



2007-2008

Annual Report

Association of Canadian Community Colleges



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.

Advocacy

Partnerships

Marketing

Forum

Association of Canadian Community Colleges
Annual Report 2007-2008

Translation by: Yvon Lepage

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Message from the Chair

As Chair of the Board, it has been an honour to work with committed and dynamic Directors and a strong Secretariat during a period of leadership transition and renewal, record membership growth, and the focusing of our strategic vision.

The 2007-2008 year brought James Knight to the Association as President. Jim's track record of leadership with the Federation of Canadian Municipalities bodes well for the future. He will lead the drive to achieve our goals of results-oriented advocacy and heightened awareness of the critical social and economic roles of Canada's colleges, institutes of technology, university colleges, cégeps, and polytechnics.

We continued to strengthen partnerships with other national organizations, government departments, business leaders and the media to elevate the skills crisis to the forefront of Canada's agenda for continued prosperity, productivity and social development. ACCC member institutions are the key players for workforce development. We must increase awareness of their contributions and needs.

Recent advocacy successes in research and development and the increased social transfer for post-secondary education must be supplemented with targeted action to recapitalize our institutions. Our needs range from facilities, to technical equipment to renewing our faculty.

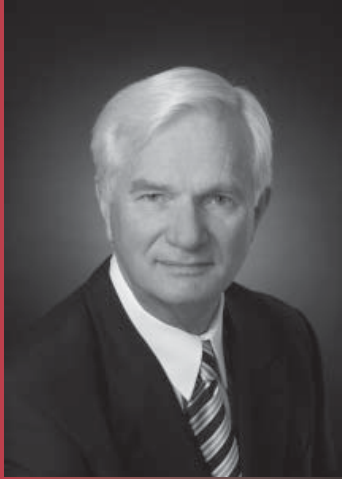
This Annual Report for 2007-2008 presents an overview and highlights of the work of ACCC in the many areas of service to members.

To strengthen the key mandate of ACCC, I call on all members to lend their voices in support of an aggressive national advocacy and media awareness strategy in the year ahead.

Together, we will unveil Canada's best kept secret – colleges, institutes of technology, university colleges, cégeps, and polytechnics – as the solution to the skills and labour market challenges faced by Canada.



Marilyn Luscombe
Chair,
ACCC Board of Directors



James Knight
President
and CEO

Message from the President

Entering the college and institute system from another sector has been a voyage of discovery. A complex, multi-layered world that thrives on diversity, responsiveness, social justice and entrepreneurial dynamism has revealed itself. As President since November, 2007, I am now immersed in this world and have a deep appreciation of its fortitude and ingenuity.

After ten years at the helm, my predecessor, Gerry Brown, embarked on a new journey. His leadership endures in the dedication of staff, in an efficient Board, in sustainable partnerships, and in the commitment of the membership.

As the lead advocate for 150 colleges, institutes of technology, university colleges, cégeps, and polytechnics, the Association witnessed two important successes in 2007-2008: an \$800,000,000 increase in the Social Transfer for post-secondary education and a \$48 million pilot fund with the Natural Sciences and Engineering Research Council for the College and Community Innovation Program.

We nurtured partnerships with many federal departments and agencies. A highlight was the strategic discussion with the Canadian International Development Agency regarding the new Education for Employment Program, the successor to the Canadian College Partnership Program.

Forums and networking events included the Annual Conference, hosted by 12 area colleges and cégeps in Montréal, and specialized symposia on applied research, rural and remote Aboriginal communities, environmental sustainability, serving disadvantaged learners, emergency preparedness, and international development.

We are heading into a challenging year. Building on the past, we must reposition for the future. The “value added” of all activities must be assessed and the path forward collaboratively defined.

The prime task is to position our institutions as the response to public concern about the skills crisis, social justice and our common economic future. My optimism resides in our sector’s unique strengths in all three areas. We must transform ourselves from Canada’s “best kept secret” to its “top educational resource.”

In my opinion, our time has come. Canada’s colleges and institutes will be heard.

Board of Directors 2007-2008



Marilyn Luscombe
President
Selkirk College
(ACCC Board Chair)



Susan Witter
President
Douglas College



Sharon Carry
President
Bow Valley College



Irene Lewis
President and CEO
SAIT Polytechnic



Robert McCulloch
President and CEO
Saskatchewan Institute
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Technology



Joel Ward
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Community College



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Director General
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Brian McMillan
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Holland College



Joan McArthur-Blair
President
Nova Scotia
Community College



Garth Whyte
Executive Vice-President
Canadian Federation of
Independent Business



ACCC is the national and international voice of Canada's colleges, institutes of technology, cégeps, university colleges, and polytechnics.

