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Legislative Research
Information and Technology Services Division
Room 2520, Whitney Block
Queen's Park
Toronto, Ontario M7A 1A9
Telephone: (416) 325-3675

Recherche législative
Division des services de l'information et de la technologie
Bureau 2520, Edifice Whitney
Queen's Park
Toronto (Ontario) M7A 1A9
Téléphone: (416) 325-3675

100013

**THE ORDER-IN-COUNCIL APPOINTMENT OF
IAN BALL TO THE DURHAM COLLEGE OF APPLIED
ARTS AND TECHNOLOGY – BOARD OF GOVERNORS**

Prepared for:

Standing Committee on Government Agencies

Prepared by:

Laura Anthony
Research Officer
Legislative Research

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INTRODUCTION

This document was prepared to assist Members participating in the Committee's review of the Order-in-Council appointment of Ian Ball to the Board of Governors of Durham College of Applied Arts and Technology. It describes the role and operations of the Board, presents information about the appointee, and suggests possible lines of questioning.

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Enabling Statute	Responsible Ministry
<i>Ontario Colleges of Applied Arts and Technology Act, 2002</i>	Ministry of Colleges and Universities
Agency Type	Most Recent Annual Report
N/A	2019-20
Activities of the Agency	
The Board of Governors is responsible for defining the role and mission of the college and setting the strategic directions for the college. The Board has responsibility for fiduciary oversight and institutional performance.	
Board Membership	
Statutory Number of Members: 17 Appointed by Cabinet: 4 Current Members: 3 Term of Office: No more than 3 years, and shall not serve for more than six years consecutively. Remuneration: Appointees do not receive remuneration. Board Meetings: Monthly (except July, August and December)	
Position Requirements	
Each member of the Board of Governors will exhibit ethical and professional conduct at meetings of the Board of Governors and at any other place that may reflect on the Board as a whole.	

OVERVIEW

Durham College is one of Ontario's 24 Colleges of Applied Arts and Technology (CAATs). The CAATs have a mandate to offer career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, while meeting the needs of employers and changing work environments.¹

Durham College was established in 1967 and has campuses in Oshawa and Whitby. The College has over 13,000 full-time and apprenticeship students and 30,000 part-time, continuing education and online students. In addition, it has over 2,000 employees.² The College offers more than 140 full-time and eight apprenticeship, market-driven programs through the schools of Centre for Food;

¹ Ontario, "[Durham College of Applied Arts and Technology – Board of Governors](#)."

² Durham College, [Annual Report 2019-20](#), p. 9.

Business, IT & Management; Media, Art & Design; Skilled Trades, Apprenticeship & Renewable Technology; as well as through its other schools.³ It has also launched two bachelor honour degree programs.

In a 2019 survey Durham College had a graduation rate of 67.5% and a graduate employment rate of 86.6%. The student satisfaction rate was nearly 74% and the graduate satisfaction rate was nearly 77%.⁴

Recent News

March 2021

- The Ministry of Colleges and Universities announced \$106.4 million in targeted funding to help address the financial impact of COVID-19 on post-secondary education. Durham College received \$7.1 million.⁵
- Durham College continued building an addition to increase space for its trades programs. A new 60,000 square foot facility will allow for more than 750 additional students on the Whitby campus and is due to open in September 2021. Global News reported that the construction industry is currently facing a shortage of more than 20,000 personnel due to retirements.⁶
- The College started accepting applications for the new Personal Support Worker Accelerated program, with start dates in April, May and June. Students will graduate with full credentials within six months, instead of the usual eight months. The program uses a hybrid model to combine remote learning with in-person practical experience.⁷

GOVERNANCE

The *Ontario Colleges of Applied Arts and Technology Act, 2002*, (Act) establishes colleges of applied arts and technology. The Act identifies each college as a corporation without share capital and consisting of the members of its Board of Governors. The Board governs each college.

