

ACE Strategic Plan 2014 – 2019

Background:

In Spring 2013 the ACE Board assigned Julie Walchli (President), Lynda Robinson (Lower Mainland/Vancouver Island Regional Director) and Coby Fulton (Vice President) to steer and advise a process that would engage the Board and ACE membership in the creation of a new five year Strategic Plan. With the assistance of Neil Smith of Pacific Leadership Design Inc., the committee worked with the membership and Board to complete the Strategic Plan to be shared at the May 2014 AGM.

Objective: To develop a comprehensive five year plan with three primary outcomes:

- 1) A distinct statement of vision, mission, values for ACE that reflects the core perspectives and commitments of membership
- 2) A clearly defined action plan that includes strategic priorities with related resource requirements, assessment benchmarks and timeline for completion
- 3) A membership committed to a strong vision, supported by clearly defined mission and values, with confidence in a realistic but compelling action plan for the next 3-5 years

Steps in the Process:

The new strategic plan was generated from this series of planning activities:

1. **Initial Board Strategic Planning Session / August 2013:** Broad directions were identified, along with recommendations for member survey and strategic planning session. (See Appendix 1 for summary of results from this session)
2. **Implementation of Member Survey / October 2013:** Through Julie Walchli's office at UBC, the survey went out to all ACE membership and generated clear identification of future possibilities for ACE. (See Appendix 2 for summary of survey results)
3. **Members Strategic Planning Session / November 2013:** Working in a series of "expert groups" ACE membership and Board met in Vancouver to review, discuss and extend the findings from the October member survey and August Board Session. The result was a clear identification of strategic priorities.
4. **Draft Strategic Plan / January – February 2014:** The steering committee, with guidance from ACE facilitators who guided café teams at the November planning session, created the first formal draft of the ACE Strategic Plan in advance of the Board's second Strategic Planning Session in March.
5. **Board Analysis of Draft Plan / March 3 2014:** The Board dedicated one full day of their annual March meetings to deliberate and decide how to initiate and resource the strategic priorities. The final draft was then reviewed by the Board prior to presentation to members in May.
6. **April 2014: A final complete draft of the Strategic Plan was sent to members for review and further comments.**
7. **Strategic Plan presented to membership at May AGM**

The Plan:

Framing results of the ACE strategic planning, this report begins with a presentation of the revised ACE Vision, Mission, and Values, followed a description of Strategic Priorities and Action Plan that will guide the implementation of actions in the next five year period.



Association for
Co-operative Education
in British Columbia

VISION

Association for Co-operative Education:

Leading excellence in post secondary experiential learning through Co-operative Education



Association for
Co-operative Education
in British Columbia

MISSION:

The Association for Co-operative Education in British Columbia/Yukon (ACE) is a non-profit organization whose purpose is to:

- promote Co-operative Education to students, employers, and key stakeholders
- provide high quality professional development for our members
- facilitate a forum for the exchange of ideas and experience
- liaise with other organizations involved in related interests
- maintain a leadership role provincially, nationally and internationally in the field of Co-operative Education and other forms of experiential learning



ACE VALUES

ACE is committed to:

1. *Leading edge professional development* – investing in multi-faceted professional learning to develop members’ knowledge
2. *Strong relationships and networks* – building a vibrant professional learning community within a culture of collaboration that honours the diversity of all members
3. *Innovation*– recognizing, adapting and responding effectively to the changing practical needs of students, industry partners and institutions, while at the same time adhering to provincial and national standards for Co-operative Education
4. *Strong advocacy* – maintaining a strategic and effective advocacy role that ensures sustainability and advancement of the Cooperative Education model
5. *Clear communication* – building systems of communication within ACE that are transparent, timely, systematic, and respectful of all voices
6. *Proactive media relations* – clearly communicating the benefits of Co-operative Education to secondary and post-secondary institutions, provincial and national governments, and other key stakeholders
7. *Quality research* – supporting research efforts that enable students, partner organizations and membership to understand and advance Co-operative Education

Strategic Direction #1 PROFESSIONAL LEARNING



Goal: Provide ACE members with multi-faceted professional learning related to Co-operative Education practitioner knowledge embedded in a culture of collaboration

STRATEGIC PRIORITIES*

1. Professional Development Structure

- a. *Continue offering cost effective PD to ACE members* along with time for networking, building relationships, and sharing best practices informally at events.
- b. *Develop a mentorship program* that is personalized, inter-institutional and clearly structured. Mentors and mentees will have clearly defined roles, responsibilities and expectations.

