

# Association of Canadian Community Colleges



Annual  
Report 2008-2009



Advocacy



Partnership



Marketing



Forum

Established in 1972, the Association of Canadian Community Colleges (ACCC) is the national and international voice of Canada's colleges, institutes, cégeps, university colleges, and polytechnics.

Association of Canadian Community Colleges  
Annual Report 2008-2009

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## Message from the Chair of the Board of Directors



**Marilyn Luscombe**  
**Chair,**  
**ACCC Board of Directors**

Three years ago, ACCC adopted a new, efficient, and nimble governance model. In parallel, we established some initial strategic priorities. In 2008, governance and strategy converged toward a new definition of our collective and corporate vision.

To define the nature of the Association's leadership and mission, the Board of Directors undertook a detailed and broad-based reflection on strategic directions. The exercise included a Presidents' Academy session, a Board-led process involving leaders from across the sector, regional meetings, facilitated retreats, and countless conversations. Our new strategic plan will be unveiled at the Annual General Meeting in 2009.

As the national voice of Canada's colleges, institutes, university colleges, polytechnics, and cégeps, ACCC must lead wisely and creatively. Integrating and amplifying the voices of our member institutions on the national stage, while recognizing our diversity, is the Association's challenge. Momentum grew in 2008 as we witnessed the remarkable power of our coordinated and collective action. Reinforcing this momentum will be our prime objective for the year ahead.

I congratulate our staff and our members for their dedication to the partnerships that made 2008 a year of exciting results, as well as renewed awareness of the value of our institutions and our graduates. More than ever, Canada's economic future depends heavily on our continued success.

## Message from the President & CEO

Our 2007-2009 Annual Report stated “our time has come. Canada’s colleges and institutes will be heard.” In 2008-2009 we were indeed heard. ACCC’s advocacy produced concrete benefits, notably a sizable federal fund for infrastructure repair, refurbishment, and expansion. A heightened profile within the parliamentary and bureaucratic circles and in the media positions us well for future campaigns.

We supported the formation of the Employers’ Coalition for Advanced Skills comprising industry associations whose members depend upon ACCC member institutions for advanced skills. Partnerships were established with Natural Resources Canada for solar industry curriculum development and with the Canadian International Development Agency to support advanced skills education in three areas: the Caribbean, Africa and the Andean Region. We worked with the Canadian Forces to channel more recruits to member institutions and maintained a close working relationship with Human Resources and Skills Development Canada.

We offered learning and networking symposia in applied research, early childhood education, fundraising, quality integration, finance and administration. The Annual Conference, hosted by the College of New Caledonia in Prince George, garnered favourable comment. Each event assembled our community and facilitated sharing of information and good practices.

We renewed our contribution to talent development and succession planning through our National Executive Leadership Institutes and the Presidents’ Academy.

This concludes my first full year of service as your President and CEO. I thank all participants for your patience and support in my wide-eyed explorations of your universe. I am particularly indebted to our Chair, Marilyn Luscombe, and to our Board of Directors for their wise counsel, encouragement, and enthusiasm.



**James Knight**  
**President & CEO**

# Board of Directors



Marilyn Luscombe  
President  
Selkirk College  
(ACCC Board Chair)



Stephanie Forsyth  
President  
Northwest Community  
College



Sharon Carry  
President  
Bow Valley College



Dr. Ralph Weeks  
President  
Medicine Hat College



Dr. Fay Myers  
President  
Parkland Regional  
College



Joel Ward  
President  
Assiniboine  
Community College



Dr. Howard Rundle  
President  
Fanshawe College



Anne Buller  
President  
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Director General  
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Vincent Guay  
Director General  
Cégep de Victoriaville



Jean Madill  
President  
College of the North  
Atlantic



Dr. Joan  
McArthur-Blair  
President  
Nova Scotia  
Community College



Garth Whyte  
Executive  
Vice-President  
Canadian Federation of  
Independent Business

# The Year in Brief

ACCC restructured to bring sharp focus to its main areas of activity: public affairs, Canadian partnerships, and international partnerships.

The **Public Affairs** Division is responsible for advocacy, communications, media relations, and leadership development. It showcases member expertise through awards of excellence, the annual conference, symposia, and publications, and sustains engagement in areas of common interest including rural, remote and northern colleges, metropolitan colleges, Aboriginal learners, immigrants, and applied research. The division liaises with federal officials, stakeholders, and sister organizations.

