COLLEGES AND INSTITUTES CANADA 2014-2015

ANNUAL REPORT
Colleges and Institutes Canada is the national and international voice of Canada’s publicly supported colleges, institutes and polytechnics. We work with industry and social sectors to train 1.5 million learners of all ages and backgrounds at campuses serving over 3,000 urban, rural and remote communities in Canada. The Association operates in 29 countries via 13 offices around the world.
The past year has been one of renewal for Colleges and Institutes Canada (CICan), which, after 42 years as ACCC, unveiled a new name and a new brand at the 2014 annual conference. This change was made in order to better reflect our membership but the spirit of renewal went well beyond the rebranding exercise.

This year saw many firsts, such as our new entrepreneurship symposium, a series of webinars and several new partnerships all aimed at creating new opportunities for CICan members, both at home and abroad. Whether it was launching two new Education for Employment (EFE) programs or signing a framework for collaboration with Universities Canada (formerly AUCC), our organisation worked hard to create new opportunities for growth and partnerships. This is reflected in the more than $20M that CICAN provided to member institutions for the implementation of various national and international projects.

We recognize that 2014-2015 was a difficult year for many colleges, institutes and cégeps dealing with budget cuts and restraints. That is especially true for our members in Alberta and Quebec, which saw some of the most severe cuts in years. In this context, our efforts have been focused on making concrete gains for colleges and institutes across Canada and diversifying the sources of funding for different projects.

We have seen these gains in several areas; most notably in applied research where federal funding for colleges has been increasing steadily. This was reflected in the latest federal budget and in the expansion of the Tri-Council College and Community Innovation (CCI) Program and the College Industry Innovation Fund (CIIF) Program. After years of advocacy, the creation of the new Community and College Innovation Fund to be administered by the Social Sciences and Humanities Research Council of Canada (SSHRC) will also offer support for new initiatives and increase the capacity of colleges to collaborate with community organizations and businesses to address social issues such as poverty, crime prevention, community safety and economic development at the community level.

We also saw several members expand their international activities and develop new partnerships abroad. In October, CICan led an important delegation to China that included 27 colleges and institutes. That trip led to the signing of several MOUs that will facilitate the creation of partnerships between Canadian colleges and Chinese post-secondary institutions that wish to access Canadian expertise in technical education and training.

In April 2015, during PM Modi’s visit to Canada, CICan and 10 of its members signed 13 MOUs with India’s National Skill Development Corporation, which will help cement relationships in another emerging economy.

Another key initiative for CICan in 2014-2015, was the launch of the Indigenous Education Protocol for Colleges and Institutes which challenged our members to develop stronger ties with Indigenous communities and look at ways to improve access to education for Indigenous students. This protocol has already been signed by 27 colleges and institutes, as well as many indigenous communities and organizations who co-signed the protocol.

In summary, we are proud of the progress we have made and the hard work of all our members. We are confident that the best is yet to come for Canada’s colleges and institutes. These initiatives, the many others contained in this report, and CICan’s continued championing of colleges and institutes, have positioned our members as leaders and innovators, both at home and abroad.

This past year has shown that colleges and institutes are definitely part of the national dialogue on productivity and on skills training and education with their expertise sought after by a growing number of partners. Though they continue to face challenges, we remain confident that the best is yet to come for Canada’s colleges and institutes.

We would also like to take this opportunity to thank the Board of CICan, our many volunteer presidents who invested time and energy in a variety of committees and the entire CICan staff for their support. Our association could never accomplish all it is doing without their dedicated work.
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CHAMPION

ADVANCING OUR MEMBERS INTERESTS*

AT HOME

New Name and New Brand

One year ago, our organisation went through the largest rebranding exercise in its 43-year history, changing our name from the Association of Canadian Community Colleges (ACCC) to Colleges and Institutes Canada (CICan).

The new name was chosen to better reflect the identities of our association members and with the name change, the association adopted a brand new logo. To design it, CICan called on the immense talent of college and institute students by launching a national competition. After receiving more than 180 submissions from all across the country, a concept designed by Matt Szurnicki, a student at the Manitoba Institute of Trades and Technology, was selected.

The rebranding also included the launch of a new and improved website to help CICan connect with members and partners while reflecting the priorities of colleges and institutes.

*This section references investments made in budget 2015, which was announced on April 21, 2015 and falls outside the 2014-2015 fiscal year.