2. Professional Development Resources

- a. *Build Easy-Access Resource Library* for ACE-based PD: Develop a system for capturing and mobilizing ideas from PD sessions that strengthens teaching and best practices related to Co-operative Education; increase access to PD events and to resources after PD events; and ensure a general sharing of resources for those who are unable to attend PD events.
- b. *Develop webinars and online resources* that can be accessed on an *as-you-need-it basis*: Create regular online discussions on salient topics generated by members.

3. Work with CAFCE to explore the viability of Co-operative Education practitioner Certificate Program that would include:

- * Best practices
- * Key skills and knowledge
- * Common theory

Strategic Direction #1 PROFESSIONAL LEARNING

GOAL: Our intention	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME When?
<i>Identify</i> Professional Development Structure	<p>Outreach to membership - solicit topics of interest</p> <p>Continue current PD offerings</p> <p>Involve Internal Communications Committee in promoting event and hosting event information on website</p>	<p>PD Committee will continue to schedule events</p> <p>Members' attendance and support</p> <p>Pre-event needs Assessment Surveys</p> <p>Post-event Survey feedback</p>	\$ 2500 per event (for technology, catering, rooms) with the understanding that costs are going up and this is out of the control of the committee	Spring and Winter PD Events
Professional Development Structure	<p>Develop a mentorship program; a system with technology that links expertise by keyword search to mentoring needs</p> <p>Liaise with member services committee</p> <p>To build a resources library in collaboration with Internal Communications Committee</p>	<p>Members are able to access the support they need for their self-directed learning objectives</p> <p>ACE members' PD is supported with teaching and learning resources that reflect the PD events; resources directly linked to PD Events</p>	The Internal Communications Committee to manage the library/ sharing out information Committee	
Professional Development Resources:	<p>Identify expertise/ opportunities to gather webinars and online resources to be hosted in the Resources library</p> <p>CAFCE Webinars, involvement of BC practitioners</p>	<p>New materials being generated</p> <p>Members' usage (via Google Analytics)</p>	Recommendations: contract a floating student who works for the ACE Board to, for example, video a session	Revisit this following implementation
Practitioner Certificate	Support CAFCE in development of international certificate/ module; CAFCE is looking into the development of an internationally recognized practitioner program.	Certification process/ program	Board	

Strategic Direction #2 MEMBERSHIP



Goal: Ensure a sustainable Association by building a learning community based on a robust and well-coordinated system of orienting new members to ACE

STRATEGIC PRIORITIES

1. **Create a new committee whose primary purpose is to ensure a solid orientation process** for new members. As part of this orientation, new members will be given a *Committee List* that describes each committee's purpose, activities, strategic initiatives, and what makes it worthwhile to join.
2. **Create New member Welcome and Orientation Package** available through a New Members portal on the ACE website. This would also be designed for recruitment purposes and for easy use by smaller institutions.
3. **Develop RESOURCES to Support New Members:**
 - a. *Short Online Orientation Video:* Simple, possibly a PREZI, that explains ACE, its origins, identity, and associated opportunities, and resources available to members.
 - b. *Online ACE Handbook* – concise format and *Online Database of Resources* easily accessed on website.
 - c. *New members list* – offers an opportunity for new members to post “Where am I coming from? What unique skills, knowledge or experience can I bring to ACE?”
 - d. *Experts list:* New members choose the ACE member(s) that they need to talk with.
 - e. *Buddy System:* Current members reaching out to welcome new members.
 - f. *New member ‘ribbon’* – indicating new member status on name tags at PD events; invite new members to introduce themselves at these events to the full membership.
4. **Invite new members to attend an ACE Board meeting** – observe Board activities.
5. **Utilize ACE key contacts at member institutions** to welcome new members and enable outreach.