The power of concerted action was demonstrated when the 2009-2010 federal budget supported colleges and institutes by earmarking at least \$600 million over two years for their “repair, refurbishment, and expansion.” ACCC had studied infrastructure needs, submitted briefs, met key ministers and deputies, opposition critics, and the Prime Minister’s Office, while engaging in an aggressive media campaign. Member institutions supported the effort by conducting their own campaigns using shared messaging to strengthen the volume of the national voice.

In August, 2008, ACCC brought together 21 industry associations, including the Canadian Construction Association, the Canadian Chamber of Commerce, the Canadian Federation of Independent Business, Canadian Manufacturers and Exporters, the Canadian Labour Congress, the Canadian Health Care Association, and the Council of Chief Executives to press for investment in colleges and institutes to mitigate Canada’s crisis in advanced skills. The Coalition held a press event on Parliament Hill in September, 2008 in the midst of the election, and continues to support ACCC advocacy on advanced skills.

ACCC appeared before the House of Commons Standing Committee on Industry, Science and Technology, and urged the Government of Canada to ensure that federal granting councils direct more resources to applied research in colleges and institutes undertaken with private sector partners.

ACCC released a study by the US-based firm Economic Modeling Specialists Inc., on the *Economic Contribution of Canada's Colleges and Institutes* demonstrating that investments in college and institute education generate a rate of return of 15.1 percent for students and 15.9 percent for governments. ACCC member institutions released the same information to local media.

The Corporate Alliance program comprises partnerships with corporations that provide goods and services required by colleges and institutes. Corporate Alliance partners in 2008-2009 included Dell, Cisco Systems, Marsh, Microsoft Canada, RBC Royal Bank, and Sungard Higher Education.

Cisco Systems Inc. announced a new Information Technology Award of Excellence to encourage education and careers in Information Technology. Students entering the final year of a telecommunications or network related technology program were eligible for one of four \$1,000 scholarships.

ACCC released several studies: *Opportunities for Everyone: Programs and Services for Disadvantaged and Low Skilled Learners Offered at Colleges and Institutes; Apprentices Enrolled at Publicly Funded Canadian Colleges and Institutes – Profiles, Investments, and Perceptions; Post-Secondary Institutions as Healthy Settings – The Pivotal Role of Student Services; and, The Vice-Presidents' Competency Report: A Study on the Competencies Required by Vice-Presidents to be Effective Leaders.*

The College of New Caledonia in Prince George, British Columbia, hosted the ACCC 2008 Annual Conference. Holland College in Charlottetown, Prince Edward Island and Niagara College in Niagara Falls, Ontario will host the 2009 and 2010 Conferences.

Symposia hosted by ACCC focused on quality, friendraising/fundraising, finance and administrative services, applied research, early childhood education, and supporting the integration of immigrants into the Canadian employment market.

The National Executive Leadership Institutes for Potential Presidents and Potential Vice-Presidents, as well as the Presidents' Academy, were held in Parksville, British Columbia and Québec City, Québec respectively.



The ACCC Advisory Committee on College and Institute Statistics worked with Statistics Canada, Human Resources and Skills Development Canada, the Canadian Council on Learning, and the Council of Ministers of Education, Canada to facilitate improved gathering and analysis of college and institute data within the post-secondary education data framework.

ACCC earned considerable media attention for member institutions in addition to that supporting the infrastructure campaign: a full-page feature on skilled trades appeared in the *National Post*; the *Globe and Mail* produced two special reports on colleges and institutes; *Maclean's* published a feature on "Why College Grads Get Jobs" and included an article on colleges and institutes in its annual University Rankings issue; and, *Canadian Business* published a section on "New Knowledge for a New Economy" featuring colleges and institutes. In addition, ACCC president James Knight appeared frequently in the broadcast media.

*College Canada* magazine, redesigned to include advertising, received favourable comment. The first issue featured the crisis in advanced skills.

The introduction of a web-based employment section for colleges and institutes proved successful, with 494 positions posted.



With private and public sector partners, the **Canadian Partnerships** Division designs and implements self-sustaining initiatives to support the advanced skills agenda. It engages members in collaboration with employer organizations on various themes including entrepreneurship development, advancing the economic integration of newcomers, and facilitating innovation in learning.

In May, 2008, the Canadian Defence Academy signed a three-year agreement with ACCC to implement the Canadian Forces College Opportunities Program. The Program will identify courses and programs that meet Canadian Forces' occupational training requirements, accredit them, and support the placement of Canadian Forces' personnel in colleges and institutes. The Canadian Forces College Opportunities Directory was developed to enable ACCC members to highlight programs that respond to Canadian Forces' requirements. In partnership with the Canadian Forces Recruiting Group, ACCC facilitated career awareness programs for Navy and Air Force personnel.