“SUPPORTING APPRENTICES AND ADDRESSING SKILLS SHORTAGES IN TRADES IS SO VITAL TO OUR ECONOMY. JOBS IN THE SKILLED TRADES ARE IN-DEMAND, WELL-PAYING AND REWARDING. CHOOSING A CAREER IN THE SKILLED TRADES IS A CHOICE FOR OPPORTUNITY.”

– THE HONOURABLE JASON KENNEY, MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT

SEPTEMBER 3, 2014
CiCan on the Hill

CiCan hosted another successful Day on Parliament Hill on December 1 and 2 at the Chateau Laurier in Ottawa. College and institute presidents from across Canada gathered to meet with elected officials and discuss ways to improve post-secondary education in Canada and train young Canadians with the skills they need to succeed, all while supporting growth and innovation. Several industry partners from the College-Industry Coalition were also on hand to help reinforce the important role colleges and institutes play in the Canadian economy.

The three main federal parties were represented at the event with the Honourable Jason Kenney, then Minister of Employment and Social Development, and the Honourable Ed Holder, Minister of State, Science and Technology addressing the delegates, along with Jinny Sims of the NDP and Ralph Goodale of the Liberals.

Applied Research

Applied research continued to be an area of focus for CiCan this year as we completed our seventh annual environmental scan on the state of research activity in colleges and institutes and published a thorough report on April 10, 2015. The survey found that applied research continues on a trajectory of continuous growth in institutions across the country. This growth is particularly visible when it comes to the establishment of specialized research centres and labs. There are now 670 of them in colleges and institutes across the country; up an impressive 37 per cent from the previous year.

Funding for college applied research is also on the rise. The report found that colleges and institutes received $207 million in external funding in 2013-2014, up 12% from the previous year.

The latest federal budget also indicated that our efforts are paying off. It promised increased investments in a few important programs, such as an additional $5 million for the College and Community Innovation Program (CCI). It promised increased investments in key programs including the Tri-Council College and Community Innovation Program (CCI) and the Canada Foundation for Innovation College-Industry Innovation Fund for research infrastructure. CiCan will continue to advocate for further investments given the demand for these programs.

The potential for growth is still immense in the research sector, given that colleges and institutes still only receive 2.8% of annual federal research funding allocated to the higher education sector. However, it is becoming clear that governments and industries have taken notice that colleges and institutes have a key role to play in driving innovation in Canada.

PHOTOS:
TOP LEFT: JASON KENNEY SPEAKS AT CiCan’s DAY ON THE HILL
BOTTOM LEFT: RALPH GOODALE SPEAKS AT CiCan’s DAY ON THE HILL
TOP CENTRE: JINNY SIMS SPEAKS AT CiCan’s DAY ON THE HILL
BOTTOM RIGHT: DENISE AMYOT AT ALGONQUIN COLLEGE ON APPLIED RESEARCH DAY, LAUNCHING CiCan’s APPLIED RESEARCH REPORT
Champion: Advancing Our Members’ Interests - Continued

Getting Results for Colleges and Institutes

Throughout the year, CICan championed a number of issues on behalf of colleges and institutes. In its submission to the Standing Committee on Finance, the association focused on the following key priorities: infrastructure, skills development and increasing opportunities for vulnerable Canadians, applied research and labour market information. The association is pleased to report that there were some interesting gains in Budget 2015 for colleges and institutes, in particular for aligning skills to employers’ needs, improving labour market information and increasing applied research funding.

Budget 2015 announced a one-time investment of $65 million to business and industry associations which will allow them to work with willing post-secondary institutions to better align curricula with the needs of employers. This is an excellent opportunity for colleges and institutes to deepen their existing collaboration with business and industry. The government also reallocated $4 million over two years, starting in 2015-16, to support the launch of a new one-stop national labour market information portal.

The federal government also announced a $5 million increase to the College and Community Innovation (CCI) Program starting in 2016-17, increasing its budget to $55 million per year. Given the high demand for CCI Program grants CICan will continue to advocate for further increases going forward.

Improvements to the Canada Study Grants will be key to supporting accessibility for students looking to study at a college or institute. Beginning in 2016-2017, the Canada Student Grants will be made available to qualifying low- and middle-income students enrolled in educational programs with a minimum duration of 34 weeks. Previously, students had to be enrolled in an educational program with a minimum duration of 60 weeks to qualify. In January, the government also launched the Canada Apprentice loan, which will provide apprentices in Red Seal trades across Canada with access to interest-free loans. These loans will help apprentices address the costs they encounter during technical training, including educational fees, tools and equipment, living expenses and forgone wages.