Established in 1972, the Association is a membership-based organization, representing 150 post-secondary colleges, institutes of technology, university colleges, cégeps, polytechnics, 900 campuses and 1.5 million full- and part-time students.

The mission of the Association is to provide leadership in supporting member institutions in their provision of life-long learning opportunities which promote individual development and that of society and the economy.

The Association is mandated to:

- Act as an advocate for member institutions, including policy advice to government in the area of human resources development and in areas which impact on life-long learning;
- Encourage partnerships among institutions, other agencies and organizations;
- Provide a forum in which member institutions share insight and experience and also learn from each other; and,
- Market the capabilities and capacity of member institutions to meet the education and training needs of Canada and other countries.

The Association's secretariat is located in Ottawa. It operates with a staff complement of 62 professionals, as well as seven employees on assignment in field offices in China, Egypt, India, and the Philippines. The Secretariat provides services to the Association's membership through three main divisions: member services and public policy, partnerships, and business development and technical cooperation.

Advocacy

ACCC is an advocate for member institutions, and gives policy advice to government in the areas of human resources development, skills training, and life-long learning. As the national voice of Canada's colleges and institutes, the Association's advocacy is linked with partnership, forum, and marketing activities. **Advocacy successes in 2007-2008 are listed below.**

- The Government of Canada announced long-term funding for the College and Community Innovation Program (CCI) to be administered through the Natural Sciences and Engineering Research Council in collaboration with the Social Sciences and Humanities Research Council and the Canadian Institutes of Health Research. The first competition to fund college/industry partnerships was launched in early 2008. CCI was a breakthrough: the Government of Canada recognized the innovation, applied research and development capacity of colleges and institutes for the first time.
- A \$800 million increase in the Canada Social Transfer for post-secondary education announced in the 2007 federal budget constituted a step forward. Federal funding for equipment and deferred maintenance remains a priority.
- ACCC signed an agreement with the Construction Sector Council to promote training and education of the next generation of skilled tradespeople.
- Continuing the call for a Pan-Canadian Workforce Development Agenda and recognition of the role that member institutions in Canada's innovation, science, and technology agendas, the Association was invited to appear before the House of Commons Standing Committee on Industry, Science, and Technology.
- The Association was invited by the Department of Foreign Affairs and International Trade to conduct research and make recommendations on how the Government of Canada can redesign scholarship programs to support increased participation by college and institute students in Canada and abroad.

Advocacy

- Appearing before the Standing Committee on Human Resource Development and the Status of Persons with Disabilities, the Association presented recommendations on education and employability issues.
- The Association encouraged member institutions to participate in public consultations held by the Government of Canada on the challenges faced by displaced older workers, including the need for improved training and enhanced income support.
- The Association submitted a report to the Aboriginal Affairs Directorate of Human Resources and Social Development Canada on programming under the Aboriginal Skills and Employment Partnership Program.
- *Investing for Economic Prosperity*, the Association's Brief to the House of Commons Standing Committee on Finance, was submitted in August, 2007.
- A presentation on post-secondary enrollment was made at a Human Resources and Social Development Canada roundtable in November, 2007. The presentation focused on the challenge of quantifying and planning for the growing demand for training by a wide variety of learners given the lack of national statistical data on college and institute enrollment.
- The Association presented a Brief on Rural Poverty to the Standing Senate Committee on Agriculture and Forestry. Joining the Senate Standing Committee on Agriculture and Forestry in a roundtable on Rural Poverty and Education, the Association stressed the role of member institutions in community economic development, literacy, Aboriginal education and training. The success of the Rural Knowledge Clusters Pilot initiative and the importance of expanding it to other institutions was emphasized.
- The Association's College/Institute Statistics Committee, funded by a grant from the Canadian Council on Learning, continued to work with Statistics Canada, the Council of Ministers of Education Canada, Human Resources and Social Development Canada and the Canadian Council on Learning to generate national level data on the college and institute system.

Advocacy

- The Association contributed to the Advisory Committee on Post-Secondary Education to the Chief Statistician of Canada, and participated in a roundtable on post-secondary education statistics held by the Council of Ministers of Education Canada.
- The Association joined the Conference Board of Canada's Leaders' Panel on Innovation Based Commerce which is articulating Canada's competitive advantages and creates frameworks applicable to other sectors.