Strategic Direction #2: MEMBERSHIP

STRATEGIC PRIORITIES: Our intention	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME When?
1. Create a new committee whose primary purpose is to ensure comprehensive and relevant membership service	<ul style="list-style-type: none"> Establish structure for committee (number of members, etc.) Establish one or more board members as committee chair. Depending on bylaws populate committee 	<ul style="list-style-type: none"> Establishment of new committee with clear priorities, timelines, structure, mandate, reporting Communication – through ACE membership list Close communication and collaboration with PD Committee 	<ul style="list-style-type: none"> Need board volunteer to begin process Resources – ACE website Skype/personal meetings for committee members Reference with Strategic Plan including appendices (extended notes) 	<ul style="list-style-type: none"> Establish committee structure – following finalization of strategic plan (May) Committee solidified and in place by Fall board meeting 2014
2. Create an orientation process for new members	<ul style="list-style-type: none"> Liaise with treasurer/registrar Clear understanding of diversity among ACE member programs and institutions Committee establishes definition of ‘new’ member (New co-op program? New staff in existing program? New institution?) 	<ul style="list-style-type: none"> Functional, relevant, useful orientation process for new members 	<ul style="list-style-type: none"> Resources – ACE website Communication through ACE membership list Close communication and collaboration with PD Committee 	<ul style="list-style-type: none"> Spring 2015
2. Create New Member Welcome and Orientation Package	<ul style="list-style-type: none"> Committee to determine scope and content of package, method of delivery 	<ul style="list-style-type: none"> Functional, relevant, useful welcome and orientation package for new members Multiple delivery formats (digital, paper) 	<ul style="list-style-type: none"> Use of ACE website, membership list Reference to contents of Strategic Plan including appendices (extended notes) 	<ul style="list-style-type: none"> 1 year – Fall 2015
3. Develop resources to support new and current members	<ul style="list-style-type: none"> Committees to identify priorities in creating resources and systems (i.e., orientation video, online ACE handbook, new members list, experts list, buddy system, new member identification at events, utilize ACE key contacts at member institutions, etc.) 	<ul style="list-style-type: none"> Established timelines, priorities, and any new initiatives 	<ul style="list-style-type: none"> Use of ACE website, membership list Coordinate with Communications Committee, PD Committee (focus on coordination of mentorship program, new member identification at events, etc.) Use of Strategic Plan including appendices (extended notes) 	<ul style="list-style-type: none"> Determine resource development priorities, and timelines by May 2016 Develop 2-3 resources by May 2017?
4. Identify areas of new and current member engagement	<ul style="list-style-type: none"> May include: Invitation of new members to attend an ACE board meeting 	<ul style="list-style-type: none"> Established timelines, priorities, and any new initiatives 	<ul style="list-style-type: none"> Use of Strategic Plan including appendices (extended notes) 	<ul style="list-style-type: none"> May 2017

<p>5. Create Membership Recruitment and Retention plan</p>	<ul style="list-style-type: none"> • Ensure all co-op programs in BC are aware of ACE • Identify current members and strive toward institution diversity • Identify who is missing? • Forecasting 5-10 years membership attrition (retirement?) 	<ul style="list-style-type: none"> • Solid membership base with all institutions represented in ACE membership 	<ul style="list-style-type: none"> • Resources – ACE website • Communication – through ACE membership list • Communication/ Collaboration with Treasurer & Registrar 	<ul style="list-style-type: none"> • Year 4/5
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Strategic Direction #3 COMMUNICATIONS



Goal: Develop clear communication strategies that foster a sense of community, openness, and collegiality and promote the value of Co-operative Education both internally and externally.

STRATEGIC PRIORITIES*

1. **Ensure that all internal communication focuses on member engagement and sharing**, with the goal of building member awareness and level of engagement, with stronger collective responsibility for advocacy of Co-operative Education goals. To enable this, our communication should be designed to:
 - a. Ensure an effective two-way flow of information
 - b. Celebrate members' accomplishments
 - c. Provide co-op practitioners with communication tools to help them more effectively share information with their employers, students and stakeholders.

2. **Fully utilize the ACE WEBSITE as the central communication hub for resources, information and regular updates**; use other social media and email to steer members to this hub. Specifically:
 - a. *Create more interactive communication, ACE should embrace and promote the best use of technology and social media by actively connecting members through the dominant media– Twitter, FaceBook, Blogs, and the newly established LinkedIn group.*
 - b. *Institute a regular stream of updates for members that builds a common language – either monthly with details or regular short info clips or “soundbytes” – channeled through email and ACE website for the purpose of building member awareness and heightening level of engagement in a two-way communication model.*

3. **Explore viability of an External Communications Committee** that would focus on supporting outward facing communications needs of ACE Committees, particularly External Relations. This committee should be formally connected to ACE Communications so both are coordinated. (See Strategic Direction #4).