College credentials were also recognized by Environment Canada who will fund the Science Horizons for Youth Internship program for college students and graduates. Funding comes from the Government of Canada, Youth Employment Strategy, and modifies the existing program for the next two years to include college students and graduates in science, technology, engineering and math (STEM) fields.

IN 2013-2014 COLLEGES AND INSTITUTES RECEIVED
$207 MILLION
IN EXTERNAL FUNDING FOR APPLIED RESEARCH PROJECTS;
UP 12% FROM THE PREVIOUS YEAR

PHOTO:
COLLEGE PRESIDENTS AND CICan INTERNATIONAL STAFF MEET WITH MINISTER OF INTERNATIONAL DEVELOPMENT CHRISTIAN PARADIS AND HIS PARLIAMENTARY SECRETARY, LOIS BROWN, TO TALK ABOUT INTERNATIONAL SKILLS DEVELOPMENT.
Continued Promotion of Colleges

CICan is a vocal champion of colleges and institutes and led several public relations initiatives throughout the year, building on its rebranding efforts. The association launched its first advertisement campaign as CICan with the slogan Colleges and institutes make Canada work. The ads circulated online and were featured in key national publications such as the Globe and Mail, Hill Times, Embassy, iPolitics and Canadian School Counsellor Magazine.

CICan’s communication team also collaborated with the Globe and Mail on a special information feature that introduced the college and institute advantage to its important readership. This provided a great opportunity for CICan members to share some of their extraordinary programs and values in one of Canada’s most respected newspapers.

CICan was also featured in a number of news stories, both in Canada and internationally, promoting the accomplishments of our members and championing priority policy issues.

CICan in the News

Between November 2014 and May 2015, CICan was mentioned on 359 separate occasions in international publications from:

ANTIGUA AND BARBADOS, AUSTRALIA, BELGIUM, CHINA, GERMANY, BAHAMAS, CHILE, FRANCE, GRENADA, INDIA, ITALY, JAMAICA, KOREA, NEW ZEALAND, NICARAGUA, PERU, SENEGAL, SINGAPORE, THE UNITED KINGDOM, THE UNITED STATES, AND VENEZUELA.

During the same period, CICan was also mentioned 143 times in publications across Canada.

Twitter Highlights

Since Sept 2014:

Total Followers: 1,784
Total Mentions: 866
Total New Followers: 530
Total Profile Visits: 14,413

Champion: Advancing our Members’ Interests - Continued

ABROAD

International Recruitment Campaign

CI Can’s International student recruitment campaign continued this year with missions to several countries and the launch last spring of internationalstudies.ca, a new website for international students looking to study in Canada.

Significant efforts were focused in China where CI Can led an important college delegation in October. Some 45 participants from 27 colleges, took part in this campaign and over 165 Chinese colleges, educational institutions and associations participated in five partnership meetings in four cities. Our Chinese partners also helped organize four information sessions on Canadian colleges that were attended by over 1000 Chinese high school and college students.

CI Can also led a delegation to Vietnam in March, and met with 27 educational organizations. CI Can will continue to work with members to expand college recruitment efforts in Vietnam in the upcoming year.

The association is also working to expand its recruitment in French West Africa and has developed a strategy to guide the approach, including working with local guidance counselors to educate them about colleges and institutes in Canada.

Over the course of two missions to Mexico, CI Can saw the clear demand for technical and professional education that has emerged.

CI Can signed an MOU with two Mexican associations of Technical Higher Education Institutions (ANUIES and ANUT) interested in our members’ approach to applied research, post-graduate certificates and diplomas and applied degree programs. Also, 10 CI Can members are participating in a pilot program, called Proyecta 10,000, which offers scholarships for Mexican students for 4-8 week courses.