In the penultimate year of a three-year agreement, the Sector Liaison Unit continued to support College/Institute-Sector Council partnerships. To-date, 18 partnerships have contributed to the development of college and institute curricula and programs and to the facilitation of academic and employment mobility across Canada.

In March, 2009, ACCC marked the end of 13 years of managing the Student Connections program, funded by Industry Canada under the Youth Employment Strategy. The Program hired over 1,600 students through 14 Student Connection Centres. The students delivered Internet and E-business training to 70,000 entrepreneurs and 14,000 seniors in the last six years of the program alone.

Natural Resources Canada awarded ACCC a contract to develop curriculum for the solar industry, which needs system designers and installers. Nine ACCC member institutions will develop curriculum that will be shared with colleges and institutes across Canada.

Through a project funded by Human Resources and Skills Development Canada (HRSDC), 25 colleges and institutes and as many local, regional, and provincial Chambers of Commerce worked together with 250 small- and medium-sized businesses to enhance the essential skills of their employees. HRSDC approved an additional project to support Aboriginal people, immigrants, and linguistic minorities in strengthening their essential skills and employability. The proposal was accepted, and in cooperation with 30 member institutions, the project will be launched in April, 2009.

ACCC continued to manage the Canadian Immigration Integration Project (CIIP), funded by HRSDC. Working in close collaboration with Citizenship, Immigration and Multiculturalism Canada (CIMC) and provincial governments, the CIIP aims to improve employment outcomes of skilled immigrants from China, India, and the Philippines through effective preparation prior to immigration. Partnership arrangements with ACCC member institutions, Sector Councils, immigrant-serving organizations, regulatory bodies, credential assessment agencies and employers provide immigrants with additional employment information, advice, and referrals. In 2008-2009, the Honourable Jason Kenney, Minister for CIMC, visited the ACCC project office in India and awarded a certificate to the 5,000th CIIP client. Extended until 2010, the CIIP attracted national and international media attention.

The **International Partnerships** Division affords opportunities for colleges and institutes to establish institutional linkages, to offer students learning opportunities abroad, to recruit foreign students, and to build the capacity of sister institutions in developing countries. Members are engaged through the policy, design, implementation, and evaluation stages.

In June, 2008, the Canadian International Development Agency (CIDA) allocated \$12 million to the Canadian College Partnership Program (CCPP), for a total of \$60 million from 2001 to 2012. These funds financed 12 scaling-up projects and 46 ongoing projects involving 41 Canadian colleges and institutes.

In October, 2008, ACCC and CIDA signed a new \$20 million contribution agreement for the implementation of the “Education for Employment” (EFE) program in Africa. The three-year program will provide opportunities for Canadian colleges and institutes to support private sector development by aligning education to employment opportunities in Mozambique, Senegal, and Tanzania. Through technical assistance and 30 institutional partnerships, the EFE program will support reforms to national technical and vocational education policies and structures, develop demand-driven, learner-centred programs that meet the needs of employers and the self-employed, and engage in national and international networking and information sharing.

CIDA commissioned ACCC to design two program proposals based on the EFE model. The first proposal focused on Bolivia, Colombia and Peru, and the second on the Commonwealth Caribbean. ACCC was also awarded an Asian Development Bank project, the Local Governance Support Program for Local Economic Development in the Philippines, which will run from 2008-2016.

With funding from HRSDC, ACCC organized two meetings for Chief Executive Officers of colleges and institutes in Canada, Mexico, and the US to discuss increased international mobility for students, and to explore an Open College Education Space of North America.

Ongoing bilateral CIDA-funded projects included the Business Development Services Support Project in Egypt, and the Decentralized Management of Skills Training Project in Ukraine.

Ongoing projects funded by the Asian Development Bank (ADB) included the Distance Education Partnership Program in Sri Lanka, the Quality Improvement through Organizational Development and Capacity Building Project and the Improving and Supporting Equitable Access to Quality Schooling project, both of which are in Bangladesh. Complementing this work was the addition of a new project, the Secondary Education Sector Development Project in Bangladesh, which will run until 2012.

To open doors for member colleges and institutes to compete in the competitive bidding system for future ADB loans and technical assistance projects, ACCC entered into several design and assessment contracts to: assist the Governments of Vietnam and Cambodia strengthen their technical and vocational education systems; and increase equity, quality, and access to secondary education in Sri Lanka through computer-assisted learning integration.

Funded by the Program for Export Marketing Development of Canada's Department of Foreign Affairs and International Trade, ACCC participated in two missions to India that enabled Canadian colleges and institutes to access potential markets, generate awareness of their expertise, and build partnerships. ACCC and eight member institutions participated in a marketing mission to the Inter-American Development Bank and the World Bank in Washington, DC.