Strategic Direction #3 COMMUNICATIONS

STRATEGIC Priorities	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME When?
Ensure that all internal communication focuses on member engagement and sharing	<ul style="list-style-type: none"> Finalize monthly outreach message to membership that encourages sharing, collaboration and dialogue 	<ul style="list-style-type: none"> This will include member, employer, and student profiles; Board and committee updates; surveys; forum discussions; and key dates and events Update ACE Branding, Communications, and Usage Guidelines for Board and membership 	Sent via MailChimp through Communications Committee and distributed by email, website, ACE LinkedIn group, and Twitter	Currently in progress with final process in place by May 2014 By Fall 2014
Fully utilize the ACE website as the central communication hub for resources information and updates	<ul style="list-style-type: none"> Archive resources from PD events, Board meetings, Committee initiatives on the ACE website 	<ul style="list-style-type: none"> Traffic from members, employers, and other stakeholders will be driven to ACE website; increased ACE website activity 	Internal Communications Committee to determine best format for posting information online and determining access levels (open vs. login)	By Fall 2015

Strategic Direction #4 ACE EXTERNAL RELATIONS



Goal: Raise awareness of ACE and Co-operative Education with employers, industry and general public

STRATEGIC PRIORITIES*

1. **Expand ACE** activities to include more employers and students as appropriate.
2. **Create and maintain an updated list and links** to possible employer funding sources that are accessible via the ACE website.
3. **Actively market the central job board** through which employers can access all ACE member institutions; encourage all employers to post their positions on the ACE portal if they wish to recruit from more than one institution.
4. **Strengthen ACE relationships:**
 - a. *With partner institutions*, implement an agreed upon system, promoting our brand (possibly “ACE Accredited”) in their marketing program and website for employers and students
 - b. *With government and employers*, increase ACE role in advocacy to ensure clarity and appreciation for Co-operative learning opportunities; recognize the funding environment and advocate for funding sources; anticipate changes in government policy and build ACE voice at larger tables
 - c. *With local media and local government representatives* (MLA’s, etc.), develop an on-going relationship to promote ACE, and more specifically, Co-operative education
 - d. *With professional organizations and industry associations*, strengthen liaison with appropriate organizations (for example, Human Resource Management Association (HMRA), Mining Association of BC, BC Chamber of Commerce, and BC Technology Industry Association)
5. **Develop more resources to communicate Co-operative brand:**
 - a. *Develop a media toolkit* (consistent with information on ACE website) to enable clear messaging based on a set of clarified values, available to all media that focuses on youth employment
 - b. *Create a focused campaign* for a specified period of time on pre-defined industry or employer sectors to promote ACE and Co-operative Education
 - c. *Provide Board members with media training* and expand membership to include an expert on media relations from industry; consider the merits of involving or hiring a proactive ACE media relations person to promote the successes of Co-operative education and reassure both employers and Co-operative Education representatives that they will be well represented
6. **Link our ACE website** with other employer, industry, government, association and not-for-profit websites to promote ACE.

Additional Idea: Host a province-wide contest to collect visual Co-operative Education stories from students and employers during national Co-operative Education week

Strategic Direction #4: EXTERNAL RELATIONS				
Strategic Priorities	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME When?
Explore viability of an external communications committee	Continue to identify and refine priorities and ensure clarity of respective mandates of Communications, External, and WEC	<ul style="list-style-type: none"> Merge WEC with Internal Communications and establish an IT specialist role/team within that committee Internal Communications provides branding tools and templates (i.e., PowerPoint, letterhead, promotional materials) to support all ACE committees in outreach goals; committees will be responsible for generating their own content, but Communication can disseminate 	<ul style="list-style-type: none"> 	<p>By Summer 2014</p> <p>In progress with final resources to Board by May AGM</p>
Consider how to effectively engage employers in various areas of ACE	<ul style="list-style-type: none"> Invite employers to certain events, conferences, activities, etc. Reach out with useful information. 	<ul style="list-style-type: none"> Ensure understanding of employers' needs and perspectives. 	<ul style="list-style-type: none"> Cross committee responsibility – <i>to be created</i> 	Fall 2014/Spring 2015 and consider linking to 2015 ACE/CACEE conference
Build a stronger relationship with relevant government bodies	<ul style="list-style-type: none"> Identify larger tables where an ACE Board member could participate on behalf of ACE 	<ul style="list-style-type: none"> Advocate for changes in funding options for employers to hire co-op students; contribute to policies around post-secondary experiential learning and skills development/training 	<ul style="list-style-type: none"> External Relations with Board 	Year 2: 2014/15
Build a stronger relationship with high priority industry associations	<ul style="list-style-type: none"> Continue to nurture relationships with BCHRMA and BCTIA; build stronger relationships with BC Chamber of Commerce and local chambers of commerce 	<ul style="list-style-type: none"> Greater awareness of Co-op brand leading to increased job postings, opportunities for our students and Association members; continue to leverage these partnerships for tax credit advocacy 	<ul style="list-style-type: none"> External Relations 	On-going
Consider ways to work more closely with CACEE/CACEE West	<ul style="list-style-type: none"> Research other relevant industry associations for future relationship building joint conference Build on success of May 2015 conference 	<ul style="list-style-type: none"> Greater awareness of co-op brand leading to increased job postings, opportunities for our students and Association members 	<ul style="list-style-type: none"> Board External Relations 	<p>Re-evaluate after ACE/CACEE West 2015 Conference</p> <p>Year 2: 2014/15</p>