OVER THE YEARS, CI Can HAS LAUNCHED OVER
800 PROGRAMS IN
100 COUNTRIES

internationalstudies.ca WEBSITE
Representing Canada's Colleges and Institutes Around the World

Throughout the year CICan was funded to take part in a number of prestigious international events and shared the Canadian experience. CICan President and CEO Denise Amyot took part in several high profile conferences and was an invited keynote speaker at the TAFE Directors Australian National Conference (August 2014), the International Congress on Vocational and Professional Education and Training in Switzerland (September 2014), the Southeast asian ministers of education organization (SEAMEO) Congress in Bangkok, Thailand (October 2014), the Education Forum for Asia conference in China (November 2014), TVET week in Abu Dhabi, UAE (January 2015) and the 25th Annual Conference of the European Association of Institutions in Higher Education in Portugal (March 2015). In December, Denise Amyot joined an official delegation to Colombia led by the Governor General, His Excellency the Right Honourable, David Johnston.

CICan, which hosts the pan-Canadian UNESCO-UNEVOC centre, was also represented at the UNESCO-UNEVOC Skills Summit in Bonn Germany (October 2014) where the association unveiled a report on Maximizing Opportunities for Disadvantaged and Low-skilled Learners. CICan was also present at the latest Sommet de la Francophonie in Senegal (November 2014) where it joined Minister of International Development and Minister for la Francophonie Christian Paradis in announcing the launch of its latest Education for Employment program.

WFCP

CICan also continued to host the secretariat of the World Federation of Colleges and Polytechnics (WFCP) as the association’s president and CEO remained the chair of the Federation. CICan was therefore very involved in organizing the WFCP’s world congress, which was held in Beijing, China, in November 2014. All members of CICan are automatically members of the WFCP and several of them took part in this important international event.

PHOTOS:
TOP: MARIE-JOSÉE FORTIN AND PRIME MINISTER STEPHEN HARPER AT THE SOMMET DE LA FRANCOPHONIE IN SENEGAL
RIGHT: LE CONGRÈS MONDIALE WFCP 2014 EN CHINE
BOTTOM LEFT: DENISE AMYOT JOINED A STATE DELEGATION IN COLUMBIA LED BY THE RIGHT HONOURABLE DAVID JOHNSTON, GOVERNOR GENERAL OF CANADA IN DECEMBER 2014
LEAD

LEADING ON NEW INITIATIVES

AT HOME

Indigenous Education Protocol

On December 3, 2014, CICan launched its Indigenous Education Protocol which underscores the importance of adopting the structures and approaches required to address Indigenous peoples’ learning needs and supporting the self-determination and socio-economic development of Indigenous communities. Since then, 27 of our members have signed the protocol; many of them with local Indigenous partners.

The Indigenous Education Protocol was developed by CICan’s Indigenous Education Committee, comprising college and institute representatives from across the provinces and territories, as well as through consultations held at the Serving Indigenous Learners and Communities Symposium in December 2013, and the CICan annual conferences in 2013 and 2014.

PHOTOS:
ABOVE: STUDENTS AT THE NATIVE EDUCATION COLLEGE IN BRITISH-COLUMBIA
RIGHT: COLLEGE PRESIDENTS FROM ACROSS THE COUNTRY SIGN THE CICan INDIGENOUS EDUCATION PROTOCOL
Entrepreneurship Symposium

CICan hosted its first Enabling Entrepreneurship Symposium from March 8-10, 2015 in collaboration with Quebec City’s Cégep Garneau. This was an opportunity for over 150 leaders from colleges and institutes, economic development organizations, industry, government agencies, foundations, and other key partners to discuss various ways of fostering entrepreneurship. This is a topic of increasing importance for our members and has been an area of growth for colleges and institutes across the country with the launch of several promising initiatives over the past few years.

CICan also took this opportunity to announce the winners of its first-ever Entrepreneurship Awards which recognize colleges and institutes’ excellence in promoting entrepreneurial values as a means of fostering innovation and supporting local economies.

Leadership Development

Leadership development for new and future leaders remains a priority for CICan, which is why in 2014, the association launched an important review of its entire leadership development program to introduce competencies into each leadership institute’s curriculum. Competencies will be integrated gradually starting in 2015.

In 2014, CICan launched three new institutes to provide more learning opportunities for staff and managers of colleges and institutes. The first International Education Leadership Academy was held last summer and was attended by twenty participants from across Canada who provided CICan with very positive feedback. The brand new leadership institute for Program Chairs along with a new Leadership Development Institute for Potential Deans and Directors in French will be held in June 2015.

The Presidents’ Academy, the National Executive Leadership Institute for Potential Vice-Presidents, and the Leadership Development Institute for Potential Deans and Directors were also held last summer.

A first Orientation for New Presidents was held in October. This was an opportunity for newcomers to the college and institute system to network with colleagues and to learn from longer-serving presidents who generously shared insights and best practices.

