

3 Program of Study

3.1 Communications Essentials – Semester 1

This course builds on the student's understanding of the correct conventions of writing for the workplace correspondence and/or continuing academic studies. This course emphasizes the study of the mechanics of writing through the editing/revising of written passages. The application of proper grammar, sentence structure punctuation and organization is demonstrated through the submission of the student's written work. Concurrently the course further enhances the student's reading comprehension skills through an analysis of both the form and content of published written work. (E.g. paragraphs, articles, essays and editorials etc.). 45 hours

3.2 Colour Theory and Analysis – Semester 1

Students will recognize Alfred Munsell's universally recognized approach to colour variations in hue, value, intensity and examine colour terminology. Students will use this approach to conduct colour consultations for a variety of skin tones and identify best practices in the use of colour as pivotal role in enhancing an individual's appearance, thereby ensuring recommended colour cosmetics enhance a customer's natural pigmentation. 45 hours

3.3 Make-up and Corrective Techniques I – Semester 1

This course covers foundational application techniques for the use of professional tools and applicators. Students will learn skin preparation methods, facial feature highlighting and contouring techniques including false lash application to preform day/evening looks in accordance with face, eye and lip shapes. This course emphasizes the importance and industry standard for proper hygiene and sanitation practices. 45 hours

3.4 Cosmetics Product Knowledge – Semester 1

In preparation for making accurate product feature recommendations, students will explore the ingredients used in cosmetic products along with the manufacturing processes. With a focus on a features based approach, this course will demonstrate benefits using consultations to maximize

client results and contribute a customer loyalty and retention approach. 45 hours

3.5 Sales Techniques and Customer Service – Semester 1

This course will provide knowledge of fundamental sales techniques as applied through role play. This course will develop skills such as active listening, relationship building, objection prevention and handling skills. Students will be discover industry best practices in client interviewing, closing techniques and solutions based discussions. This course will provide students with competency in conducting closing post-sale relationship management activities while developing and maintaining a professional image for cosmetics and fragrance selling. 45 hours

3.6 General Education – Semester 1 – 45 hours

3.7 Business Communications – Semester 2

This course reviews and enhances students' communication skills as they directly pertain to the workplace. Students respond to and compose skilful messages for different purposes and audiences. In addition, they research, evaluate and document information. Communicating effectively in diverse teams and across cultures is emphasized, as is the ability to deliver short oral presentations on a variety of business-related topics. 45 hours

3.8 Introduction to Skincare – Semester 2

This course will provide students with an overview of biology and histology of the skin. Students will learn to identify foundational functions, conditions and disorders of the skin. Customized facial treatments in a retail spa setting will be conducted to enhance students' knowledge and practical demonstration skills for skincare selling. A strong emphasis will be placed on maintaining industry standard sterilization and hygienic practices. 45 hours

3.9 Make-up and Corrective Techniques II – Semester 2

This course builds on Make-up and Corrective Techniques I. Students will now master complex techniques used to camouflage skin conditions such as: port wine stains, vitiligo, rosacea superficial scars and general pigmentation challenges. The practical application of these skills provides students with the opportunity to master broader techniques required when working with specialized client demographics. Emphasis will be placed on a student's ability to develop excellent customer rapport as part of

professionalism for client relationships within workplace standards. 45 hours

3.10 Make-up Artistry Marketing Strategies – Semester 2

This course will give students a practical introduction and understanding of the strategic marketing process and the activities of marketers as they relate to the cosmetics industry. Students will learn how this knowledge can be applied within a cosmetics setting in order to create successful marketing strategies. Students will develop an understanding of social media concepts and how to use social media as a part of a strategic marketing plan. 45 hours

3.11 General Education – Semester 2 – 45 hours

3.12 Business Computer Applications – Semester 2

This course is the first part of an introduction to the computer skills required in business today. It provides the first year business student the necessary skills in Microsoft Word and Microsoft PowerPoint to be successful in the business community. 45 hours

3.13 Durham Spa-Lab I – Semester 3

Within this course student will perform colour consultations, make-up demonstrations and applications along with customized facial treatment demonstrations for customers with a focus on strengthening sales techniques, management skills and customer service practices. Students will learn the importance of how to demonstrate a professional image and business protocols under the supervision of experienced instructors. A strong emphasis will be placed on student's ability to execute various marketing initiatives to attract customer participation. 90 hours

3.14 Make-up and Corrective Techniques III – Semester 3

Students apply techniques from Make-up and Corrective techniques I and II to become proficient in natural and glamour bridal make-up appropriate for black/white and colour photography. Students are introduced to airbrushing equipment usage and safety focusing on touch less foundation, blush and contour application. Professional lighting theory, essential photo shoot styling plus appropriate business protocols are covered to ensure student success. 60 hours

3.15 Fragrance and Aromatherapy – Semester 3

Composition and classifications of various fragrances, bath and body products will be examined within this course. Students will study how essential oils are used for healing and therapeutic purposes. Students will learn how to apply this knowledge and make professional recommendations for customers seeking a range of benefits and effects from personal care products. 45 hours

3.16 Cosmetics Retail Management and Operations – Semester 3

This course prepares students for a first line management role and includes an overview of effective merchandising, inventory control, retail buying, overseeing sales targets plus the entrepreneurship skills necessary to successfully compete in the cosmetics and fragrance industry. Students examine various cosmetic retailers from company brand positioning to planning and marketing strategies along with visual presentation to understand factors that contribute to a successful organization. Concurrently this course enhances the development of leadership styles which promote team building, aid in problem solving and enhance human relation skills. 45 hours

3.17 Event Planning and Product Promotion – Semester 3

This course is an introduction to business and social event planning from a macro level. All dimensions of the industry will be explored and students will learn the scope of the industry and the events stakeholders plan and attend, its social and economic significance, current industry trends and the relevance of professionalism and ethics within the industry enabling the recognition of skills and behaviours being sought by employers in today's market place. This course will outline the importance of communication skills: presentation, written and oral, networking with industry partners, association peers and customers. Students will understand and demonstrate the importance of a customer focused behaviour both internally and externally within an organization while exploring transferrable business administration tools specific to events operations. 45 hours

3.18 General Education – Semester 3 – 45 hours

3.19 Durham Spa – Lab II – Semester 4

This course focuses on strong sales and management skills while demonstrating a professional image and understanding business protocols. Guided by instructors, students perform colour consultations, make-up demonstrations and applications along with customized facial treatment demonstrations for customers. Students will gain the ability to identify and execute various marketing initiatives to attract customer participation. 135 hours

3.20 Portfolio Development – Semester 4

In this course students prepare a professional portfolio to demonstrate their aptitude and experience in the various areas of make-up and corrective techniques, management skills, marketing initiatives and positive customer experiences for potential career opportunities. Interview and prospecting skills will be examined and practiced to ensure students gain the confidence necessary to enjoy success in this exciting industry. 60 hours

3.21 Leadership and Business Ethics – Semester 4

This course will discuss effective coaching and leadership skills and will prepare students for managerial positions in the cosmetic industry or for leadership positions in an entrepreneurial environment. The course will cover topics such as conflict resolution, motivation, and personality types for the purpose of maximizing team potential, hiring and human resources fundamentals. Students will examine business ethics through case study discussions. 60 hours

3.22 Creative Styling Techniques – Semester 4

This course will provide students with holistic and practical experience in styling techniques. Students will learn the concepts and industry approaches for delivering customer consultation and product recommendation. With a focus on period make-up, how hairstyles, nail techniques and industry fashion trends play a role in creating a well-executed client outcome which in turn will be rewarded with students' ability to command professional rates. Students will design, style and produce a layout or on-figure presentation from concept to finish as part of their portfolio. 45 hours

3.23 Field Placement – Semester 4

Over a 10 week period students network with employers and have the ability to experience the cosmetics retailing industry in a frontline capacity. Students get an inside view of the day to day operations and have the opportunity to work alongside employees and management to hone and apply their technical skills in a real life organization. 100 hours

4. Strategic Alignment

4.1 Strategic Fit

Durham College collaborates with industry and employers to meet the needs of the labour market – particularly at a local level. Through the introduction of this program, Durham College will continue to increase its role in serving the needs of the economy and labour market.

The mission of Durham College is that “the student experience comes first”. Students in the Cosmetic Techniques and Management diploma program will have the opportunity to learn and practice in a completely new spa facility which will be located in the new Centre for Collaborative Education building. Work-integrated learning will be a core component of this program, with students having the opportunity to deliver cosmetic services to external clients at the Durham Spa facility as well as through a 100-hour field placement after the final semester.

Our Strategic Mandate Agreement notes Durham College's commitment to designing programs in areas of strength and growth including sectors in Business/ Accounting/ Financial/ Materials Management. This new program was designed to provide graduates with the technical knowledge and skills in cosmetics as well as a strong foundation in business.

4.2 Fit with Existing Programs

Graduates of this program will have the advantage of learning all aspects of the growing cosmetic and fragrance industries. Durham College offers a wide array of business diploma and advanced diploma programs including two Entrepreneurship programs focused on elements of ownership and management. These foundational business, management and leadership topics are covered in numerous other programs and courses in the School of Business, IT & Management. There is a growing trend for on-demand products and services in the Canadian economy, including in the beauty and wellness industries. As a result, opportunities will emerge for entrepreneurs to start low-overhead and freelance businesses. An emphasis on the development of entrepreneurial skills in addition to

specialized cosmetics skills will differentiate Durham College's program from others in the province and position our students to succeed in the industry or when starting their own small businesses.

This new program is fully aligned to the portfolio of offerings in the School of Business, IT & Management. As such, graduates of the Cosmetic Techniques and Management program who are interested in further education will receive transfer credits toward admission into all Durham College Business diploma and Business Administration advanced diploma programs.

5. Labour Demand and Graduate Employment Possibilities

- The global market for cosmetics is strong and is expected to continue to expand due to increasing consciousness about appearance and the rise in disposable income. Recently, the market has witnessed a shift in demand towards organic and natural cosmetics, premium beauty products and e-commerce which also provides avenues for growth.
- The global cosmetics market was estimated at \$460 billion USD in 2014 and is expected to reach \$675 billion USD by 2020, growing at a rate of 6.4 percent.
- There are more than 3,500 cosmetics companies in Canada. Canadian households spent an average of \$249 CAD on makeup, skincare and manicure products in 2014, with the majority of consumers shopping for beauty products at least monthly. In 2015, retail sales of cosmetics and fragrances generated approximately \$2.89 billion CAD.
- The workforce is characterized by a strong concentration of young workers (31 percent of workers are aged between 15 and 24) and by the second largest share of part-time employees (35 percent).
- As outlined in the environmental scan prepared by Durham College's Institutional Research and Planning team, program graduates are finding related employment in this industry.
- The table below summarizes 2015-16 outcomes for graduates of the Cosmetic Techniques program (MTCU 52937) in Ontario. Results are based on the Key Performance Indicator (KPI) Graduate Satisfaction Survey for 2014-15 graduates, administered six months after graduation.

2015-16 Outcomes for Cosmetic Techniques Program Graduates

Outcome	Cosmetic Techniques	All Programs
Total Graduates	154	97,639
% of Graduates in Survey	40-45%	45-50%
Graduate Satisfaction	80-85%	75-80%
Labour Force Participation ¹	75-80%	70-75%
Employment Rate	85-90%	80-85%
Employed Full-Time	40-45%	60-65%
Average Annual Income (Full-Time)	\$25,000-\$29,999	\$35,000-\$39,999
Employed Full-Time (Related/ Partially Related)	20-25%	40-45%
Average Annual Income (Related Employment)	\$30,000-\$34,999	\$35,000-\$39,999
Unemployment Rate	10-15%	15-20%

Table 1: Program Graduate Outcomes. Information Source: MTCU Employment Profile

- The graduate satisfaction of Cosmetic Techniques graduates is higher than the average for all programs. However, the full-time employment rate and related employment rate are lower, as are the associated average incomes.