According to the Ministry of Colleges and University's Binding Policy Directive on Governance and Accountability, good governance requires that policies, processes, and structures be put in place to promote effective operation of the college and to allow it to fulfil its mandate and meet its objectives. The Ministry states that essential elements include organizational integrity, financial

³ Durham College, "[Fact Sheet](#)."

⁴ Durham College, "[Key Performance Indicators \(KPI\)](#)."

⁵ Ontario Newsroom, "[Ontario Supports Colleges and Universities Impacted by COVID-19](#)," March 19, 2021.

⁶ Frazer Snowdon, "[Durham College skilled-trades centre expansion in Whitby on track to open this year](#)," *Global News*, March 2, 2021.

⁷ *Durham Radio News*, "[Durham College now accepting applications for accelerated PSW program with no tuition or fees](#)," March 3, 2021.

management, communication with stakeholders and clients, collecting and reporting of information, and good management practices.⁸

The Board of Governors delegates authority for implementation of the College vision, strategic directions, and overall goals and outcomes to the President. The President is delegated authority to establish practices, make all decisions, take all actions and develop all activities on behalf of the College, as long as they are consistent with reasonable interpretation of the Board's policies.⁹

Role of the Board of Governors

Regulation 34/03 outlines the Board's responsibilities. The duties of the Board include:

- Establishing governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability including written governing policies.
- Setting the College vision, strategic direction and overall goals and outcomes within the context of appropriate laws, government policies and local needs.
- Approving the College's strategic plan, annual business plan, budget, and annual report.
- Reviewing the risk appetite of the College through the Integrated Risk Management Framework; receiving the annual risk register.
- Approving programs of instruction.
- Hiring the Chief Executive Officer (President) and delegating to the President accountability for the performance and operation of the College.
- Monitoring and evaluating the College's and the President's performance annually against the attainment of stated College goals, objectives and Board policies.
- Approving any changes to the President's contract of employment, changes in compensation levels, including annual merit pay, and changes in perquisite amounts.
- Regularly assessing the effectiveness of the Board with respect to governance and individual performance to ensure attainment of efficiency, effectiveness and goals.
- Conducting periodic discussion of process improvements.
- Regularly attending and actively participating in Board and Standing Committee meetings.
- Annually serving on a minimum of one Standing Committee.
- Participating in Board special events and professional development opportunities, including the College Centre of Board Excellence Program.

⁸ Durham College, [*Board Policy: Principles of Governance*](#).

⁹ Durham College, [*Board Policy: Delegation to the President*](#).

- Advocating in the interest of the College, collectively and individually, locally, regionally, nationally and internationally.¹⁰

FUNDING

The total revenue budget for fiscal 2020-21 is \$177 million, a decrease of 14% over 2019-20 (\$206 million). The College stated that the lower revenue is a result of the pandemic and is primarily driven by a reduction in domestic and international student tuition fees (due to lower enrolments), lost ancillary operation revenues for parking, bookstore, food services and residence, and a decrease in Corporate Training Centre revenues.¹¹

In 2020-21, the College's operating grant (according to the College Funding Formula) is projected to be over \$60 million (40% of the total operating budget). Tuition and other student fees provide 43% of total revenue, with the remaining revenue derived from ancillary income and other sources.

Total expenses for fiscal 2020-21 are \$199 million, of which \$128 million is allocated to salaries and benefits and \$71 million to operating expenditures.¹²

THE WITNESS

The witness, of Bowmanville, is seeking appointment as a part-time member.

According to information provided by the Office of the Premier, Ian Ball, is the President, Chief Executive Officer, and Director for Abitibi Royalties Inc., and a former President of McEwen Mining.

POSSIBLE QUESTIONS

What has motivated the witness to seek this appointment?

What is the witness's understanding of the challenges faced by Ontario's Colleges of Applied Arts and Technology such as Durham College?

What particular skills or interests does the witness bring to the Board of Governors of Durham College?

¹⁰ Durham College, [Board Policy: Board Job Description](#).

¹¹ Durham College, [Business Plan 2020-21](#), p.34.

¹² Ibid.