To complement all of these professional development opportunities, CICan has launched its first-ever series of webinars in both official languages. The first one took place in March and looked at the new Express Entry platform implemented by Citizenship and Immigration Canada.

PHOTOS:
TOP: WINNERS OF THE FIRST CICAN ENTREPRENEURSHIP AWARDS
MIDDLE: DENISE AMYOT AT THE ENTREPRENEURSHIP SYMPOSIUM
BOTTOM: PARTICIPANTS AT THE FIRST INTERNATIONAL EDUCATION LEADERSHIP ACADEMY
Social Finance

CICan is executing a funding agreement with Employment and Social Development Canada (ESDC) to act as an intermediary for the unique Essential Skills Social Finance (ESSF) pilot project. With the goal of generating private investment for the public good, CICan will leverage the principles and mechanisms of a Social Impact Bond (SIB) by raising up to $1.1M from private investors looking for a social and financial return.

This innovative initiative is the first national project of its kind in Canada and will help the federal government test whether the SIB model is an effective way to increase the essential skills levels of unemployed or displaced Canadians through a proven training intervention with four college and institute partners located across Canada (Douglas College, Saskatchewan Polytechnic, Confederation College and Collège Lionel-Groulx). The ESSF project will also help determine the market viability and optimal conditions for a social finance model to improve program and service delivery for Canadians.

ABROAD

CICan Leads Delegation to China

In October, CICan led an important delegation to China for the World Federation of Colleges and Polytechnics (WFCP) World Congress, followed by a series of visits to Chinese educational institutions to promote Canada’s college advantage in technical education for potential Chinese international students and to create bi-lateral partnerships. The association was joined by 45 delegates representing 27 member institutions and travelled to Beijing, Changsha, Guangzhou and Shenyang.

During the trip, CICan signed MOUs with the China Education Association of International Exchanges (CEAIE), China Association for Non-Government Education (CANGE) and Guangdong Provincial Department of Education (GDPE) to strengthen its ties with the Chinese post-secondary sector and encourage student mobility. Several members also took this opportunity to sign MOUs of their own with Chinese partners.

PHOTO:
MEMBERS OF CICAN’S DELEGATION TO CHINA POSE WITH CHINESE PARTNERS IN GUANGZHOU
CIIp Renewed for a Second Phase
On March 31, 2015, an agreement was signed with Citizenship and Immigration Canada authorizing the continuation of the successful Canadian Immigrant Integration Program (CIIp). In this new phase of the program, that will extend to 2017, CICan will work in collaboration with an important new partner: the International Organization for Migration (IOM, which administers the Canadian Orientation Abroad (COA) project). This partnership will expand pre-arrival services and ensure consistent curricula and materials worldwide.

THE CANADIAN IMMIGRATION INTEGRATION PROGRAM (CIIp) HAS SERVED OVER 30,000 IMMIGRANTS SINCE 2007

CIIp will also work with the Association des collèges et universités de la francophonie canadienne (ACUFC) to ensure that French-speaking immigrants destined for francophone minority communities have access to pre-arrival services that include connections to appropriate support services in Canada.

In partnership with more than fifty organizations, including twelve CICan members, CIIp has provided information, planning and linkages to over 30,000 prospective immigrants since 2007. This pre-arrival support has contributed to excellent integration outcomes for participants.

New EFE Program in Senegal
In March 2015, CICan obtained funding for a brand new EFE program in Senegal. Under the banner Private Sector Growth Through Education for Employment, this project will support the training of a skilled labour force in Senegal. This will be achieved by strengthening the capacities of Senegal’s ministry of Professional Training, Learning and Crafts thanks to Canadian expertise in professional and technical training.

This new program, valued at 20 million dollars for the next six years, will build on the excellent work initiated through the EFE Africa program. It is still in its early stage, but CICan is looking to initiate institutional partnerships for EFE Senegal next fall.

EFE AROUND THE WORLD:

12 CARIBBEAN COUNTRIES: 16 PARTNERSHIPS BETWEEN 15 CARIBBEAN AND 18 CANADIAN COLLEGES, 16 NEW OR RENEWED TVET PROGRAMS.

3 LATIN AMERICAN COUNTRIES: 19 PARTNERSHIPS BETWEEN 16 ANDEAN (7 BOLIVIAN, 4 COLOMBIAN, 8 PERUVIAN) AND 22 CANADIAN COLLEGES.