6. Student Interest

- There are currently three colleges in Ontario's CAAT college system offering similar programs under the MTCU title Cosmetic Techniques (MTCU 52937).
- The table below shows system-wide applications, first choice applications and confirmed acceptances to the Cosmetic Techniques programs in Ontario (MTCU 52937) over the 2012-13 to 2016-17 period. It also includes the number of colleges offering the program each year and the average number of confirmations per college.

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

Applications and Confirmations	2012-13	2013-14	2014-15	2015-16	2016-17
Total Applications	773	733	827	802	975
First Choice Applications	250	258	306	325	349
Confirmed Acceptances	222	209	223	230	228
Number of Programs	3	3	3	3	3
Avg. conf./program	74	70	74	77	76

Table 2. Total applications and confirmations. Source: OCAS Data Warehouse, accessed September 2016

- Total and first choice applications to the Cosmetic Techniques program system-wide increased over the reporting period. Confirmations also steadily increased but appear to have plateaued in 2015-16 and 2016-17.

7. Analysis of Competition

The table below presents the three GTA colleges that currently offer the Cosmetic Techniques programs (MTCU 52937).

College	Cosmetic Techniques (MTCU 53401)
Humber	Cosmetic Management
Seneca	Cosmetic Techniques and Management
Sheridan	Cosmetic Techniques and Management

Table 3. Similar Programs at Other Colleges

8. Target Market

The target market for this program is domestic and international students directly out of high school, mature students or individuals who are changing their careers.

9. Operating Revenue and Expenses

Student Enrolment	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Year 1	20	28	28	28	28
Year 2	0	18	25	25	25
Total	20	46	53	53	53

Net Contribution	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Total Direct Program Expenses	246,650	318,559	327,695	337,106	346,799
Total Revenue For Program	141,155	220,685	357,498	476,985	596,611
Net Contribution \$	-105,495	-97,873	29,802	139,879	249,812
Net Accumulated Contribution / (Deficit)	-105,495	-203,368	-173,566	-33,687	216,125
Net Contribution - % of Gross Revenue	-74.7%	-44.3%	8.3%	29.3%	41.9%
Target Net Contribution	n/a	Breakeven	40.0%	40.0%	40.0%
Capital Requirement	\$113,508				

Revenue	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Tuition Fees per academic year	\$3,024.51	\$3,115.24	\$3,208.70	\$3,304.96	\$3,404.11
Set-Aside Fee Removed	\$302	\$312	\$321	\$330	\$340
Tuition Fee realized by college	\$2,722	\$2,804	\$2,888	\$2,974	\$3,064
Total Tuition Fees	54,441	128,971	153,055	157,647	162,376
Other Revenue (Clinic Work)	0	5,000	5,000	5,000	5,000
Total Other Revenue	0	5,000	5,000	5,000	5,000
Program Wtd Funding Unit (Wt X FU / Dur)	1.05	1.05	1.05	1.05	1.05
Grant - MTCU Operating (assume \$4149/wfu)	\$86,714	\$86,714	\$199,442	\$314,339	\$429,235
Total Revenue	\$141,155	\$220,685	\$357,498	\$476,985	\$596,611

New Program Summary

Expenditures	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Salaries - Faculty (FT)	95,000	97,850	100,786	103,809	106,923
Salaries - Co-ordinator Allowance	0	0	0	0	0
Salaries - PT Teaching	18,000	75,000	77,250	79,568	81,955
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	113,000	172,850	178,036	183,377	188,878
Support Staff	65,000	66,950	68,959	71,027	73,158
Total Academic Support Costs	65,000	66,950	68,959	71,027	73,158
Benefits - Faculty - FT 25%	23,750	24,463	25,196	25,952	26,731
Benefits - Faculty - PT 15.0%	2,700	11,250	11,588	11,935	12,293
Benefits - SS (FT) 28%	18,200	18,746	19,308	19,888	20,484
Total Employee Benefits	44,650	54,459	56,092	57,775	59,508
Total Labour	222,650	294,259	303,086	312,179	321,544
Instructional Supplies	10,000	10,300	10,609	10,927	11,255
Instructional Other Costs	0	0	0	0	0
Field Work	0	0	0	0	0
Membership & Dues	3,000	3,000	3,000	3,000	3,000
Professional Development	3,000	3,000	3,000	3,000	3,000
Travel/accommodation/meals	3,000	3,000	3,000	3,000	3,000
Promotion/Public relations	5,000	5,000	5,000	5,000	5,000
Maintenance- Equipment	0	0	0	0	0
Telecommunications	0	0	0	0	0
Software Costs	0	0	0	0	0
Office supplies/Other Expenses	0	0	0	0	0
Rental	0	0	0	0	0
Total Other Expenditure	24,000	24,300	24,609	24,927	25,255

General Program Information

Proposed Program Title: Esthetician – Spa Management

Proposed Credential: Ontario College Diploma

Funding Unit: 2.1

Weight: 1.3

Ministry Code: 53401

Approved Program Sequence (APS) Number: 01253

Name of Dean Submitting Request: Marianne Marando

Proposed Date of Implementation: September 2018

Date of Review by Program Proposal Review Committee: December 14, 2016

Year 1 Enrolment: 20

Number of Semesters: 4

Total Program Hours: 1215 hours

Number of New Full-Time Faculty: One new full-time faculty in year one

Space Requirements: New space required and allocated in the new Centre for Collaborative Education

Capital Costs: Initial capital costs estimated at \$132,468

Proposed Tuition: \$3,024.51

1. Approval Stages

The following approval stages have been assessed for this program:

- Labour Market
- Student Demand
- New Program Proposal Document reviewed by the Manager, Program Development and Quality Assurance and Dean
- Budget reviewed by Manager, Planning and Reporting; Manager, Program Development and Quality Assurance and Dean
- Budget approved by Chief Financial Officer and Vice-President, Academic
- Reviewed by Program Proposal Review Committee – December 14, 2016
- Approved by Vice-President, Academic
- Approved by Credentials Validation Service
- Reviewed by President

2. Program Overview

2.1 Program Description

The Esthetician - Spa Management program provides students with the technical and entrepreneurship skills needed to be successful in this growing industry. Students will learn technical skills in the areas of manicure and pedicure technologies, waxing, facials, body treatments and microdermabrasion, as well as make-up and corrective techniques using a hands-on approach. Students will be introduced to the fast-growing area of medical esthetics. Students will also gain foundational business acumen through courses in communications, basic accounting, customer service, marketing, human resources, and business planning. Specific spa and retail operations are also emphasized.

The program will provide students with state of the art learning facilities and equipment in the fully operational Durham Spa which will be open to the public. These amenities will simulate real life working conditions to ensure students are equipped to meet the demands of consumers. Students will have the opportunity to perform a variety of spa services along with running all aspects of a functioning spa including booking client appointments, operating a Point of Sale system along with additional operational day to day activities.

2.2 Career Outcomes

Program graduates will be qualified to apply for positions in the esthetics field. Graduates could find employment opportunities in day or destination resort spas, hair salons, fitness clubs, or in cosmetic firms. Other opportunities for employment include positions as Sales Representatives for manufacturers, Distributors for esthetic supplies and equipment, Retailers of esthetic products. Finally, with the entrepreneurial skills gained in the program, graduates could become self-employed, or perform contract and consulting work.

2.3 Vocational Program Learning Outcomes

Vocational program learning outcomes must be consistent with the requirements of the Credentials Framework for the proposed credential. As per the Esthetician Program Standard, the graduate has reliably demonstrated the ability to:

1. Perform a variety of specialized body and skin care treatments following correct procedures and precautions and supporting client needs (including and not limited to facials, manicures, pedicures, hair removal, and make up applications).

2. Use a range of specialized equipment and products, in compliance with established national, provincial, industry, and other related standards, regulations, policies, and procedures.
3. Apply relevant knowledge of anatomy, physiology, and histology to the provision of specialized esthetic treatments and services.
4. Adhere to health, safety, sanitation, and infection and prevention control guidelines, according to current legislation and national, provincial, municipal, and industry standards and regulations.
5. Identify business skills and activities required for the successful establishment and operation of a small esthetic business in a salon or spa environment.
6. Select and recommend the use of esthetic products and product ingredients to clients, taking into account health status and identified needs.
7. Establish and maintain professional relationships in adherence to standards and ethics associated with the profession.
8. Develop customer services strategies that meet and adapt to individual needs and expectations in accordance with professional standards and ethics.
9. Determine professional development strategies that lead to the enhancement of work performance and career opportunities and keep pace with the industry change.
10. Develop strategies and plans to enhance leadership, entrepreneurship, and management for effective spa operations.

2.4 Admission Requirements

Ontario Secondary School Diploma (OSSD)
or Mature Student Status with Grade 12 English (C or U)

3 Program of Study

3.1 Introduction to Skin Physiology and Anatomy – Semester 1

Students will develop a basic understanding of the major body systems and their functions to gain the foundational knowledge needed for all practical spa treatments and application courses. Topics include: nervous, circulatory, respiratory and cardiovascular systems as well as bone structure, muscles and joints, epidermis, dermis and subcutaneous layers of the skin. In addition, this course enhances students' ability to identify the benefits of nutrition, vitamins and minerals in relation to maintaining healthy skin. 45 hours

3.2 Manicure and Nail Technologies – Semester 1

This course will cover nail and hand anatomy, and correct usage of manicure implements and nail enhancement equipment. Proper sterilization and hygienic techniques will be discussed and practiced as part of this course. Dry and wet manicure techniques, shellac manicures, application of gel products, polish, nail mending, hand and arm massage are examined and practised via a hands-on approach. Customized treatments such as paraffin, hot stone, masks and exfoliations are introduced. 60 hours

3.3 Communications Essentials – Semester 1

This course builds on the student's understanding of the correct conventions of writing for the workplace correspondence and/or continuing academic studies. This course emphasizes the study of the mechanics of writing through the editing/revising of written passages. The application of proper grammar, sentence structure punctuation and organization is demonstrated through the submission of the student's written work. Concurrently the course further enhances the student's reading comprehension skills through an analysis of both the form and content of published written work. (E.g. paragraphs, articles, essays and editorials etc.) 45 hours

3.4 Skincare Product Knowledge – Semester 1

Skincare and cosmetic ingredients will be examined in this course to provide students with the ability to recommend appropriate formulations for various skin types and conditions. This course will include product terminology and an understanding of ingredients as they relate to cosmetics. 45 hours

3.5 Spa Client Care – Semester 1

This course will explore best practices for developing positive client rapport and demonstrating active listening. Students will develop an understanding of the importance of client confidentiality. Students will learn to develop a professional appearance and present solutions for home-care products while understanding the needs of the client demographic. 45 hours

3.6 General Education – Semester 1 – 45 hours

3.7 Business Communications – Semester 2

This course reviews and enhances students' communication skills as they directly pertain to the workplace. Students respond to and compose skilful messages for different purposes and audiences. In addition, they research, evaluate and document information. Communicating effectively in diverse teams and across cultures is emphasized, as is the ability to deliver short oral presentations on a variety of business-related topics. 45 hours

3.8 Pedicure Techniques – Semester 2

As part of this course the theory of traditional pedicure mastery will be reviewed. Students will develop the practical ability to execute a step-by-step process essential for performing successful pedicures. This course will provide current and best practices in the latest foot treatments such as: foot scrubs, masks, paraffin and hot stone treatments along with demonstrating excellent polish application skills. An understanding of health and safety industry standards around the use of equipment and implements will provide students with knowledge of how to prevent contamination and infection during the performance of service. 45 hours

3.9 Skincare Techniques I – Semester 2

This course provides students with hands-on learning to develop fundamental skills and understanding of the correct handling of facial equipment necessary to perform 30-60 minute facial treatments. Students will learn the necessary steps for client care and treatment application. Areas covered will include: techniques for facial cleaning, customized facial treatments, steaming procedures, extractions, facial massage, mask and final applications. Clean-up and sanitation practices in accordance with industry safety standards, regulations, policies and procedures are embedded throughout this course. 60 hours