Under a March, 2008, agreement between ACCC and the Chilean Ministry of Education, 70 graduate technicians received scholarships to study in Canada. Arriving in September, 2008, they undertook English language training and skills upgrading in financial management, tourism, culinary arts, aquaculture and mining technology in New Brunswick Community College - St. Andrews, New Brunswick Community College - Moncton, Conestoga College Institute of Technology and Advanced Learning, Niagara College, Red River College, Parkland College, and College of the Rockies.

The Empowering One Thousand Women Project was launched in November, 2008 in Brazilia, Brazil. A Brazilian delegation to Canada selected partner institutions in the following program areas: tourism (Niagara College, Collège Montmorency, George Brown College), fashion (New Brunswick College of Craft and Design, Cégep Marie-Victorin), culinary and food processing (Red River College, Cégep régional de Lanaudière), handicrafts and recycling (New Brunswick Community College), and fisheries (Cégep de la Gaspésie et des Îles and Nova Scotia Community College). The goal is to build the capacity of a number of Brazil's Federal Centres of Technological Education to develop the tools, techniques, and curricula that link training with employers, enabling disadvantaged women to gain employment.

In June, 2008, ACCC, in collaboration with the Ministry of Education and Training of Vietnam (MOET), organized the Canada-Vietnam Partnership Symposium on Technical and Professional Education to capture the lessons of 17 Canadian projects in Vietnam. The symposium identified the need to strengthen 15 community colleges in Vietnam to provide the human resources required by a growing market economy. In March, 2009, MOET invited ACCC to develop and deliver a professional development symposium for the presidents of these institutions.

ACCC worked with the Department of Foreign Affairs and International Trade, the Council of Ministers of Education Canada, and other national post-secondary associations to brand Canadian education in the international marketplace.



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## **AUDITORS' REPORT TO THE MEMBERS**

The accompanying summarized statement of financial position and summarized statement of operations are derived from the complete financial statements of the Association of Canadian Community Colleges as at March 31, 2009 and for the year then ended on which we expressed an opinion without reservation in our report dated April 24, 2009. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Chartered Accountants, Licensed Public Accountants

Ottawa, Canada

April 24, 2009

The **Corporate Services** Division delivers services in common to all divisions including human resources, information technology, administration, financial control, and facilities. It implements procedures across in accordance with a Quality Policy Manual and ISO 9001: 2000 Standards.

Serving Canada's colleges, institutes, cégeps,  
university colleges and polytechnics

Au service des collèges, instituts, cégeps, collèges  
universitaires et collèges polytechniques du Canada



Established / Fondée en 1972

## Association of Canadian Community Colleges

### MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying summarized financial statements of the Association of Canadian Community Colleges are the responsibility of management. They have been derived from the Association's audited financial statements which have been prepared in accordance with generally accepted accounting principles using information available to April 24th, 2009, 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 approved by the Board of Directors and have been audited by KPMG LLP on behalf of the membership. The auditors' report outlines the scope of their audit and their opinion on the financial statements.



James Knight  
President and CEO



Ramon Lashley  
Vice President, Corporate Services

April 24, 2009



# ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

## Summarized Statement of Financial Position

March 31, 2009, with comparative figures for 2008

	2009	2008
<b>Assets</b>		
Current assets	\$ 6,456,151	\$ 4,988,283
Investments	1,724,341	1,723,011
Capital assets, net	208,142	220,336
	<u>\$ 8,388,634</u>	<u>\$ 6,931,630</u>
<b>Liabilities and Net Assets</b>		
Current liabilities	\$ 6,323,862	\$ 4,723,309
Lease inducements	30,436	46,918
Net assets	2,034,336	2,161,403
	<u>\$ 8,388,634</u>	<u>\$ 6,931,630</u>

## Summarized Statement of Operations

Year ended March 31, 2009, with comparative figures for 2008

	2009	2008
<b>Revenue:</b>		
Projects	\$ 21,416,482	\$ 22,289,612
Less: direct project expenses	16,785,087	17,233,104
Net project contribution	4,631,395	5,056,508
Membership fees	1,511,579	1,444,920
Other	524,035	364,867
	<u>6,667,009</u>	<u>6,866,295</u>
<b>Expenses:</b>		
Human resources	5,342,947	5,340,775
Amortization of capital assets	92,455	99,988
Other	1,291,683	1,311,102
	<u>6,727,085</u>	<u>6,751,865</u>
Excess (deficiency) of revenue over expenses	<u>\$ (60,076)</u>	<u>\$ 114,430</u>