Partnership

The Association builds national and international partnerships among institutions, agencies, organizations, and governments. **Highlights of the year follow.**

- The Association submitted a proposal to the Canadian International Development Agency for a five-year Education for Employment program that will build upon the strengths of the recent Canadian College Partnership Program which ran from 2002-2007. The proposal focuses on adjusting education and training to the needs of the market and on building the productive capacity and entrepreneurial ethos in six partner countries, and surrounding country networks. The proposal was well-received and is currently under evaluation. In the meantime, an extension of the Canadian College Partnership Program was awarded by the Canadian International Development Agency to fund 73 existing projects as they wind down and scale up 15-20 new projects.
- The Corporate Alliance Program comprises partnerships with large corporations which provide goods and services considered critical to the effective functioning of colleges and institutes. Partner contributions in 2007-08 included Dell sponsorship of the ACCC Annual Conference and recognition of the ACCC Awards of Excellence winners; increased funding for the CISCO-ACCC Technology Scholarship for Women; sponsorship and participation in the ACCC Emergency Preparedness Management Symposium by Marsh Canada; meetings between Microsoft and Deans of Information Technology and students during Microsoft's cross-Canada TechNet tour; RBC Royal Bank's offer of financial solutions for colleges and institutes; and, SunGard Higher Education's software systems related to student, human resources, financial and enrollment management.
- In light of the rapidly growing interest of member institutions in increasing student and faculty international mobility, to strengthen the internationalization of curricula, and to promote college and institute expertise through personal relationships with overseas students, institutions and governments, the Association continued to seek federal support for International Academic Mobility Programs. With the support of Human Resources and Social Development Canada, the Association established linkages with appropriate organizations in Mexico, the United States, England, Scotland, Ireland, France, Belgium, Denmark, and Holland. In addition, five capacity building seminars, involving 45 member institutions, were held in Canada. Planning began for a joint European Union-Canada college and institute forum as well as a North America forum. An Advisory Committee of eight member institutions experienced in international academic mobility was established.

Partnership

- The Association continued to work with the National Sector Councils to address issues related to education and training. In 2007-08, the ACCC Sectoral Liaison Unit, with the support of Human Resources and Social Development Canada, focused on 14 partnerships to enhance the coordination of the college/institute network in assessing sectoral labour market challenges and to increase the relevance and responsiveness of the network to emerging sectoral needs and requirements.
- A third project in Essential Skills, funded by Human Resources and Social Development Canada, was launched by the Association. *The Challenges of Essential Skills and SMEs: Canadian Colleges and Chambers of Commerce Join Forces* focuses on supporting small- and medium-size enterprises by having colleges and institutes help integrate Essential Skills into their human resource practices.
- The Association signed a technical collaboration agreement with the National Corporation for Development of Indigenous People of Chile, on November 29, 2007. Canadian colleges and institutes will assist the indigenous community of Chile in developing technical education training programs that focus on the inclusion of cultural practices.
- The Student Connections program, funded by Industry Canada as part of the Youth Employment Strategy and administered by the Association, supported 14 Student Connection Centres in hiring 300 students to deliver Internet and e-business training to over 13,000 small- and medium-sized enterprises and seniors.
- The Association continued to lead the Young Adults Work Group for the Health and Learning Knowledge Centre of the Canadian Council on Learning. As a consortium of 17 organizations and associations, the Young Adults Work Group is a network supporting young adults in health and learning through knowledge exchange and dissemination among organizations and providers who serve young adults. The Association produced a report entitled *Post-secondary Institutions as Healthy Settings – The Pivotal Role of Student Services*.
- Funded by the Canadian International Development Agency, the *Empower One Thousand Women – Education, Citizenship, and Sustainable Development Project* involves a four-year partnership between the Association and the Brazilian Ministry of Education to facilitate the contribution of Canadian colleges and institutes to the capacity development of Brazil's Centros Federal de Educação Tecnológica system. The goal is to develop techniques and curricula to provide disadvantaged women with access to the workforce. A Brazilian delegation visited seven member institutions in three provinces to study the Canadian college and institute system.