3.10 Spa Marketing Strategies – Semester 2

This course will provide students with a practical introduction to and an understanding of the strategic marketing process and the activities of marketers as they relate to the esthetics and spa industry. Students will learn how this knowledge can be applied within an esthetics and spa setting in order to create successful marketing strategies. Additionally, brand, logo and advertising are emphasized, culminating in the creation of a spa brochure by each student. Students will develop an understanding of social media concepts and how to use social media as a part of a strategic marketing plan. 45 hours

3.11 General Education – Semester 2 – 45 hours

3.12 Business Computer Applications – Semester 2

This course is the first part of an introduction to the computer skills required in business today. It provides the first year business student the necessary skills in Microsoft Word and Microsoft PowerPoint to be successful in the business community. 45 hours

3.13 Grooming and Hair Removal – Semester 3

In this course students examine hair growth patterns for both facial and body hair to ensure success is achieved when performing personal hair removal on clients. Students will explore and apply techniques for temporary hair removal from legs, chest, back, underarms, bikini and upper lip areas. Additionally, students will practice the art of eyebrow shaping according to various facial shapes and proportions. 60 hours

3.14 Skincare Techniques II – Semester 3

This course is a continuation of the fundamental skills examined and practiced in Skincare Techniques I. Students will advance in becoming skin care specialists by examining and performing specialized facial treatments such as microdermabrasion, anti-aging techniques and ampoule treatments based on the analysis of a client's skin conditions. 45 hours

3.15 Durham Spa-Lab I – Semester 3

This course provides students with the opportunity to apply the skills learned in their course work. Students will perform manicures, pedicures and facials on real clients while maintaining professional spa standards, along with sanitation, health and safety and infection control measures set by the industry. Students will learn these skills under the supervision of credentialed estheticians. Students will also be exposed to day-to-day spa operations including client bookings, sales, marketing, and product merchandising. 90 hours

3.16 Body Treatments and Therapies – Semester 3

Students will learn how to administer body treatments such as back facials, body peeling, aromatherapy, relaxation massage, seaweed and toning mud wraps. Body care products and equipment will be utilized to provide students with practical hands-on experience. Building upon health skin practices from the Introduction to Skin Physiology and Anatomy course, students will continue to apply their understanding of the benefits

of nutrition, vitamins and minerals in relation to maintaining healthy skin. In this course, students are introduced to nutritional related deficiencies in relation to eating disorders and their contributing effects on visual appearance. 45 hours

3.17 Spa Business Management – Semester 3

This course will expose students to the skills required to effectively operate a small esthetic business. Students will develop a basic understanding of the considerations involved in deciding to enter independent business and the steps involved in starting a new venture. In addition, students will be given the opportunity to develop their skills in problem solving and decision-making. The course will cover topics such as conflict resolution, motivation, and personality types for the purpose of maximizing team potential, hiring and human resources fundamentals. As well, students will understand spa budgets, including profit and loss statements, and planning activities to meet financial goals. 45 hours

3.18 General Education – Semester 3 – 45 hours

3.19 Introduction to Medical Esthetics – Semester 4

This course provides students with an overview of advanced therapies in the medical spa environment. Topics covered will include a variety of medical skin treatments such as chemical peels, laser hair removal technologies, microdermabrasion and electro-therapy hydrating treatments. 45 hours

3.20 Make-up Application and Corrective Techniques – Semester 4

This course covers foundational make-up application techniques with the use of professional tools and applicators. Students will learn skin preparation methods, facial feature highlighting and contouring techniques, along with false lash application to perform day/evening looks in accordance with face, eye and lip shapes. This course places a strong emphasis on proper hygiene and sanitation practices to meet industry expectations. 45 hours

3.21 Durham Spa – Lab II – Semester 4

Students continue to master skills in all areas of spa services, while executing day to day spa operational and management functional roles. Spa Lab II will provide the opportunity for each student to enhance skill sets as needed. In this course students will be able to identify where their

natural talents align with specific areas of specialization providing a competitive advantage in the marketplace. 135 hours

3.22 Spa and Retail Operations – Semester 4

This course introduces students to point of sale (POS) procedures, client bookings, visual merchandising planning, inventory and stock control. Students will also gain an understanding of leadership development practices that contribute to a collaborative team environment within a spa. Health and safety standards along with day to day spa upkeep will be discussed to provide an understanding of practices as they relate to industry expectations. 45 hours

3.23 Emerging Spa Technology and Trends – Semester 4

This course will cover emerging trends and technology in the esthetics field. Students will also be exposed to the latest medical technologies used in spas including nutritional and skin detox, lash extensions and micro-blading. 45 hours

4. Strategic Alignment

4.1 Strategic Fit

Durham College collaborates with industry and employers to meet the needs of the labour market – particularly at a local level. Through the introduction of this program, Durham College will continue to increase its role in serving the needs of the economy and labour market.

The mission of Durham College is that “the student experience comes first”. To ensure that students in the Esthetician-Spa Management diploma program have an extraordinary learning experience, a completely new spa facility will be built as part of the new Centre for Collaborative Education building. This will provide students with opportunities for hands-on learning – something that has become a hallmark of learning at Durham College. In addition, work-integrated learning will be a core component of this program, with students having the opportunity to deliver esthetician services to external clients of the Durham Spa facility.

In our Strategic Mandate Agreement, Durham College committed to designing programs in areas of strength and growth including sectors in Business/ Accounting/ Financial/ Materials Management. This new program was designed to provide graduates with the technical knowledge and skills in esthetics as well as a strong foundation in business.

4.2 Fit with Existing Programs

Graduates of this program will have the advantage of learning all aspects of this growing industry given that Durham College offers two existing Entrepreneurship programs focused on elements of ownership and management, topics which are also covered in numerous other programs and courses. There is a growing trend for on-demand products and services in the Canadian economy, including in the beauty and wellness industries. As a result, opportunities will emerge for entrepreneurs to start low-overhead businesses. An emphasis on the development of entrepreneurial skills in addition to specialized esthetician skills will differentiate Durham College's program from others in the province and position our students to succeed by starting their own small businesses.

This new program is fully aligned to the portfolio of offerings in the School of Business, IT & Management. As such, graduates of the Esthetician – Spa Management program who are interested in further education will receive transfer credits toward admission into all Durham College Business diploma and Business Administration advanced diploma programs.

5. Labour Demand and Graduate Employment Possibilities

- The global spa industry can certainly be considered a high-growth area, as the number of spas worldwide increased 47% in the past seven years. Similar growth is being seen in Canada – for example, the medical spa industry is expected to achieve revenues of \$3.6 billion in 2016.
- According to the 2006 Canadian Spa Sector Profile, there were more than 2,300 spa locations in Canada, 44% of which were located in Ontario. Day spas compose the largest category of spas in Canada, making up 75%, with resort and hotel spas, medical spas, destination spas, club spas and mineral spas constituting the remainder.
- In addition, there is a growing demand for wellness tourism, which will increase 9% annually through 2017, which is 50% faster than “regular” tourism.
- This continued growth is being fueled primarily by aging baby boomers and by the improvement in Canadian labour market conditions and the resulting increases in personal disposable income. Industry trends in the field include on-demand services, particular interest in health and wellness, and wellness tourism.
- As of March 2006, there were an estimated 25,900 people employed by Canada's spa industry. Sixty percent were employed as full-time workers, 25% part-time and 15% on contract.

- According to the 2016 Spa Industry Compensation Strategies Survey report, the average compensation rate for nail technicians is \$10-\$21 per hour. Estheticians earn \$10-\$21 per hour plus commission; medical estheticians earn \$19-\$21 per hour and Registered Massage Therapists earn \$10-\$51 per hour.
- Estheticians, electrologists and related occupations are well-represented in the Toronto area due to the high population concentration and the number of spa facilities located in the region. There are approximately 9,980 people working as Estheticians, electrologists and related occupations in the Toronto region.
- As outlined in the environmental scan prepared by Durham College’s Institutional Research and Planning team, program graduates are finding related employment in this industry. The table below summarizes 2015-16 outcomes for graduates of the Esthetician program (MTCU 53401) in Ontario. Results are based on the Key Performance Indicator (KPI) Graduate Satisfaction Survey for 2014-15 graduates, administered six months after graduation.

2015-16 Outcomes for Esthetician Program Graduates (MTCU 53401) in Ontario

Outcome	Esthetician	All Programs
Total Graduates	406	97,639
% of Graduates in Survey	45-50%	45-50%
Graduate Satisfaction	80-85%	75-80%
Labour Force Participation ¹	80-85%	70-75%
Employment Rate	80-85%	80-85%
Employed Full-Time	50-55%	60-65%
Average Annual Income (Full-Time)	\$20,000-\$24,999	\$35,000-\$39,999
Employed Full-Time (Related/ Partially Related)	30-35%	40-45%
Average Annual Income (Related Employment)	\$20,000-\$24,999	\$35,000-\$39,999
Unemployment Rate	15-20%	15-20%

Table 1: Program Graduate Outcomes. Information Source: MTCU Employment Profile

- The graduate satisfaction of Esthetician graduates is higher than the average for all programs. However, the full-time employment rate and related employment rate are lower, as are the associated average incomes.

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

6. Student Interest

- There are currently 16 colleges in Ontario’s CAAT college system offering similar programs under the MTCU title Esthetician (MTCU 53401). Two programs in the system are not reporting application numbers explaining the reason why the table below provides information for only 14 programs.
- The table below displays system-wide applications, first choice applications and confirmed acceptances to the Esthetician programs in Ontario (MTCU 53401).

Applications and Confirmations	2012-13	2013-14	2014-15	2015-16	2016-17
Total Applications	1,962	1,837	1,718	1,560	1,804
First Choice Applications	672	661	617	573	650
Confirmed Acceptances	544	530	514	469	542
Number of Programs	14	14	14	14	14
Avg. conf./program	39	38	37	34	39

Table 2. Total applications and confirmations. Source: OCAS Data Warehouse, accessed September 2016

- Applications to the Esthetician programs system-wide declined over the reporting period from 2011 until 2016-17 when they increased significantly. First choice applications and confirmations have followed a similar trend.
- The number of students from the Durham College catchment that have confirmed acceptance to Esthetician programs at Ontario CAAT colleges increased significantly in 2016-17 (25 students).

7. Analysis of Competition

The table below presents the colleges within the Eastern region and select colleges in the Central region currently offer the Esthetician program (MTCU 53401).

College	Esthetician (MTCU 53401)
Algonquin	Esthetician
Fleming	Esthetician
La Cite	Techniques d'esthétique
Loyalist	Esthetics and Spa Management
St. Lawrence	Esthetician
Centennial	Esthetician
George Brown	n/a
Humber	Esthetician - Spa Management
Seneca	Esthetician

Table 3. Similar Programs at Other Colleges

8. Target Market

The target market for this program is domestic and international students directly out of high school, mature students or individuals who are changing their careers.