3 AFRICAN COUNTRIES: MORE THAN 30 PARTNERSHIPS ARE PLANNED FOR NEW PROGRAMS IN MOZAMBIQUE, SENEGAL, AND TANZANIA.

PHOTO:
FROM LEFT TO RIGHT: MICHEL GAGNON, CHIEF OF CANADIAN COOPERATION AND DIRECTOR OF THE SENEGAL INTERNATIONAL DEVELOPMENT PROGRAM, MARIE-JOSEE FORTIN, DIRECTOR OF INTERNATIONAL PARTNERSHIPS AT CICan, MAMADOU TALLA, SENEGAL’S MINISTER OF PROFESSIONAL TRAINING AND CRAFT TRADES AND CHRISTIAN PARADIS, CANADA’S MINISTER OF INTERNATIONAL DEVELOPMENT AND MINISTER FOR LA FRANCOPHONIE ANNOUNCE THE NEW EFE PROGRAM IN SENEGAL.
Building Partnerships and Creating Opportunities

AT HOME

Framework for collaboration with Universities Canada

On September 29, 2014, CICan signed a groundbreaking partnership agreement with Universities Canada (formerly AUCC). This historic framework to enhance innovative programs and partnerships underscores the importance of building opportunities and further leveraging partnerships between colleges/institutes and universities to prepare students for labour market success and for active engagement in a diverse and dynamic society, making Canada more competitive, prosperous and socially cohesive.

It also commits CICan and Universities Canada to actions to support member institutions in bringing the principles in the Framework to life and to further collaboration between the two associations in member initiatives, policy dialogue and communications.

PHOTOS:

Above: Langara College Campus
Right: CICan President and CEO Denise Amyot and Universities Canada President Paul Davidson signed a framework for collaboration on September 29

"Industry-college partnerships that advance innovation and move ideas from the lab to the marketplace more quickly are key to creating jobs and prosperity for Canadians."

— Ed Holder, Minister of State (Science and Technology), February 17, 2015
Collaboration with the Canadian Armed Forces

The Canadian Armed Forces College Opportunities Directory (CAFCOP) was rebranded earlier this year to become the Canadian Armed Forces-Accreditation, Certification, Equivalency (CAF-ACE) program and directory. The change marks increased investment and growth of the program within the Canadian Armed Forces. The CAF-ACE directory, which CICan administers in partnership with the Canadian Defence Academy, currently lists 16 occupations and over 116 recognized college programs.

This year also saw the development of the CICan Committee on Collaboration with the Canadian Armed Forces (4CAF), which is chaired by President Peter Devlin of Fanshawe College.

College Industry Coalition

CICan has continued work with its industry partners through the Industry College Coalition. The coalition was an active and important participant in CICan’s annual advocacy event, CICan on Parliament Hill. Members of the Industry Coalition participated throughout the day-long event and even accompanied CICan member presidents to meetings with senior level political staff and MPs. Their ability to corroborate the importance of investing in colleges was appreciated by both CICan members and MPs. The ongoing work of the coalition has focused on identifying the role that the Government of Canada should play in the development of accurate labour market information.
ABROAD

International MOUs

Over the last year, CICan has signed several memorandums of understanding (MOUs) with key international partners to facilitate partnerships between colleges and institutes, support student mobility and share Canadian expertise in technical education. In July, the association signed a letter of intent with Vietnam’s Khoi Nguyen Investment and Education Development Company (KNE). In October, CICan signed three MOUs in China with the China Education Association of International Exchanges (CEAIE), the China Association for Non-Government Education (CANGE) and the Guangdong Provincial Department of Education (GDPE). The association also signed a new MOU with India’s National Skill Development Corporation (NSDC) during a state visit led by Prime Minister Narendra Modi. CICan also facilitated the signing of 12 other MOUs between the NSDC and ten member institutions and two Canadian sector councils.

Continued Partnership with Brazil

CICan has a longstanding relationship with Brazil that continued this year with Science Without Borders (SWB). This project has already proven quite successful and continued to grow this year with 32 Canadian colleges across the country hosting 620 Brazilian SWB students.