Enhance ACE website	<ul style="list-style-type: none"> • Include up-to-date information about funding sources for co-op student hiring for members 	<ul style="list-style-type: none"> • Add value for members; expand Co-op opportunities for students 	<ul style="list-style-type: none"> • Communications 	Summer 2014
	<ul style="list-style-type: none"> • Drive traffic to funding sources and ACE portal from other websites, such as employer, industry, government, associations, and not-for-profit websites 	<ul style="list-style-type: none"> • Add value for members; expand co-op opportunities for students; raise value of Association with external partners 	<ul style="list-style-type: none"> • Communications with External Relations 	Fall 2014
	<ul style="list-style-type: none"> • Actively market the central job board to employers 	<ul style="list-style-type: none"> • Encourage more employers to cross-post jobs between different institutions; make posting co-op jobs in BC easier 	<ul style="list-style-type: none"> • To Be Determined 	Year 2: 2014/15
	<ul style="list-style-type: none"> • Explore ways to work with employers who post their co-op jobs on their own websites. 	<ul style="list-style-type: none"> • ACE adds value and builds relationships with employers who otherwise keep co-op offices at arms length. 	<ul style="list-style-type: none"> • To Be Determined 	Year 2 or 3

Strategic Direction #5 **STRENGTHENING the ACE CO-OPERATIVE EDUCATION MODEL**



Goal: Strengthen the Co-operative Education model in anticipation of emerging educational, social, political, economic and technological trends

STRATEGIC PRIORITIES*

1. Liaise with Government and Industry:

a. Continue to lobby provincial government for tax credit: This is an ongoing priority. Both provincial parties promised last election to enable employers and placements to be rewarded with tax credit; we need to continue actively pursuing it.

b. Reduce unpaid internships: a) Create standards for Co-operative Education student salaries that clearly define parameters and value proposition for employers; b) Lobby business for paid internships vs. unpaid; for example, internships in sports medicine.

2. Ensure sustainability of ACE Research and Development body to keep ACE on the leading edge of the change curve.

3. Encourage research to support an understanding and development of ACCE and CAFCE program accreditation standards

4. Explore other forms of experiential learning and work-integrated learning: Be better prepared to adapt more readily to the changing needs in the work environment, industry and the 'type' of students enrolling.

5. International Co-operative Education: Provide further support to member institutions for international students and international placements; consider creating resources that could support international students' Co-operative Education experiences.

Strategic Direction #5 STRENGTHENING the ACE CO-OPERATIVE EDUCATION MODEL

Strategic Priorities	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME
Liaise with Government and Industry	<ul style="list-style-type: none"> Continue to lobby government for tax credit. 	<ul style="list-style-type: none"> A tax credit for placed co-op student in industry and non-profits. 	<ul style="list-style-type: none"> ACCE Chair, ACE Board President-various committees as needed. No budget required 	Provincial budget 2015 On-going since 2004
Reduce unpaid internships within our Co-op Programs	<ul style="list-style-type: none"> Work toward consensus of all ACE institutions to encourage standardized forms, messaging and process regarding unpaid internships/work terms 	<ul style="list-style-type: none"> Reduction or elimination of unpaid internships/work-terms 	<ul style="list-style-type: none"> ACE Chair in partnership with ACCE members No budget required 	Within the year By 2015
Ensure the sustainability of ACE Research	<ul style="list-style-type: none"> To continue and encourage research in the area of co-operative education 	<ul style="list-style-type: none"> Continuation of the research committee and expansion of its work 	<ul style="list-style-type: none"> ACE Research Committee Funding/Grants 	On-going
Support understanding and further development of ACCE and CAFCE program accreditation standards by encouraging research in this area	<ul style="list-style-type: none"> Research on rationale for accreditation standards and criteria; i.e., researching 'not ending on a work-term', 30% minimum rule, in-person site visits (triage) 	<ul style="list-style-type: none"> Criteria and standards fully researched 	<ul style="list-style-type: none"> CAFCE Research Grants ACE members in grad studies (research) Course projects within institutions No budget required 	Mid-term goal: 2016
Explore other forms of experiential learning and work-integrated learning	<ul style="list-style-type: none"> Define a taxonomy of experiential learning for British Columbia universities / institutions 	<ul style="list-style-type: none"> A very specific definition of experiential learning for ACE members to understand and abide by 	<ul style="list-style-type: none"> ACCE ad hoc sub-committee 	Current
International Students	<ul style="list-style-type: none"> Support international students in co-op education-through specialized curriculum, workshops, and surveys Research employer perceptions of hiring international students 	<ul style="list-style-type: none"> Information/resources available for students and recruiting employers 	<ul style="list-style-type: none"> ACE Research Committee ACE Pro-D committee 	Current
International work terms	<ul style="list-style-type: none"> Increase the number of international work terms 	<ul style="list-style-type: none"> Through institutional partnerships Government funding projects, i.e., Co-op Japan Partnerships with like organization – e.g., WACE 	<ul style="list-style-type: none"> ACE Board 	Long term