9. Operating Revenue and Expenses

Student Enrolment	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Year 1	20	28	28	28	28
Year 2	0	18	25	25	25
Total	20	46	53	53	53

Net Contribution	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Total Direct Program Expenses	246,650	314,277	322,436	329,971	337,697
Total Revenue For Program	167,709	247,239	423,571	578,242	733,051
Net Contribution \$	-78,941	-67,038	101,135	248,271	395,354
Net Accumulated Contribution / (Deficit)	-78,941	-145,979	-44,844	203,427	598,781
Net Contribution - % of Gross Revenue	-47.1%	-27.1%	23.9%	42.9%	53.9%

New Program Summary

Net Contribution	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Target Net Contribution	n/a	Breakeven	40.0%	40.0%	40.0%
Capital Requirement	132,468	0	0	0	0

Revenue	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Tuition Fees per academic year	\$3,024.51	\$3,115.24	\$3,208.70	\$3,304.96	\$3,404.11
Set-Aside Fee Removed	\$302	\$312	\$321	\$330	\$340
Tuition Fee realized by college	\$2,722	\$2,804	\$2,888	\$2,974	\$3,064
Total Tuition Fees	54,441	128,971	153,055	157,647	162,376
Other Revenue (Clinic Work)	0	5,000	10,000	10,000	10,000
Total Other Revenue	0	5,000	10,000	10,000	10,000
Program Wtd Funding Unit (Wt X FU / Dur)	1.37	1.37	1.37	1.37	1.37
Grant - MTCU Operating (assume \$4149/wfu)	\$113,268	\$113,268	\$260,516	\$410,595	\$560,675
Total Revenue	\$167,709	\$247,239	\$423,571	\$578,242	\$733,051

Expenditures	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Salaries - Faculty (FT)	95,000	97,850	100,786	103,809	106,923
Salaries - Co-ordinator Allowance	0	0	0	0	0
Salaries - PT Teaching	18,000	72,000	74,160	75,643	77,156
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	113,000	169,850	174,946	179,452	184,079
Support Staff	65,000	66,300	67,626	68,979	70,358
Total Academic Support Costs	65,000	66,300	67,626	68,979	70,358
Benefits - Faculty - FT 25%	23,750	24,463	25,196	25,952	26,731
Benefits - Faculty - PT 15.0%	2,700	10,800	11,124	11,346	11,573
Benefits - SS (FT) 28%	18,200	18,564	18,935	19,314	19,700
Total Employee Benefits	44,650	53,827	55,256	56,613	58,005

New Program Summary

Expenditures	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Total Labour	222,650	289,977	297,827	305,044	312,442
Instructional Supplies	10,000	10,300	10,609	10,927	11,255
Instructional Other Costs	0	0	0	0	0
Field Work	0	0	0	0	0
Membership & Dues	3,000	3,000	3,000	3,000	3,000
Professional Development	3,000	3,000	3,000	3,000	3,000
Travel/accommodation/meals	3,000	3,000	3,000	3,000	3,000
Promotion/Public relations	5,000	5,000	5,000	5,000	5,000
Maintenance- Equipment	0	0	0	0	0
Telecommunications	0	0	0	0	0
Software Costs	0	0	0	0	0
Office supplies/Other Expenses	0	0	0	0	0
Rental	0	0	0	0	0
Total Other Expenditure	24,000	24,300	24,609	24,927	25,255

Report Number: BOG-2017-71

To: Board of Governors

From: Meri Kim Oliver, Vice-President, Student Affairs

Date of Report: April 7, 2017

Date of Meeting: April 12, 2017

Subject: 2017-2018 Compulsory Ancillary Fees – Pickering Learning Site

1. Purpose

To gain approval from the Board of Governors for a change to compulsory ancillary fees for the Pickering Learning Site for the 2017-18 academic year.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2017-71, effective 2017-2018 the compulsory ancillary fees for students at the Pickering Learning Site be reduced as presented in Appendix A.

3. 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.

4. Discussion/Options

In November 2014, the Pickering Learning Site Joint Committee (Durham College and Centennial College) agreed to reduce compulsory ancillary fees for students at the PLS based on the lack of some services and facilities provided to students based on those fees. Specifically, the three fees identified were for intercollegiate athletics, athletic complex membership, and computer lab security. Recently, it came to the attention of the Executive Director, Strategic Enrolment Services that the decision to remove these fees had not been communicated and

therefore the adjustment of fees had never been executed. In the interim, the Campus Recreation fee was moved from the Student Association to Durham College and the Campus Emergency Response Team (CERT) fee has been added. PLS students should also be exempted from paying these fees.

5. Financial/Human Resource Implications

The decrease in fees for Pickering Learning Site students represents a more equitable representation of the compulsory ancillary fees that should be paid based upon the services and facilities that these students can reasonably access.

The total reduction of the noted fees is \$122.42 per student for 2017-18, resulting in an approximate reduction of ancillary fee revenues of \$18,730.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for UOIT

There are no implications for UOIT.

8. Relationship to the Strategic Plan/Business Plan

Mandatory ancillary fee increases have an impact on the following pillars of the strategic plan:

- Our Students – The services provided are integral to the success of our students. We are mindful that much of the services provided by these fees are paid for by the students and as such, every effort is made to minimize annual increases.
- Our Business – The extensive services provided through these fees are can only be managed and enhanced with the support of the revenues collected from these fees.

Appendix A

Mandatory Ancillary Fees	2017-18
Athletic Centre Expansion	\$170.35
Health Services	\$30.00
Student Transitions	\$7.00
Student I.D.	\$18.02
Information Technology (IT) Services	\$187.15
Access Copyright	\$4.22
U Pass Transit	\$254.00
Graduation (all 1st year and direct entry students)	\$35.51
Student Association Levies	
Student Association	\$95.45
Health Plan	\$125.78
Dental Plan	\$83.10
Student Centre	\$60.01
Campus Radio Station	\$10.90
Total	\$1,081.49

Report Number: BOG-2017-60

To: Board of Governors

From: Don Lovisa, President

Date of Report: March 29, 2017

Date of Meeting: April 12, 2017

Subject: 2016-2017 Final Business Plan Update

1. Purpose

To provide the Board of Governors with the final update for the 2016-2017 Business Plan.

2. Recommendations

It is recommended to the Durham College Board of Governors:

That Report BOG-2017-60, providing the final update on the 2016-2017 Business Plan be received for information.

3. Background

Consistent with the Board of Governors' Board Policy and expectations of the Minister's Binding Policy Directive for Business Plans, the college President is required to bring business plan reports to the Board of Directors throughout the year. This is the final of three reports to be shared with the Board of Governors.

The Business Plan allows Durham College to plan its operations for the fiscal year within the framework outlined in its Strategic Plan, in support of its mission, vision and values. The Business Plan identifies to the public and provincial government the operational outcomes the College expects to achieve in the fiscal year. The Ministry of Advanced Education and Skills Advancement uses the information provided in college business plans for government planning and policy-making.

The Durham College Board of Directors approved the 2016-2017 Business Plan in April 2016. The plan was developed with input, direction, review and guidance representing all departments and areas of operation on campus, led by the Durham College Leadership Team.

4. Discussion/Options

The following describes progress achieved across the four pillars set in the 2016-2017 Business Plan, involving employees from departments and academic schools of every area of college operations.

The accompanying 2016-2017 Business Plan Scorecard describes in detail the progress achieved under each pillar; nearly all activities for the 49 objectives (41/49) have been completed, with the remaining 8 objectives to continue into the next fiscal.

4.1 Our Students

- In support of advancing the work of the Enrolment Advisory Committee and its working groups, enrollment goals are being developed for approval by the DCLT in spring 2017.
- In support of expanding international recruitment activities, significant increases in recruitment activity worldwide including East Africa (Kenya, Rwanda, Zambia and Uganda) West Africa (Ghana, Cameroon, Namibia and Nigeria) Eastern Europe (Ukraine and Russia) and China through ICEF Vietnam, Berlin, Miami and contracted recruitment in West Africa and mainland China. Improved contact with representatives in Nigeria and China, more resources for India and a re-focus in China recruitment for English Language Centre to DC programs and DC to UOIT programs. In January 2017, over 830 international students from 54 countries joined DC to start the academic year. By September 2017 we expect to reach 1000 international students. More agent visits and tours of DC facilities are planned, particularly with local agents. New ESL school partners have been signed through 2017 and in September 2017 more activities with these partners are planned. Latin America and East Asia regions will be added to our recruitment efforts in late 2017.
- In support of launching phase 2 of the continuing education website redesign, significant progress was achieved. Phase 2 is scheduled to go live in July 2017 to support the fall semester, and the project will continue into the 2017-18 year.

- In support of advancing the overall academic portfolio through new program development, five new programs have been approved for funding by the ministry and are set to launch in September 2017; Massage Therapy, Mechanical Technician-Elevating Devices, Office Administration-Real Estate, Pre-Health Sciences Pathway to Certificates and Diplomas, Pre-Health Science Pathway to Advanced Diplomas and Degrees. Durham College is awaiting Ministry approval of its first degree program, Honours Bachelor of Health Care Technology Management. Program development for Durham College's second degree program, Honours Bachelor of Behavioural Science is well underway. The plan is to submit the degree program proposal to the Ministry in spring 2017.
- In support of quality assurance processes, the 2016-2017 Comprehensive Program Reviews underway are all meeting milestones with a June 2017 deadline for the submission of final reports. A stronger integration of comprehensive and annual reviews with DC priorities and initiatives, e.g. internationalization of curriculum, KPIs, etc. is being emphasized. Durham College will continue to prepare the College Quality Assurance Audit Process (CQAAP) scheduled for the 2017-2018 academic year. All Academic Schools have completed the preparedness for the CQAAP exercise. Various programs have been identified and may be selected for the purposes of the audit.

4.2 Our People

- In support of the implementation of self-assessment guides under the Council for the Advancement of Standards in Higher Education for student affairs department on a rotating basis, Clinical Health and Health Promotion reviews supported by a panel of internal and external reviews were held in Spring 2016 and Winter 2017 and are now complete.
- In support of leveraging the expertise of the Centre for Academic and Faculty Enrichment (CAFE) to advance teaching and learning, through the Innovation Fund, the CAFE supported the development of simulation videos using standardized patients, the acquisition of automotive simulation software, the purchase of an aging simulation suit, and the development of videos to be used as resources for the indigenization of the curriculum in our broadcasting program. In addition to a regular suite of workshops on teaching and the use of DC Connect, CAFE members contributed to the Campus PD day. CAFE expertise has been leveraged for contributions to international projects in Vietnam and Guyana. Staff members have been trained on the Quality Matters

Rubric for online course development to support this quality initiative by Ontario Learn. CAFE has created a large number of videos for both the dental and welding programs (8 welding and 24 dental videos completed). The Centre was the lead organizer for the Eastern Region Aligning and Building Curriculum Institute.

- In support of employee effectiveness through mental health first aid, de-escalation and safe talk training, 189 employees have completed Mental Health First Aid. Training is planned into the next fiscal year.

4.3 Our Business

- The 2017-2010 Strategic Plan will be released at the May 4, 2017 Employee Town Hall.
- The Office of Campus Safety has become the lead in oversight of the Campus Emergency Response Team. Measures have been taken to change protocols that see our North Team attend at the buildings north of Conlin Road.
- In support of the Durham College internationalization strategy and new opportunities, the final strategy is undergoing approvals. Three new partnerships have been signed with the Institute of Technology, Carlow and Limerick Institute of Technology both in Ireland; and the Universidad San Ignacio de Loyola (USIL) in Peru. Five faculty members participated in professional development activities in Ireland, and two more faculty attended the international research conference, Learning at Intercultural Intersections at Thompson Rivers University in British Columbia. Further opportunities are being explored in Germany, England and Chile.
- In support of enhancing the Office of Development and Alumni Affairs' marketing program, a "Giving" button was added to the DC website and the alumni website is complete and active. Development website is complete and with client for review prior to launch. The Building Something Amazing case for support is complete. Support for Run for DC, the Backback2Briefcase program and the employee Pay Day lottery, including the development and execution of communications plans and marketing for these initiatives is complete.
- The Simcoe building project, Centre for Collaborative Education is tracking on time for 2018 completion.
- After review of available options, we will undertake a minimal cost move of the Campus Safety and Security complex from its current home in Simcoe Building to the 1st floor at the south end of Simcoe

Village. Campus Living Centres (CLC) will redevelop some double occupancy rooms into quad rooms and a lower cost option for international and domestic students. Conversions for both uses will begin in 2017. We will continue to work with the Province to secure funding or long-term financing to deal with the repurposing of the balance of the surplus space.