CICan and its partners also wrapped up the Brazil-Canada Technological & Professional Fellowship Exchange pilot project (a.k.a. “teacher pilot”) in May 2014. A total of 43 Brazilian teachers came to Canada this year to learn about the Canadian education system, its delivery and its stakeholders. Placed in 19 colleges according to their areas of interest, Brazilian professionals observed the range of teaching technologies used in Canadian colleges and learned how applied research and innovation occurs. Building on this pilot, a proposal was finalized planning for 1,000 visiting fellows in Canada over the next few years.

620
Brazilian Students in
32
Member Institutions
in Canada

PHOTOS:
ABOVE: AN EXCHANGE STUDENT FROM BRAZIL EXPERIENCES HER FIRST CANADIAN WINTER
LEFT: CICan’S VICE-PRESIDENT OF INTERNATIONAL PARTNERSHIPS PAUL BRENNAN AND INDIA’S NSDC MD & CEO DILIP CHENONY SIGNED A NEW MOU ON APRIL 15
Ongoing EFE Programs
Several new partnerships were established this year under the Education for Employment (EFE) banner, CICan’s signature international development program approach. The development of the EFE Andes program continued with the creation of 16 new partnerships between Canadian Colleges and Technical Institutions in Bolivia, Colombia and Peru.

The Improving Skills Training for Employment Program (ISTEP) in Tanzania also continued this year. A work plan was recently approved for the second year of the program that should see the number of partnerships go from six to 13 to share expertise regarding the extractive and tourism sectors, as well as entrepreneurship.

CICan’s Skills Training in Mozambique (STEM) also saw some important developments this year as the association identified five institutions – two in Tete province, three in Cabo Delgado province – with which to partner. CICan also developed a Project Implementation Plan, a Gender Equality Strategy and Action Plan, as well as a Monitoring and Evaluation plan before launching a first round of requests for proposals in support of Mozambique’s mining sector.

CICan also signed an MOU with Colombia’s Servicio Nacional de Aprendizaje (SENA) in March to expand its EFE project partnership with SENA to other regions of the country and to a broader set of partnerships towards the future once a peace accord is finally signed. The MOU signing was featured in the national media.

EFE in the Caribbean also continued this year thanks to joint funding from the Department of Foreign Affairs, Trade and Development Canada (DFATD) and the United Kingdom’s Department for International Development (DFID). This partnership has allowed CICan to expand C-EFE to include the Youth Skills Development Programme (YSD), which prepares at-risk or disadvantaged 15 to 29 year old participants for further education and training. Seven colleges launched inception missions in the area this year and three new partnerships across six CARICOM countries started in April, 2015.

EFE in Numbers:

19
National Employer and Labour Organizations Engaged with the Education Sector to Address Skills Development Needs.

2,424
Students Trained or Currently Enrolled in Certificate or Diploma Programs.

54
Programs Developed or Revised in the Mining, Construction, Building and Public Works, Agriculture and Food Processing, Fisheries, Maritime and Port Management and Tourism Sectors.
A Renewed Corporate Commitment to our Members

With a new Director of member relations, CICan developed new strategic orientations to better meet members’ needs. This led to the development of a new value proposition, a member engagement strategy and a communications strategy all of which will guide the association’s activities in the years to come. The association also launched a new webinar series in the winter and organized several conferences for its members. This included a joint event with the Fédération des cégeps to discuss the unique challenges faced by colleges and cégeps in Quebec, an Immigration Integration Symposium to look at the ways colleges and institutes can support immigrants and a symposium on Serving Indigenous Learners and Communities to highlight the important work colleges and institutes from across Canada are doing to support Indigenous learners and their communities.

As part of this renewal, CICan also restructured some of its divisions by eliminating certain positions and creating a few others. This includes a new Director of Business Development and Social Finance, a new Manager of Operations for Brazil, a new Manager of Information Technology and Systems and a new Manager of External Relations. There were also several hires overseas in order to support the launch of new international programs and create new partnerships opportunities for Canada’s colleges and institutes. Our new structure better enables us to deliver quality programs and results to our members.
Employee Recognition

On January 26, CICan held its first ever Employee Recognition ceremony. Chantal Denis, CICan Board Chair and Director General of Cégep Saint-Jean-sur-Richelieu, was present to hand out awards recognizing years of service and distinction in the following areas inspired by our strategic plan: Lead, Champion, Partner, Excel, Volunteer, Spirit and Leadership.

What became quickly apparent is that CICan is lucky to have a tremendously loyal staff. Thirteen of our colleagues were recognized for 20 years or more of service within the association, while five more were recognized for an exceptional 25 years or more of service! Congratulations to Terry Anne Boyles, Joe Nogueira, Ramon Lashley, Elena Ceigua, and Debbie McDonald for reaching this incredible milestone.