Partnership

- The Association secured a two-year extension to the Canadian Immigration Integration Project (CIIP). Funded by Human Resources and Social Development Canada and implemented by the Association in collaboration with Citizenship and Immigration Canada, provincial governments and other stakeholders, CIIP aims to improve the labour market outcomes of skilled immigrants from China, India, and the Philippines through effective preparation overseas. Two thirds of the 3,000 registered CIIP clients indicated that they planned to upgrade their knowledge and skills upon arrival in Canada. Many are immediately referred to appointed colleges or institutes in the province of destination for information, advice, and onward referral. The CIIP attracted considerable attention throughout the year, with Radio Canada International webcasting a series on CIIP - India.
- Eight bilateral projects in Egypt, Ukraine, Bangladesh, and Sri Lanka funded by the Asian Development Bank, the Canadian International Development Agency, the World Bank and the Department of Foreign Affairs and International Trade were implemented by the Association and its member institutions. All projects focus on areas of Canadian college and institute expertise in technical and vocational education and training. Two projects in Sri Lanka and one in Bangladesh were completed.

Forum

The Association's conferences, symposia, and affinity group/network meetings provide a venue for the exchange of knowledge among members, help inform the Association's advocacy, and showcase member capacity to government and partners. **Highlights are noted below.**

- The Annual Conference was held in Montréal, Québec, attracting 800 delegates from the Canadian and international post-secondary milieu.
- Symposia focused on:
 - strategies for meeting the educational needs of Aboriginal learners in rural and remote communities
 - environmental sustainability
 - serving disadvantaged learners
 - applied research
 - institutional emergency preparedness
 - immigration
 - practical nursing education
 - international human resource development and technical and vocational education
 - technical and professional education partnerships between Canada, Chile, and other Latin American countries
 - early childhood education and training
- Leadership development institutes included:
 - National Executive Leadership Institute for Potential Vice-Presidents
 - Vice-Presidents Network Symposium
 - Vice-Presidents' Academy
- Other specialized fora included meetings of Sectoral Affinity Groups, supported by the Association's Sectoral Liaison Initiative with Human Resources and Social Development Canada.

Celebrating Excellence

- Sponsored by Dell, the Annual Awards of Excellence were presented.
 - *Student Leadership Excellence*: Cheri Corbiere, Cambrian College
 - *Staff Excellence*: Hélène Allaire, Learning Consultant, Cégep Marie-Victorin
 - *Teaching Excellence*: Victoria Digby, Professor and Coordinator, School of Business and Management, Fanshawe College
 - *Program Excellence*: International Project Management, Humber College Institute of Technology and Advanced Learning
 - *Leadership Excellence*: Katherine Janzen, Associate Vice-President, Research and Innovation, Seneca College
- The ACCC College Presidents' Network Award was presented.
 - *Distinguished Service*: Gerry Brown, former President, Association of Canadian Community Colleges
- The Association co-sponsored the Huguette-Labelle Award for Excellence in Youth Programming. This year's winners were:
 - George Brown College: Early Childhood Development – From Standards to Practice Project, Jamaica
 - Collège Montmorency: Functional Rehabilitation of Conflict Victims in Casamance, Senegal
- With CISCO, the Association awarded the 2007-2008 CISCO/ACCC Technology Scholarship for Women to:
 - Natalie Melanson, New Brunswick Community College, Moncton
 - Kathryn Young, Conestoga College Institute of Technology and Advanced Learning
 - Suyeon Song, George Brown College
 - Monica Ausderau, Georgian College
 - Natalie De Filippis, Humber College Institute of Technology and Advanced Learning
 - Donna Pearce, SAIT Polytechnic

Marketing

The Association markets the capabilities of member institutions to meet the education and training needs of Canada and other countries. While closely aligned with the Association's advocacy activities, **the marketing highlights of the year are noted below.**

- The Association produced an issue of *College Canada* showcasing 61 examples of college and institute collaborative capacity in different sectors.
- The Association provided the lead article for *The 2008 Guide to Colleges* published in November, 2007 by the Perspective Group.
- The Association collaborated on an insert entitled *New Knowledge for a New Economy* published in *Canadian Business*.
- A *Macleans'* Advertising Supplement published on October 15th, 2007, offered stories on "Why College Grads Get Jobs" with information provided by the Association.
- The Association negotiated the Chilean Technical Graduate Scholarship to allow graduates to study in Canada for one year to learn or improve their linguistic skills as well as their technical training.
- With the support of the Program for Export Market Development with the Department of Foreign Affairs and International Trade, the Association facilitated a study tour for member institutions to the Dominican Republic, and a study tour for Dominican partners to six Canadian institutions. The Association signed a Memorandum of Understanding with Dominican Republic's INFOTECH to support future partnerships with Canadian colleges and institutes.
- A college and institute perspective on *Refocusing on the Americas* was submitted to the House of Commons Foreign Affairs and International Trade Committee. The Association outlined the benefits of a funded facility to support educational exchanges with countries such as Chile, Brazil, Mexico, Argentina, and Costa Rica, which are ineligible for Canadian International Development Agency funding.