4.4 Our Community

- The set-out goal of developing and implementing the college's 50th anniversary strategy and celebration planning was achieved. Highlights include the launch of the 50th anniversary website, significant branding at the Oshawa and Whitby campuses and Pickering Learning Site, launching the anniversary celebrations with events on campus and in the community and the success of the first 50th anniversary signature event – 50 Guitars for 50 Years. Planning for the Homecoming Weekend celebrations will continue throughout the coming cycle, including a strong focus on promoting the event and engaging alumni, employees, students and community members to get involved. Plans also included participation in College Week.
- Key milestones reached for the Centre for Collaborative Education include all levels of government contributing to the build, with commitments made by the City of Oshawa, the Region of Durham, and the local school boards.
- In support of co-operative education programming, two pilot co-ops will launch in Fall 2017: Fire and Life Safety Technician Diploma and the Supply Chain and Operations Management – Business Administration
- In support of applied research opportunities new applied research collaborations continue to be developed with new business partners. Total funding for this year is projected to exceed the target by 65%, representing 26 new projects. Three grant applications are in development for the new College Applied Research and Development Fund. Expressions of interest and applications are due in March/April. One application is focused on practical applications of Artificial Intelligence; the second application is for 15 technology adoption vouchers to be shared between the schools of SET, MAD, BITM and will be incorporated into program capstone projects; the third application is for 10 vouchers for e-business adoption in the school of MAD.

5. Financial/Human Resource Implications

There are no financial or human resources implications at this phase of the Business Plan update.

6. Implications for the Joint Campus Master Plan

Implications for Joint Campus Master Plan include:

- Simcoe Village Residence under-utilization strategy






7. Implications for UOIT

Implications for UOIT include:





- DC-UOIT Strategic Fund
- Centre for Collaborative Education Capital Campaign
- Simcoe Village Residence under-utilization strategy




8. Relationship to the Strategic Plan/Business Plan




The 2017-2020 Strategic Plan will be launched in May 2017; the 2017-2018 Business Plan will be aligned with the new Strategic Plan.

Objective	Update on Activities and Actions	DCLT Lead	Current Status
OUR STUDENTS			
1.	Advance work of Enrolment Advisory Committee and its working groups.	After review of the institutional environmental scan and completion of a SWOT analysis, the Enrolment Advisory Committee, is in the process of developing enrolment goals for the college. These goals will be provided to DCLT for approval in the spring 2017.	VPSA-VPA 
2.	Complete installation of boiler for use in Power Engineering Technician program at Whitby campus and prepare for next phase of work.	Completed review of the Power Engineering submission and all requested edits have been implemented. Commissioning of the steam plant has started and will be completed by March 31st. Class 4 TSSA accreditation is anticipated prior to the end of June. TSSA approval will be sought once the steam plant is fully operational. Class 4 TSSA accreditation is anticipated prior to the end of June 2017.	VPA & CAO  
3.	Collaborate with community partners to advance student entrepreneurship to support the needs of the local economy and labour market.	In addition to the three students who attended the Ontario Centres of Excellence Discovery conference last year, five entrepreneurship students have received invitations to take part in this year's event. IdeaEngine Program, developed in collaboration with UOIT and Spark Centre, launched in September 2016 as a workshop-based Accelerator Program. The online version of IdeaEngine launched on DC Connect in January to offer DC students year-round Accelerator Program access. Advanced Certificate Workshop series developed with UOIT. Implementation of a fall 'Bootcamp' Accelerator Program confirmed in collaboration with Business Advisory Centre Durham. Participant numbers: <ul style="list-style-type: none"> ○ IdeaEngine (in person) Accelerator: 16 students ○ IdeaEngine (online) Accelerator: 61 students ○ DC/UOIT Advanced Certificate Program: 12 students 	VPA 
4.	Establish International Education Advisory Committee.	Terms of reference for the committee have been developed, membership has been established, and two meetings have taken place. A final version of the Internationalization and Global Engagement plan has been completed and will be shared with the committee for response.	VPA 






Objective		Update on Activities and Actions	DCLT Lead	Current Status
5.	Expand international recruitment activities.	<p>Significant increases in recruitment activity worldwide including East Africa (Kenya, Rwanda, Zambia and Uganda) West Africa (Ghana, Cameroon, Namibia and Nigeria) Eastern Europe (Ukraine and Russia) and China through ICEF Vietnam, Berlin, Miami and contracted recruitment in West Africa and mainland China. Improved contact with representatives in Nigeria and China, more resources for India and a re-focus in China recruitment for English Language Centre to DC programs and DC to UOIT programs. In January 2017, over 830 international students from 54 countries joined DC to start the academic year. By September 2017 we expect to reach 1000 international students. More agent visits and tours of DC facilities are planned, particularly with local agents.</p> <p>New ESL school partners have been signed through 2017 and in September 2017 more activities with these partners are planned. Latin America and East Asia regions will be added to our recruitment efforts in late 2017.</p>	VPA	




Objective		Update on Activities and Actions	DCLT Lead	Current Status
6.	Enhance international student support and service.	Retention activities have been enhanced and now include: a series of fun, co-curricular, Canadiana, and career development activities delivered to support student transitions, retention, and development; airport greeter program expanded and utilized for second intake; First Night piloted and use of LaQuinta Hotel downtown for new students in January to manage capacity in residence for First Night; Welcome Station expanded and being redesigned to provide students with computers and a phone to call home or arrange housing; second orientation session being conducted for late arriving students.	VPA	
7.	Complete Continuing Education (CE) student declaration project.	The project will move forward towards completion by early April; however, the scope of the project has changed to include only non post-secondary programs at this time due to IT resource availability. As much work as possible will be done on the post-secondary components until the Banner freeze takes effect, with the remaining work to be completed in Winter 2018 (i.e. when the Banner upgrade has been completed).	VPA	
8.	Develop new and substantially redesigned continuing education courses.	The final online course (the 11 th course) to be developed using Round 3 eCampus funding (Financial Practices for Health Care Professionals) will be complete by March 31 for delivery in Fall 2017.	VPA	
9.	Launch Phase 2 of the continuing education website redesign.	Made significant progress with redesign of the static information, program pages, course pages and shopping cart. Search functionality was moved to a subsequent phase. Project will continue in 2017-2018.	CAO & VPA	




Objective		Update on Activities and Actions	DCLT Lead	Current Status
10.	Enhance continuing education marketing strategy utilizing proven digital and social media tactics.	Continuing Education marketing plans for fall, winter and spring intakes include an increase in digital and social media strategies. These strategies target specific markets and provide data to track response rates and traffic to the website. Additionally, a strategic measurement tool to provide data comparing performance of traditional media, digital media, social media and other tactics was introduced to allow for data-driven decision-making on future marketing strategies. This goal was completed by March 31, 2017 and will continue to be optimized in the future.	CAO	
11.	Support and enhance quality assurance processes.	<p>2016/2017 Comprehensive Program Reviews are currently meeting all milestones, with the goal of a June 2017 deadline for submission of the Final Reports. The comprehensive review process has been enhanced by updating templates, creating work flow documents, and developing better alignment with the CAFE. A stronger integration of comprehensive and annual reviews with DC priorities and initiatives (i.e. the internationalization of curriculum, PHM 2.0, KPIs, COMM1710, WIL and retention plans, etc.) is being emphasized.</p> <p>Durham College will continue to prepare the College Quality Assurance Audit Process (CQAAP) scheduled for the 2017-2018 academic year. All Academic Schools have completed the preparedness for the CQAAP exercise. Various programs have been identified and may be selected for the purposes of the audit.</p> <p>The Annual Program Review Working Group has prepared a review/report template and a list of recommendations for implementation for the spring 2017 Annual Program Review. The new Annual Program review process was successfully piloted in spring 2016. Full launch and training for Deans and program coordinators commenced winter 2017.</p>	VPA	
12.	Pilot autism spectrum disorder residence program in fall 2016.	The pilot program with the Residence and Access and Support Centre is successful. In total, 11 students attended Autism Spectrum Disorder (ASD) group session last semester. 5 students are now part of residence instead of 3 as per last semester. 17 students have expressed interest in attending the group for this semester and 5 more came to group in the first week. All student participants are from Durham College.	VPSA	

Objective		Update on Activities and Actions	DCLT Lead	Current Status
13.	Advance overall academic portfolio through new program development.	<p>New Program development process was established. The changes to the process include examination of space, budget, equipment and capital, library resources and curriculum development costs earlier in the development phase. This helps with evidence-based decision making before committing to pursuing ministry approvals, full-development and launch of new programs.</p> <p>Meetings with Academic Deans occurred in October 2016 to prepare the rolling five-year program development roster. The Five-Year New Program Development Plan is now finalized for programs scheduled for launch in September 2017 through to 2021.</p> <p>Five new programs have been approved for funding by the ministry and are set to launch in September 2017; Massage Therapy, Mechanical Technician-Elevating Devices, Office Administration-Real Estate, Pre-Health Sciences Pathway to Certificates and Diplomas, Pre-Health Science Pathway to Advanced Diplomas and Degrees.</p> <p>Durham College is awaiting for the Ministry's consent/approval of its first degree program, Honours Bachelor of Health Care Technology Management.</p> <p>Program development for Durham College's second degree program, Honours Bachelor of Behavioural Science is well underway. The plan is to submit the degree program proposal to the Ministry in spring 2017.</p>	VPA	
OUR PEOPLE				
14.	Achieve Bill 132 (sexual violence) compliance.	Policy and procedure have been updated and approved by the Durham College Leadership Team on August 31, 2016.	CAO	
15.	Implement Self-Assessment Guides under Council for the Advancement of Standards for Higher Education for Student Affairs department on a rotating basis.	Clinical Health and Health Promotion reviews began in Spring 2016 and second series commenced in January 2017. Panel consisted of internal and external reviewers.	VPSA	




Objective		Update on Activities and Actions	DCLT Lead	Current Status
16.	Leverage expertise of Centre for Academic and Faculty Enrichment to advance teaching and learning.	<p>Through the Innovation Fund, the CAFE supported the development of simulation videos using standardized patients, the acquisition of automotive simulation software, the purchase of an aging simulation suit, and the development of videos to be used as resources for the indigenization of the curriculum in our broadcasting program.</p> <p>In addition to a regular suite of workshops on teaching and the use of DC Connect, CAFE members contributed to the Campus PD day.</p> <p>CAFE expertise has been leveraged for contributions to international projects in Vietnam and Guyana.</p> <p>Staff members have been trained on the Quality Matters Rubric for online course development to support this quality initiative by Ontario Learn.</p> <p>CAFE has created a large number of videos for both the dental and welding programs (8 welding and 24 dental videos completed).</p> <p>The Centre was the lead organizer for the Eastern Region Aligning and Building Curriculum Institute.</p>	VPA	✓
17.	Evaluate results of employment equity survey.	Survey was conducted and completed. Further analysis is warranted to cross reference latest Stats Canada report.	CAO	✓
18.	Support employee effectiveness through mental health first aid, de-escalation and safe talk training.	A total of 189 employees have completed Mental Health First Aid; 118 have completed de-escalation training.	CAO	✓
19.	Support effective organizational workforce planning and decision-making through the implementation of Cognos 10 reporting.	A total of 76 reports have been developed in Cognos.	CAO	✓
20.	Pilot wellness release time for employees and evaluate impact on individual perceptions of physical and mental wellness as well as short-term disability and long-term disability rates.	Pilot has been completed and a proposal has been submitted and approved by the Durham College Leadership Team for a long-term wellness program for our employees.	CAO	✓




Objective		Update on Activities and Actions	DCLT Lead	Current Status
21.	Support employee effectiveness through implementation of updated support staff performance review tool.	New performance tool has been implemented with input from user departments.	CAO	
22.	Conduct employee engagement survey.	Survey administered March 2017	CAO	
OUR BUSINESS				
23.	Develop new college strategic plan.	Extensive stakeholder engagement was conducted (close to 1000 people) to frame the Vision, Mission and Goals of the New Strategic Plan. The draft Vision and Mission was presented to the Board in October 2017. DCLT prepared advice to the Board of Governors in support of the Board of Governors providing final input during the Governors' Retreat. The plan will be approved at the February 15 Board of Governors meeting. The new strategic plan will be launched May 4, 2017 at the spring employee town hall and through media and social media strategies. The plan will be available in an online interactive format.	President	
24.	Repurpose former Campus Tennis Centre and expand delivery of intramural programs for students.	Campus Tennis Centre repurposing has been completed. New Program delivery underway.	CAO & VPSA	
25.	Move Campus Emergency Response Team operations to the oversight of the Office of Campus Safety.	The Office of Campus Safety has become the lead in oversight regarding the Campus Emergency Response Team. Measures have been taken to change protocols that see our North Team attend at the buildings north of Conlin Road. Whitby is on hold due to lack of volunteer interest.	VPSA	