Art Contest

CICan organized its second annual art contest for college and institute students. This was a great opportunity to showcase the talent of our students. Participation increased from the first year as we received over 120 submissions from across the country. The top prize went to Hayley Eisnor, a Creative Photography student at Hamilton's Mohawk College. Second and Third places went to Katrina Manigbas from Centennial College and Lorraine Kraayeenbrink from Lambton College. A President’s choice prize was also awarded to Laura Leah Traverse, General Arts and Science student at St-Lawrence College in Kingston. The winners will see their artwork showcased at the CICan secretariat in Ottawa.

Green Committee

In January, CICan staff created a new green committee to help the association adopt more sustainable practices around the office. The committee hosted a few events and lunch and learns including a videoconference with Tony Tilley, President of Fleming College who discussed some of the initiatives taken to create a greener campus. The committee also organized a green commuter challenge during Let’s Talk Energy week to encourage CICan employees to explore greener transportation options.
The accompanying summarized financial statements of Colleges and Institutes Canada are the responsibility of management. They have been derived from the Association’s complete financial statements which have been prepared in accordance with generally accepted accounting principles using information available to May 6, 2015, and management’s best estimates and judgements.

Management has developed and maintains a system of internal controls to provide reasonable assurance that all assets are safeguarded and to produce relevant, reliable and timely financial information, including the accompanying financial statements.

The Board of Directors discharges its duties relating to the financial statements primarily through the activities of its Audit Committee. The Audit Committee meets at least annually with management and the external auditors to review both the financial statements and the results of the audit examination with respect to the adequacy of internal accounting controls. The external auditors have unrestricted access to the Audit Committee. The Audit Committee also considers, for review by the Board of Directors, the engagement and re-appointment of external auditors.

The financial statements have been audited by KPMG LLP on behalf of the membership. The Audit Committee met on May 6, 2015 and recommended them for approval to the Board of Directors. The auditors’ report outlines the scope of their audit and their unmodified opinion on the financial statements. The complete financial statements will be available following approval by the Board of Directors.

Denise Amyot  
President and CEO

Ramon Lashley  
Vice President, Corporate Services

May 6, 2015
# COLLEGES AND INSTITUTES CANADA

## SUMMARIZED STATEMENT OF FINANCIAL POSITION

March 31, 2015, with comparative figures for 2014

<table>
<thead>
<tr>
<th>Assets</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>12,297,829</td>
<td>8,792,904</td>
</tr>
<tr>
<td>Investments</td>
<td>2,242,841</td>
<td>2,172,723</td>
</tr>
<tr>
<td>Capital Assets, net</td>
<td>1,232,196</td>
<td>1,226,770</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td><strong>$15,772,866</strong></td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td><strong>$12,192,397</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>13,213,740</td>
<td>9,669,338</td>
</tr>
<tr>
<td>Lease Inducements</td>
<td>243,866</td>
<td>265,384</td>
</tr>
<tr>
<td>Net Assets</td>
<td>2,315,260</td>
<td>2,257,675</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td></td>
<td><strong>$15,772,866</strong></td>
</tr>
</tbody>
</table>

## Summarized Statement of Operations

Year ended March 31, 2015, with comparative figures for 2014

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Revenue</td>
<td>28,848,409</td>
<td>17,595,611</td>
</tr>
<tr>
<td>Less: direct Project Expenses</td>
<td>23,353,043</td>
<td>12,926,594</td>
</tr>
<tr>
<td>Net project contribution</td>
<td>5,495,366</td>
<td>5,069,017</td>
</tr>
<tr>
<td>Membership fees</td>
<td>2,522,009</td>
<td>2,013,617</td>
</tr>
<tr>
<td>Other</td>
<td>404,817</td>
<td>825,416</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,422,192</td>
<td>7,908,050</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources</td>
<td>6,319,770</td>
<td>5,952,358</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>248,645</td>
<td>256,663</td>
</tr>
<tr>
<td>Other</td>
<td>1,796,192</td>
<td>1,692,457</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>8,364,607</td>
<td>7,901,478</td>
</tr>
<tr>
<td>Excess of revenue over expenses</td>
<td>$ 57,585</td>
<td>$ 6,572</td>
</tr>
</tbody>
</table>