# Members

## **British Columbia**

Camosun College  
Capilano University  
Columbia College  
Douglas College  
Justice Institute of British Columbia  
Kwantlen Polytechnic University  
Langara College  
College of New Caledonia  
Nicola Valley Institute of Technology  
North Island College  
Northern Lights College  
Northwest Community College  
Okanagan College  
College of the Rockies  
Selkirk College  
Vancouver Community College  
Vancouver Island University

## **Yukon**

Yukon College

## **Alberta**

Bow Valley College  
Grande Prairie Regional College  
Grant MacEwan College  
Keyano College  
Lakeland College  
Lethbridge College

Medicine Hat College  
Mount Royal College  
NorQuest College  
Northern Alberta Institute of Technology  
Northern Lakes College  
Olds College  
Portage College  
Red Deer College  
SAIT Polytechnic

## **Northwest Territories**

Aurora College

## **Manitoba**

Assiniboine Community College  
University College of the North  
Red River College  
École technique et professionnelle, Collège  
universitaire de Saint-Boniface  
Winnipeg Technical College  
Yellowquill College

## **Nunavut**

Nunavut Arctic College

## **Saskatchewan**

Carlton Trail Regional College  
Cumberland Regional College  
Great Plains College

North West Regional College  
Northlands College  
Parkland College  
Saskatchewan Indian Institute of Technologies  
Saskatchewan Institute of Applied Science and  
Technology  
Southeast Regional College

### **Ontario**

Algonquin College  
Collège Boréal  
Cambrian College  
Canadore College  
Centennial College  
La Cité collégiale  
Conestoga College Institute of Technology and  
Advanced Learning  
Confederation College  
Durham College  
Fanshawe College  
Fleming College  
George Brown College  
Georgian College  
Humber College Institute of Technology and  
Advanced Learning  
Lambton College  
Loyalist College  
The Michener Institute for Applied Health  
Sciences  
Mohawk College

Niagara College  
Northern College  
St. Clair College  
St. Lawrence College  
Sault College  
Seneca College  
Sheridan College Institute of Technology and  
Advanced Learning  
Université de Guelph, Campus d'Alfred  
University of Guelph, Kemptville Campus

### **Québec**

Cégep de l'Abitibi-Témiscamingue  
Cégep André-Laurendeau  
Collège André-Grasset  
Cégep de Baie-Comeau  
Champlain Regional College  
Cégep de Chicoutimi  
Dawson College  
Cégep de Drummondville  
Collège Édouard-Montpetit  
Collège François-Xavier-Garneau  
Cégep de la Gaspésie et des Îles  
Collège Gérald-Godin  
Heritage College  
Institut de technologie agroalimentaire,  
campus de La Pocatière  
Institut de technologie agroalimentaire,  
campus de Saint-Hyacinthe  
Cégep John Abbott College

# Members

Cégep de Jonquière  
Cégep de La Pocatière  
Collège Laflèche  
Collège LaSalle  
Cégep Limoilou  
Collège Lionel-Groulx  
Collège de Maisonneuve  
Marianopolis College  
Cégep Marie-Victorin  
Cégep de Matane  
Collège Montmorency  
Cégep de l'Outaouais  
Cégep régional de Lanaudière  
Collège de Rosemont  
Cégep de Sainte-Foy  
Cégep de Saint-Félicien  
Cégep de Saint-Hyacinthe  
Cégep Saint-Jean-sur-Richelieu  
Cégep de Saint-Laurent  
Cégep de Sept-Îles  
Collège Shawinigan  
Cégep de Sherbrooke  
Cégep de Trois-Rivières  
Vanier College  
Cégep de Victoriaville  
Cégep du Vieux-Montréal

## **New Brunswick**

New Brunswick Community College  
Collège Communautaire du Nouveau-Brunswick

## **Newfoundland and Labrador**

College of the North Atlantic  
Marine Institute  
Centre for Nursing Studies

## **Nova Scotia**

Cape Breton University  
Nova Scotia Agricultural College  
Nova Scotia Community College  
Université Sainte-Anne - Collège de l'Acadie

## **Prince Edward Island**

Holland College  
Collège Acadie Î.-P.-É.

# Associates

Alberta Association of Colleges and Technical Institutes  
American Association of Community Colleges  
Association of Saskatchewan Regional Colleges  
Atlantic Provinces Community College Consortium  
Canadian Association of Student Financial Aid Administrators  
Colleges Ontario  
Forum for International Trade Training  
La Fédération des Cégeps  
Tra Vinh University College

# Association of Canadian Community Colleges



## Annual Report 2008-2009

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