Objective		Update on Activities and Actions	DCLT Lead	Current Status
26.	Develop Durham College internationalization strategy and new international opportunities.	<p>Final plan is currently being reviewed. Final draft to be reviewed by VPA, I&GE Committee, ALT, Academic Council, DCLT and President.</p> <p>Three new partnerships have been signed with the Institute of Technology, Carlow and Limerick Institute of Technology both in Ireland; and the Universidad San Ignacio de Loyola (USIL) in Peru.</p> <p>Five faculty members participated in professional development activities in Ireland, and two more faculty attended the international research conference, Learning at Intercultural Intersections at Thompson Rivers University in British Colombia. Further opportunities are being explored in Germany, England and Chile.</p>	VPA	
27.	Increase space utilization at the Pickering Learning Site.	Main floor café has been redeveloped as a student touchdown/casual seating/study area with self-service options for food.	CAO&VPA	
28.	Enhance the Alumni and Development Office's marketing program in co-operation and collaboration with the Office of Development and Alumni Affairs.	<p>A "Giving" button was added to the DC website. The alumni website is complete and active. Development website is complete and with client for review prior to launch.</p> <p>Building Something Amazing case for support is complete. Additional collateral pieces are currently in progress.</p> <p>Support for Run for DC, the Backback2Briefcase program and the employee Pay Day lottery, including the development and execution of communications plans and marketing for these initiatives is complete.</p>	CAO	






Objective		Update on Activities and Actions	DCLT Lead	Current Status
29.	Strengthen proactive media relations within targeted demographic areas.	<p>Continued pro-active media relations outreach has resulted in an increase in media coverage in high-profile, national outlets including Mclean's Magazine, the Globe and Mail, the Toronto Star and the Toronto Sun. Ongoing media relations activities continue, including the creation and utilization of a targeted editorial calendar designed to provide information on all upcoming editorial opportunities (special sections) for major print outlets across the GTA and beyond.</p> <p>A regular column in Metroland was secured and runs every three weeks, providing the college with a locally-based platform for discussing new initiatives, timely information, announcements, etc. while building positive profile for DCLT.</p> <p>Key achievements include: a 29% + increase in media activity as compared to this time last year; Carpool karaoke, features on Breakfast television, Virgin radio, Maclean's, Globe and Mail, and Toronto Star.</p>	CAO	
30	Launch final phase of Durham College Experience Campaign – Experience 3.0.	<p>Due to changes within the web team, specifically in the project lead for the web portion of this deliverable, the project was delayed until a new web team structure was in place.</p> <p>Website redesign – All research, page designs and content consultations are complete. Social media ambassador program – Training modules and communication strategy complete.</p> <p>Training and onboarding process of ambassadors will be ready for Spring 2017 launch. Content migration and final web build on track for August launch 2017 launch to align with our recruitment cycle.</p>	CAO	 








Objective		Update on Activities and Actions	DCLT Lead	Current Status
31.	Simcoe building project under development.	Design/Build contract awarded to Eastern Construction with a Guaranteed Maximum Price (GMP) of \$27M. Financing plan in place with MAESD for \$35M; additional \$5M goal set as part of donor capital campaign. Project reporting and funding payments are being met as set out in the Agreement. Construction began in November 2016 and is tracking on time for 2018 completion date. Regular updates are provided to Audit and Finance Committee and Board of Governors.	CAO	✓
32.	Develop plan for renovating, repurposing or otherwise using surplus Simcoe Village Residence space.	After review of available options available, we will undertake a minimal cost move of the Campus Safety and Security complex from its current home in Simcoe Building to the 1 st floor at the south end of Simcoe Village. Campus Living Centres (CLC) will redevelop some double occupancy rooms into quad rooms and a lower cost option for international and domestic students. Conversions for both uses will begin in 2017. We will continue to work with the Province to secure funding or long-term financing to deal with the repurposing of the balance of the surplus space.	CAO	✓
33.	Modernize outdated spaces through summer renovations of key areas across both campuses.	Willey Building 1st floor "C" Wing renovation completed along with HVAC replacement for "A" Wing 2nd floor wet labs.	CAO	✓
34.	Investigate Whitby campus Co-Generation Plant opportunity. Plant would lower the college's overall energy costs, contribute to its sustainability goals and potentially provide a limited on-site learning tool for students in the Power Engineering Technician program.	Initial investigation completed by Oshawa Power and Utilities Corporation (OPUC). DC has asked OPUC to further develop their feasibility analysis. Meeting with Whitby Hydro and OPUC in March to review feasibility. May be able to connect this opportunity with Provincial "Net 0" initiative. The financial model will be reviewed in consultation with Durham College Finance and Whitby administration in 2017.	CAO	✓
35.	Successful implementation of Banner Finance as a Multi Entity Processing module so that data is virtually split across Durham College and UOIT.	The virtual split of the Banner Finance module was implemented successfully.	CAO	✓
36.	Implement advanced information technology network monitoring tool.	The network monitoring tool was purchased and implemented successfully.	CAO	✓
37.	Upgrade lecture capturing and retrieving system.	The lecture capturing and retrieving system was successfully upgraded to make use of high definition equipment.	CAO	✓

Objective		Update on Activities and Actions	DCLT Lead	Current Status
38.	Launch Phase 2 of development of Customer Relationship Management system.	Work has been completed on a risk assessment profile for the storage of student/applicant data in "the cloud" - a key element of the phase 2 initiative. This report was presented to the Durham College Leadership Team in January and approval was given to proceed with this part of the project. Work has been completed on the conversion of the communications tool to the Salesforce Marketing Cloud product which will allow for a more seamless interaction between the CRM and this tool. Finally, text messaging to prospects and applicants has been delayed to launch by the end of the current fiscal year.	VPSA	
39.	Develop Student Data Governance Model.	Work has progressed through the fall and spring semesters. An update will be provided to the Durham College Leadership Team in the near future. This report back will include a presentation on progress to date, as well as a draft Student Data Governance policy for review and comment.	VPSA	
40.	Collaborate with Ontario Ministry of Advanced Education and Skills Development in developing implementation strategy for Ontario Student Assistance Program transformation and Tuition Framework announced in 2016 provincial budget	In response to MAESD's October 2016 Memo from the ADM, Durham College expressed interest in participating in the Net Tuition Billing pilot project. DC representatives attended two meetings in December where MAESD provided updates on the consultations along with design decisions for the OSAP transformation. It has been confirmed that DC will participate in the Net Tuition Billing project. Planning meetings are underway to determine the required resources as well as to determine the project plan. Continued discussed with OCAS, and awaiting detail from MAESD to begin pilot.	VPSA	

Objective	Update on Activities and Actions	DCLT Lead	Current Status
OUR COMMUNITY			
41.	Formally launch work of Corporate Council.	The Corporate Council was formally launched in September 2016. The membership has grown since then and official Terms of Reference document has been created. The council meets on a monthly basis. Community outreach has included a presentation to the joint Chambers of Commerce in December 2016.	VPSA 
42.	Prepare for launch of first co-operative education program.	Two pilot co-operative education programs were approved to be launched in September 2017 Fire and Life Safety Technician diploma Supply Chain and Operations Management – Business Administration	VPSA 
43.	Develop and implement college's 50th anniversary strategy and celebration planning.	We achieved the set-out goal of developing and implementing the college's 50 th anniversary strategy and celebration planning. Highlights include the launch of the 50 th anniversary website, significant branding at the Oshawa and Whitby campuses and Pickering Learning Site, launching the anniversary celebrations with events on campus and in the community and the success of the first 50 th anniversary signature event – 50 Guitars for 50 Years. Planning for the Homecoming Weekend celebrations will continue throughout the coming cycle, including a strong focus on promoting the event and engaging alumni, employees, students and community members to get involved. Plans also include participation in College's Week through the launch of DC Acts of Kindness, branding the convocation ceremonies, hosting a Speaker Series guest speaker and closing the year with a skating party to show appreciation our alumni, employees, students and community members.	CAO 

Objective		Update on Activities and Actions	DCLT Lead	Current Status
44.	Secure new opportunities to advance applied research agenda.	<p>New applied research collaborations continue to be developed with new business partners. Total funding for this year is projected to exceed the target by 65%, representing 26 new projects.</p> <p>Three proposals submitted for the Natural Sciences and Engineering Research Council Applied Research Tools and Instruments grant in fall 2016. Decision expected by the end of March.</p> <p>Two proposals for submission to the Social Sciences and Humanities Research Council are currently in development. A Connection grant application was submitted in February.</p> <p>Three grant applications are in development for the new College Applied Research and Development Fund. Expressions of interest and applications are due in March/April.</p> <p>One application is focused on practical applications of Artificial Intelligence; the second application is for 15 technology adoption vouchers to be shared between the schools of SET, MAD, BITM and will be incorporated into program capstone projects; the third application is for 10 vouchers for e-business adoption in the school of MAD.</p> <p>As a result of the faculty needs assessment, work is ongoing to improve supports and communications to faculty, in collaboration with the Research Coordinators in each of the schools. In addition to the strategies outlined in the last report, Research Coordinators are deepening their knowledge of intellectual property and research ethics, and a series of short research videos are being planned to engage more faculty in applied research. A new tool for faculty is in development that will offer “top tips” on developing a research question.</p> <p>A total of 61 new industry partners have been invited to Durham College to discuss opportunities; 28 proposals are now in development.</p>	VPA	

Objective		Update on Activities and Actions	DCLT Lead	Current Status
45.	Launch capital campaign to support Simcoe building rebuild.	<p>Received a combined total of \$37M in capital funding contributions from all levels of government: federal, provincial, regional and the City of Oshawa, toward the \$40M project budget.</p> <p>Presently at \$3.4M including Region and City of Oshawa. The family leadership (ALT, DCLT, BOG, and Former Chairs) campaign is 96% complete with 54 of 56 solicitations completed. To date we have 73% participation and a total of \$152,903 raised for an average commitment of \$3,323. In addition, \$23,449 has been committed from 62 DC employees, \$22K raised in the Scotiabank run, and the new employee payday lottery is currently netting \$1,180 monthly. The Alumni Association has pledged \$250K and several major donors are in various stages of cultivation and solicitation. Three of five school boards have committed \$714,000.</p>	AVPAA	
46.	Develop and implement metrics and measurement tools to support activities of Office of Development and Alumni Affairs.	Metrics and measurements for staff team are complete. Quarterly reports are being provided to President's Office. Stewardship plan and Foundation Operating Plan is also complete.	AVPAA	
47.	Further strengthening of Alumni Association governance.	Nominating and Marketing Committees have been formed and the Alumni Association Board of Directors has a full complement of Board Members for the first time in years. The Board and committees are actively engaged in marketing to alumni and current students – the benefits of being part of Durham College alumni. Board succession planning is complete and a new process of Alumni of Distinction awards has been implemented.	AVPAA	
48.	Test annual alumni fundraising campaigns.	Alumni Association Board of Directors has committed \$30,000 to match funds donated by alumni to Run for DC. In addition, they have committed \$250,000 to the Building Something Amazing Campaign. A test telemarketing campaign ran during the month of February. It focused on providing anniversary information, updating contact information and soliciting donations of \$50 for the 50 th . The campaign wielded a 2.7% response rate and an average gift of \$53.17. In addition, 1455 alumni records were updated. A similar E-campaign was sent February 15th to tie with Valentine's Day with minimal results.	AVPAA	
49.	Launch strategic fund with UOIT to encourage joint research, innovation and operational efficiencies.	The IIF call for funding yielded 16 proposals in total. Six projects were selected to receive funding through the IIF in its pilot year for a total of \$298,814.00	CAO-VPA	

Project Status Legend			
	Everything is on track		Not started
	Strong likelihood that without action, delivery date won't be met. Risk mitigation is required.		Completed
	Delivery date won't be met, requires immediate action.		On Hold
	Changing external factors have made realization of original target date not likely/not possible. Work continues toward objective.		