Marketing

- To promote the expertise and experience of Canadian colleges and institutes in health training, representatives of the Association attended the First Global Forum on Human Resources for Health held in Kampala, Uganda.
- The Association joined the Canadian delegation to a pan-African Conference on Geomatics – AfricaGIS. Organized by Natural Resources Canada, the Canadian Space Agency, Foreign Affairs and International Trade Canada, the Canadian delegation promoted the skills and training specializations of Canadian colleges and institutes.



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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, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated April 25, 2008. 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a long, horizontal, slightly curved line that underlines the text.

Chartered Accountants, Licensed Public Accountants

Ottawa, Canada

April 25, 2008

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 25th, 2008, 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



Ramon Lashley
Director - Corporate Services

April 25, 2008

ASSOCIATION OF CANADIAN COMMUNITY COLLEGES

Summarized Statement of Financial Position

March 31, 2008, with comparative figures for 2007

	2008	2007
Assets		
Current assets	\$ 4,988,283	\$ 8,306,841
Investments	1,723,011	1,621,032
Capital assets, net	220,336	248,246
	\$ 6,931,630	\$ 10,176,119

Liabilities and Net Assets

Current liabilities	\$ 4,723,309	\$ 8,088,360
Lease inducements	46,918	63,400
Net assets	2,161,403	2,024,359
	\$ 6,931,630	\$ 10,176,119

Summarized Statement of Operations

Year ended March 31, 2008, with comparative figures for 2007

	2008	2007
Revenue:		
Projects	\$ 22,289,612	\$ 21,938,944
Less: direct project expenses	17,233,104	17,718,000
Net project contribution	5,056,508	4,220,944
Membership fees	1,444,920	1,417,046
Other	364,867	384,716
	6,866,295	6,022,706
Expenses:		
Human resources	5,340,775	4,642,705
Amortization of capital assets	99,988	113,056
Other	1,311,102	1,180,352
	6,751,865	5,936,113
Excess of revenue over expenses	\$ 114,430	\$ 86,593

Members

British Columbia

Camosun College
Capilano College
Columbia College
Douglas College
University College of the Fraser Valley
Justice Institute of British Columbia
Kwantlen University College
Langara College
Malaspina University-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

Yukon

Yukon College

Alberta

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

Lethbridge College
Maskwachees Cultural 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

Members

Saskatchewan

Carlton Trail Regional College
Cumberland Regional College
Cypress Hills Regional College
North West Regional College
Northlands College
Parkland Regional College
Prairie West Regional College
Saskatchewan Indian Institute of Technologies
Saskatchewan Institute of Applied Science and
Technology
Southeast Regional College

Ontario

Collège d'Alfred
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
George Brown College
Georgian College
Humber College Institute of Technology and
Advanced Learning

Kemptville College
Lambton College
Loyalist College
The Michener Institute for Applied Health
Sciences
Mohawk College
Niagara College
Northern College
Ridgetown College
St. Clair College
St. Lawrence College
Sault College
Seneca College
Sheridan College Institute of Technology and
Advanced Learning
Fleming College

Québec

Cégep de l'Abitibi-Témiscamingue
Collège Ahuntsic
Cégep André-Laurendeau
Collège André-Grasset
Cégep de Baie-Comeau
Collège de Bois-de-Boulogne
Champlain Regional College
Cégep de Chicoutimi
Dawson College
Cégep de Drummondville
Collège Édouard-Montpetit
Collège François-Xavier-Garneau

Members

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
John Abbott College
Cégep de Jonquière
Cégep de La Pocatière
Collège Laffèche
Collège LaSalle
Cégep Limoilou
Collège Lionel-Groulx
Collège de Maisonneuve
Marianopolis College
Cégep Marie-Victorin
Cégep de Matane
Collège Mérici
Collège Montmorency
Cégep de l'Outaouais
Cégep régional de Lanaudière
Cégep de Rivière-du-Loup
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-Iles

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

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

Prince Edward Island

Holland College
Société éducative de l'Île-du-Prince-Édouard



Advocacy

Partnerships

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