Report Number: BOG-2017-70

To: Board of Governors

From: Don Lovisa, President

Date of Report: April 1, 2017

Date of Meeting: April 12, 2017

Subject: Draft Business Plan for 2017-2018

1. Purpose

To provide the Board of Governors the draft business plan for 2017-2018.

2. Recommendations

It is recommended to the Durham College Board of Governors:

That Report BOG-2017-70, providing the draft business plan for 2017-2018 be received for information.

3. Background

The Business Plan allows Durham College to plan its operations for the fiscal year within the framework outlined in its Strategic Plan and in support of its mission, vision and values. The Business Plan identifies to the public and provincial government the operational outcomes the College expects to achieve in the fiscal year. The Ministry of Advanced Education and Skills Development uses the information provided in college business plans for government planning and policy-making.

The business plan was developed with input, direction, review and guidance representing all departments and areas of operation on campus, led by the Durham College Leadership Team. Upon approval, the business plan will be published and submitted to the Ministry of Advanced Education and Skills Development. The business plan will be presented for board approval at the May 2017 meeting.

4. Discussion/Options

The following describes the business objectives across the four pillars in the 2017-2018 Business Plan.

The accompanying 2017-2018 Business Plan scorecard describes in detail the actions and measures that will support reporting on the progress of the plan over the fiscal year. The Board will receive three updates on the progress of the business plan over the course of the year. The objectives driving measureable actions are as follows:

4.1 Our Students

- Implement recruitment and enrolment strategies that achieve DC established targets
- Support program development and excellence
- Expand access to quality student services
- Deepen alumni engagement and recognition to strengthen lifelong relationship with DC students

4.2 Our People

- Support employee development
- Labour relations contingency planning

4.3 Our Business

- Renew Strategic Mandate Agreement
- College system leadership
- Implement OSAP and Net Tuition
- Capital projects
- Information technology projects
- Support effective college governance
- Support effective board governance
- Financial sustainability
- Sustainability of communities

4.4 Our Community

- Support partners in reaching their community goals
- Advance applied research partnerships
- Complete 50th anniversary celebrations
- Grow, retain and engage our donor base
- Enhance DC's community profile through Corporate Council
- Support DC student advocacy

5. Financial/Human Resource Implications

There are no financial or human resources implications at this phase of the Business Plan.

6. Implications for the Joint Campus Master Plan

Implications for Joint Campus Master Plan include:

- Simcoe Village Residence under-utilization strategy

7. Implications for UOIT

Implications for UOIT include:

- DC-UOIT Strategic Fund
- Centre for Collaborative Education Capital Campaign
- Simcoe Village Residence under-utilization strategy

8. Relationship to the Strategic Plan/Business Plan

The 2017-2018 Business Plan aligns with the new Strategic Plan.

2017-18 Business Plan [DRAFT]

OUR STUDENTS

Goal: To provide students with the best possible learning experience. We will:

- Deliver high-quality programs to help students develop a wide range of career-ready skills.
- Expand flexible, experiential and global learning opportunities.
- Support students' wellbeing with a focus on adaptability and resilience.
- Build lifelong relationships with students.

Objective	Action	Measurement
1. Implement recruitment and enrolment strategies that achieve DC established targets	<ul style="list-style-type: none"> • Increase domestic enrolment target. 	<ul style="list-style-type: none"> • Post-secondary student domestic enrolment will increase in selective areas, by approximately 210-415 students over the three semesters in 2018-18 from an average headcount of 20,770 students to 20,975 – an overall increase of 2%.
	<ul style="list-style-type: none"> • Increase international enrolment target. 	<ul style="list-style-type: none"> • Post-secondary student international enrolment will increase in selective areas by approximately 405 students over three semesters in 2017-18 from an average headcount of 1524 to 1935 – an overall increase of 27%.
	<ul style="list-style-type: none"> • Finalize the Enrolment Advisory Committee's (EAC) 3-year enrolment plan. 	<ul style="list-style-type: none"> • Production of EAC Plan.
	<ul style="list-style-type: none"> • Diversify international student recruitment by strengthening recruitment activities in the following countries and areas: Russia, Brazil, East Africa, Central America, Indonesia, Philippines and Vietnam. 	<ul style="list-style-type: none"> • Growth in the number of countries represented on campus by international students by 5% (from 54 countries).

Objective	Action	Measurement
	<ul style="list-style-type: none"> Implement system functionality to support the school of Continuing Education (CE) students in declaring their post-secondary program of choice at the time of registration. 	<ul style="list-style-type: none"> Project scope, time, budget and milestones confirmed to achieve 100% system functionality.
	<ul style="list-style-type: none"> Implement system functionality to support Corporate Training Services (CTS) customers with the ability to register for core services and programs. 	<ul style="list-style-type: none"> Project scope, time, budget and milestones confirmed to achieve 100% system functionality.
	<ul style="list-style-type: none"> Develop and implement program-specific marketing strategies to help build awareness and reputation of DC's program quality, ultimately driving an increase in applications for the 2018 and 2019 intakes. 	<ul style="list-style-type: none"> Launch program-specific online strategy for identified programs. Increase applications by 5-7 % to each identified program (based on funding and program performance). Increase traffic to identified program pages by 200,000 visits.
	<ul style="list-style-type: none"> Implement program-specific media relations strategy to improve program reputation. 	<ul style="list-style-type: none"> Develop editorial calendar and faculty expert's guide to proactively seek media relations opportunities. Increase media engagements by 10%.
	<ul style="list-style-type: none"> Complete the website redesign, including the integration of the social ambassador program to drive traffic to program pages to impact applications for each intake. 	<ul style="list-style-type: none"> Launch website by August 2017. Launch social ambassador program, with 20 employees in June 2017.

Objective	Action	Measurement
2. Support program development and excellence	<ul style="list-style-type: none"> Update governance practices and develop resource materials to support Program Advisory Committees (PACs). 	<ul style="list-style-type: none"> Standardize practices and materials including resources for Program Advisory Committees.
	<ul style="list-style-type: none"> Embed indigenous studies and knowledge in program curricula in alignment with Truth and Reconciliation Commission (TRC) report with the support of the aboriginal education circle. 	<ul style="list-style-type: none"> Establish faculty training materials and programs on how to integrate indigenous content within all academic programs identified in the Truth and Reconciliation Commission report. Incorporate indigenous health issues education in nursing courses, and cultural awareness into journalism and media courses as identified in the Truth and Reconciliation Commission report
	<ul style="list-style-type: none"> Continue launching market-driven programs. 	<ul style="list-style-type: none"> Implement 5 new programs.
	<ul style="list-style-type: none"> Launch of fully online programs supported by eCampus Ontario round four funds. 	<ul style="list-style-type: none"> Lead the development of two fully online programs: eLearning Developer and Data analytics for Business Decision Making. Partner in the online development of Nephrology and a computer Engineering Technician bridging program.
	<ul style="list-style-type: none"> Launch co-operative education programs and continue to explore additional co-op programs to be launched in 2018-19. 	<ul style="list-style-type: none"> Launch two co-op programs. Continue the development of four co-op programs for launch in 2018-2019 academic year

Objective	Action	Measurement
	<ul style="list-style-type: none"> Develop and launch degree programs 	<ul style="list-style-type: none"> Achieve ministry consent to launch the Health Care Technology Management Degree Continue five-year plan for development of 6 degrees: <ul style="list-style-type: none"> Bachelor of behavioural science submitted to the ministry spring 2017. Begin development of third degree paralegal studies for submission 18-19 fiscal year.
	<ul style="list-style-type: none"> Continue advancing entrepreneurship including social entrepreneurship with academic and community partners, e.g. FastStart, Enactus in an effort to provide DC students with a supportive entrepreneurship learning environment. 	<ul style="list-style-type: none"> To support entrepreneurship, engage 60 students in formal extracurricular entrepreneurship learning, support 20 students to develop, launch and grow their own businesses, and support teams of students in local and cross-jurisdictional events.
	<ul style="list-style-type: none"> Build education abroad partnerships and procedures to encourage student and employee exchange, and work integrated learning opportunities in targeted regions. 	<ul style="list-style-type: none"> Launch three new international partnerships and support 20 - 30 students to participate in education abroad activities. Develop and implement a new process for International work integrated learning.
	<ul style="list-style-type: none"> Continue to grow DC's involvement in Education for Employment (EFE) proposals. 	<ul style="list-style-type: none"> Succeed in two international EFE bids.
	<ul style="list-style-type: none"> Develop and launch a refreshed Academic Plan. 	<ul style="list-style-type: none"> Launch refreshed Academic Plan.
	<ul style="list-style-type: none"> Continue preparations for OCQAS Audit. 	<ul style="list-style-type: none"> Submit our list of programs to be considered in the OCQAS Audit.
	<ul style="list-style-type: none"> Establish Campus Health Centre new strategic plan to be implemented by new director. 	<ul style="list-style-type: none"> CHC strategic plan aligns with DC strategic plan.

Objective	Action	Measurement
	<ul style="list-style-type: none"> Develop strategic response to student mental health / resilience. 	<ul style="list-style-type: none"> Revitalize coaching program to focus on strength building and proactive measures through increase in student meetings with coaches during summer Start Strong. Increase numbers from 900 to 1500 participants. Increase direct staff to student conduct through addition of health educator (July) and full time mental health nurse (August).
	<ul style="list-style-type: none"> Increase access to SALS online for weekend flex students. 	<ul style="list-style-type: none"> Produce 3 videos for "how to access on line supports for health sciences" that will be emailed out to students in the flex programs. The same will be used for Continuing Education students. Enhance 10 key interactive resources (quizzes used +1700 times a semester).
	<ul style="list-style-type: none"> Create Student Academic Policy & Procedure handbook locates all key info into one, student-appropriate document. 	<ul style="list-style-type: none"> Student Academic Policy & Procedure handbook (e-book) developed by March 2018 containing all key academic policies and procedures.
	<ul style="list-style-type: none"> Create an inclusive campus environment through the implementation of comprehensive organizational strategies in support of the diverse campus population. 	<ul style="list-style-type: none"> Policies and procedures implemented and updated according to established protocols (e.g. Sexual Violence, Harassment and Discrimination, All Gender Washroom). Increased diversity and inclusion initiatives in the form of education awareness campaigns; classroom sessions; On-Line training modules. Offer social events, conference, and activities supporting diversity. Implementation of programs in support of Truth and Reconciliation Commission report.

Objective	Action	Measurement
	<ul style="list-style-type: none"> Explore the development and implementation of a restorative justice program on campus. 	<ul style="list-style-type: none"> Restorative Justice Survey, Focus Group Sessions; Pilot-Case Studies; Feasibility Report.
	<ul style="list-style-type: none"> Develop academic support resources for new programs including degree programs. 	<ul style="list-style-type: none"> Complete development ready for implementation at start of approved programs.
	<ul style="list-style-type: none"> Review athletic therapy and recreation to determine student needs. 	<ul style="list-style-type: none"> Develop and implement new plan for intramural and athletic therapy.
4. Deepen alumni engagement and recognition to strengthen the lifelong relationship with DC students	<ul style="list-style-type: none"> Increase accuracy of alumni database and maintain contact with new graduates for the purpose of fostering relationships. 	<ul style="list-style-type: none"> Increase the accuracy of the alumni database by 3%, representing 2,280 records. Develop and implement communication plan for new graduates.
	<ul style="list-style-type: none"> Measure satisfaction and usage rates in order to responsively improve member's services. 	<ul style="list-style-type: none"> Establish benchmark to determine opportunities to grow member satisfaction.
	<ul style="list-style-type: none"> Measurably elevate the perceived value of the Durham College Alumni Association to students, alumni, employees and the DC leadership team. 	<ul style="list-style-type: none"> Review and refresh Memorandum of Understanding between DC and DC Alumni Association. Increase participation in Backpack to Briefcase by 10%.

OUR PEOPLE

Goal: To optimize the experience and expertise of our people and help them make the best possible contribution toward the student experience. We will:

- Improve communication across all levels of the college to better facilitate co-operation, collaboration and a culture of service.
- Continue to grow diversity in our workforce to reflect our student body and community.
- Cultivate and reward employee engagement, creativity and innovation.
- Invest in the professional development and personal wellbeing of our employees.

Objective	Action	Measurement
1.Support employee development	<ul style="list-style-type: none"> • Revitalize new employee orientation, develop and implement sessions for new managers. 	<ul style="list-style-type: none"> • Monthly orientation for new hires, emphasizing collaboration, customer service, support for the student experience.
	<ul style="list-style-type: none"> • Implement professional development advisory/communications team to promote professional development and wellness events, solicit input and receive feedback on offerings. 	<ul style="list-style-type: none"> • PD advisory committee meeting bi-monthly, sharing information on upcoming events, providing input for new offerings, resulting in increased employee participation in PD and wellness events.
	<ul style="list-style-type: none"> • Align college professional development to employee engagement, personal and professional development, enhancing teaching and learning and succession-planning. Support full time employees in completion of degrees that enhance their workplan deliverables. 	<ul style="list-style-type: none"> • 4-6 employees participating in leadership development specific to their individual needs/goals.
	<ul style="list-style-type: none"> • Research and design a professional development program for middle management. 	<ul style="list-style-type: none"> • Conduct a needs analysis. • Research best practices. • Determine appropriate delivery models. • Source and price delivery agents.

Objective	Action	Measurement
	<ul style="list-style-type: none"> Expand professional development sessions and activities offered by the Centre for Academic and Faculty Enrichment (CAFE). 	<ul style="list-style-type: none"> Increase the number of faculty professional development sessions offered by the CAFE by 10%.
	<ul style="list-style-type: none"> Expand mental health first aid for employees. Celebrate our employees' successes and acknowledge significant milestones and achievements. 	<ul style="list-style-type: none"> MHFA delivered to all full time faculty and available to part-time faculty. Recognize and celebrate employee successes, milestones and achievements through annual employee recognition, retirement receptions, acknowledgements at town halls and dialogue session.
2. Labour relations contingency planning	<ul style="list-style-type: none"> Develop contingency plan for the Sept 30/17 expiration of the academic collective agreement. 	<ul style="list-style-type: none"> Plan in place supporting continuity of college operations/plan effective if put into use.

OUR BUSINESS

Goal: To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance, and are leaders in the support of outstanding teaching and learning. We will:

- Offer quality programs, services and systems that modernize, support and grow our business.
- Maximize resources and processes in all aspects of our business oversight and leadership to achieve financial sustainability.
- Connect our objectives with economic, social and environmental policy perspectives that support the wellbeing of our local, provincial, national and international community.
- Expand our reputation among the local and global community.

Objective	Action	Measurement
1. Renew Strategic Mandate Agreement	<ul style="list-style-type: none"> • Renew SMA, align with DC strategic plan. 	<ul style="list-style-type: none"> • Negotiate Strategic Mandate Agreement reflecting DC's areas of strength and growth and a college-driven definition of experiential learning.
2. Provide college system leadership	<ul style="list-style-type: none"> • Provide college system leadership through participation in college and community-related committees and initiatives. 	<ul style="list-style-type: none"> • Number and quality of memberships in key college-related committees and initiatives. • Contribute to meaningful public policy debate and decisions that strengthen the formation of partnerships and greater DC visibility in communities, such as the Ideas Summit.
3. Implement system changes for OSAP and Net Tuition	<ul style="list-style-type: none"> • Implement OSAP changes with supports to students while accessing financial support that is available to them. • As pilot institution, implement the Ministry's "Net Tuition" initiative within required timelines. 	<ul style="list-style-type: none"> • Achieve Ministry mandate - OSAP and Net Tuition within timelines.

Objective	Action	Measurement
4. Capital projects	<ul style="list-style-type: none"> Continue Centre For Collaborative Education build. 	<ul style="list-style-type: none"> CFCE built on time and budget.
	<ul style="list-style-type: none"> Implement Simcoe Residence Redevelopment Plan with Funding / Financing from Province: develop redevelopment plan, business plan, financing plan, approvals to Finance and Audit Committee and Board, and commence construction. 	<ul style="list-style-type: none"> Simcoe Residence Redevelopment Plan approved and implemented with budget.
	<ul style="list-style-type: none"> Implement next iteration of the W. Galen Centre For Food vision at Whitby Campus. 	<ul style="list-style-type: none"> CFF plan completed on time and budget.
	<ul style="list-style-type: none"> Enhance Whitby Campus through College's 50th Anniversary Commemoration Fund. 	<ul style="list-style-type: none"> Whitby Campus capital enhancement completed on time and budget.
	<ul style="list-style-type: none"> Continue to renovate and enhance Oshawa campus to support continuity in program and services. 	<ul style="list-style-type: none"> Squash Courts renovation is completed.
	<ul style="list-style-type: none"> Digital signage: install 6 additional signage monitors at the Oshawa campus to improve student communication. 	<ul style="list-style-type: none"> Monitors installed by December 2017.

Objective	Action	Measurement
	<ul style="list-style-type: none"> • Upgrade Banner. 	<ul style="list-style-type: none"> • Initial delivery of upgrade test system for Banner Student and Finance. • Delivery of test system for Banner HR and other self-service systems. • Complete user testing. • Go live.
	<ul style="list-style-type: none"> • Conduct information security vulnerability testing. 	<ul style="list-style-type: none"> • Define scope. • Conduct testing.

Objective	Action	Measurement
6. Support Effective College Governance	<ul style="list-style-type: none"> • Support up to date, relevant College Policies and Procedures: <ul style="list-style-type: none"> ○ Policies and procedures are reviewed to ensure relevant P &P are maintained (retire obsolete), targeted communications to support employee adoption / compliance policies and procedures. 	<ul style="list-style-type: none"> • Corporate policies and procedures are 100% up to date and relevant.
	<ul style="list-style-type: none"> • Implement DC-wide Records Management Best Practices: <ul style="list-style-type: none"> ○ The Office of the President, Strategic Enrolment Services, the International Office and 4 Academic Schools (BITM, HCS, JES, MAD, SET) will have standardized record naming conventions, shared drives organized according to Common Records Schedule file classifications and receive training (capacity development) to support the transition into the long term. ○ Strategic Enrolment Services, the International Office and 4 Academic Schools will have begun utilizing Banner Document Management and Banner Document Retention software and have received training (capacity development) to support the transition into the long term. 	<ul style="list-style-type: none"> • 1/3 of DC will be brought into compliance with records management best practices.

Objective	Action	Measurement
7. Support Effective Board Governance	<ul style="list-style-type: none"> • Facilitate support for the Board: <ul style="list-style-type: none"> ○ Transition of new members including Board Chair with orientation supports (material, orientation session) ○ Facilitate timely and comprehensive reporting through committees and Board ○ Facilitate board member recruitment in support of desired board composition ○ Facilitate supportive, focussed board culture, such as advising on effective and appropriate meeting procedures through to meaningful board member engagements that contribute to respectful and meaningful dialogue and decision-making ○ Support the board in achieving its goals. 	<ul style="list-style-type: none"> • Board operations supported by relevant, timely information.
8. Financial sustainability	<ul style="list-style-type: none"> • Strive to balance small surplus budget. 	<ul style="list-style-type: none"> • Net profit reported on year-end financial statements.
9. Contribute to the sustainability of communities	<ul style="list-style-type: none"> • Contribute to local food strategies. • Contribute to environmental sustainability initiatives. 	<ul style="list-style-type: none"> • Participate and contribute to community / ag industry initiatives supporting local food. • Advance environmental sustainability DC projects.

OUR COMMUNITY

Goal: To contribute and respond to the economic, social and environmental well-being of our community.

We will:

- Develop new programs and services to meet the evolving demands of the job market and our students.
- Celebrate and support advances in entrepreneurship, innovation and sustainability.
- Advance our role as a community hub in Durham.
- Demonstrate leadership in volunteerism and giving back to our community.
- Strengthen our industry and community partnerships, including our campus partner the University of Ontario Institute of Technology.

Objective	Details	Measurement
1. Support partners in reaching their community goals	<ul style="list-style-type: none"> • Provide range of supports, e.g. in-kind support to organizations to achieve community impact. 	<ul style="list-style-type: none"> • DC supports enables organizations to reach their goals, e.g. Chambers of Commerce, St. Vincent’s Kitchen.
2. Advance applied research partnerships	<ul style="list-style-type: none"> • Advance applied research project opportunities across four themes of DC’s strategic research agenda - advancing agriculture and agri-business, enabling technologies of the future, cultivating healthy lives and resilient communities, and enhancing scholarly teaching and learning. 	<ul style="list-style-type: none"> • Secure 5% percent increase in project funding representing at least 25 projects and 15 partnerships. Submit for multi-year funding.
	<ul style="list-style-type: none"> • DC-UOIT Strategic Fund is supported through to its second year. 	<ul style="list-style-type: none"> • DC-UOIT Strategic Fund projects for the inaugural year are successfully completed with summary report completed. • Second year of projects are funded in alignment with the four pillars of DC’s applied research agenda.

Objective	Details	Measurement
3. Complete 50th anniversary celebrations	<ul style="list-style-type: none"> • Ensure all stakeholders are aware DC is celebrating its 50th anniversary this year and encourage participation. • Host Speaker Series Event. • Close the 50th anniversary year with a final celebration. • Final report summarizing all activities and promotion related to the 50th anniversary. 	<ul style="list-style-type: none"> • Prepare and execute communications and marketing plans promoting 50th anniversary activities that reach stakeholders through all available channels. • Speaker Series Event is well-attended. • 400+ in attendance for the 50th anniversary final celebration event. • Report prepared and submitted to leadership team, board and government.
	<ul style="list-style-type: none"> • Host a successful Homecoming Weekend celebration. 	<ul style="list-style-type: none"> • Homecoming Weekend celebrations attended by 1000 people over the weekend event.
	<ul style="list-style-type: none"> • Align activities with College’s Ontario 50th anniversary initiatives: William G. Davis Innovation fund; bus tour; social media. Host Speaker Series Event. 	<ul style="list-style-type: none"> • 1-2 Durham College students submitted for the William G. Davis Innovation Fund.
4. Grow, retain and engage our donor base.	<ul style="list-style-type: none"> • Implement plans that cultivate deep, lasting relationships between DC community groups and individuals: <ul style="list-style-type: none"> ○ annual fundraising campaign ○ donor stewardship plan ○ foundation operating plan ○ alumni plan / alumni association MOU 	<ul style="list-style-type: none"> • Reach 100% of fundraising goal. • Increase participation in PayDay Lottery by 20%. • Implement meaningful stewardship reports for Scholarship and Bursary donors. • Engage Foundation Board in Campaign solicitation. • Develop Annual Donor Report Plan CFCE donor wall and develop complementary donor wall solutions.
5. Enhance DC’s community profile	<ul style="list-style-type: none"> • Expand DC engagement across communities in the region, promoting DC programs, training, 	<ul style="list-style-type: none"> • Corporate Council Terms of Reference formalized.

Objective	Details	Measurement
through the Corporate Council	applied research and entrepreneurship, and experiential learning.	<ul style="list-style-type: none"> • Increase advocacy for the greater utilization of DC services, e.g. Career services, Co-op, etc.
6. Support DC student advocacy	<ul style="list-style-type: none"> • Support DC students in achieving a DC student association. 	<ul style="list-style-type: none"> • Establish new Agreement with DC student association to define relationship with the College, and align related agreements and services.