		<ul style="list-style-type: none"> • Travel or mobility awards for students on international work terms 		
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Strategic Planning #6 GOVERNANCE



Goal: Strengthen ACE policy and governance structure to serve our new strategic directions and to reflect our respect for the diversity of Co-operative Education practices in university, institutes and college programs, in small and large institutions, with new and experienced members.

STRATEGIC PRIORITIES

1. Clarify the ACE governance structure:

- a. Review and refine policies and bylaws
- b. Review, realign and revitalize committee structure to increase efficacy and align the committee structure with the Association's strategic priorities
- c. Clarify the roles and responsibilities of Board and individual committees to enhance ACE sustainability
- d. Strengthen relationships with partners such as CAFCE, CACEE, WACE, and CEIA particularly to share best practices and advocate jointly when appropriate.

2. **Work with CACEE West** to promote the value of experiential learning with senior academic leaders.

3. **Clarify relationship of ACE and ACCE** in roles related to external advocacy.

4. **Work toward a continued strong national connection and reputation.**

Strategic Planning #6 GOVERNANCE

STRATEGIC PRIORITIES	ACTION What we will do to reach goal?	OUTCOME What the result will look like?	BUDGET & RESOURCES	TIMEFRAME
Clarify the ACE governance structure	<ul style="list-style-type: none"> Review by-laws and take resolutions to AGM in May 2014 	<ul style="list-style-type: none"> Review all past copies of ACE Bylaws going back to 1992 Review all past AGM minutes where Bylaw resolutions had been made and referenced bylaw changes, and referenced Board meetings minutes to determine what were current Bylaws Confirm official current version of ACE Bylaws After review, identify and correct sections of current version of bylaws that are 1) out of date 2) inaccurate or 3) inconsistent with current practices Present updated bylaws to be approved by membership and built into a revised ACE Board of Directors Handbook 	<ul style="list-style-type: none"> \$75 (Society Act filing fees) 	May 2014
To serve the new priorities defined in the Strategic Plan and to enhance sustainability of these actions, clarify the roles and responsibilities of Board and committees	<p>All existing committees will refine and formalize their structure and responsibilities:</p> <ol style="list-style-type: none"> Research Committee Awards Committee Professional Development Committee <p>All new committees will be asked to define their new structure and responsibilities as follows:</p> <ul style="list-style-type: none"> External Relations Committee: Internal Communications 	<p>Each committee – Research, Award, and Professional Development Committee – will review and refine its mandate structure and responsibilities and submit an updated description to Board</p> <p>The new External Relations Committee will develop the details of their mandate on these foundational roles:</p> <ul style="list-style-type: none"> Initiate and sustain external relationships Partnership Building Communication role within the committee (to advance selected pieces to the communication committee) One External Relations Com. member would be a member of ACCE Also one External Relations member would liaise with Communications Committee <p>The new Communications Committee will develop the details of their mandate on these foundational roles:</p> <ul style="list-style-type: none"> WEC 	<ul style="list-style-type: none"> Committees will work on descriptions May – August Awards Committee Completed mandate Mar. 14 Committee will work on descriptions May – August 	<p>Complete descriptions in time for Aug Board Meeting</p> <p>Complete descriptions in time for Aug Board Meeting</p>

	<p>Committee:</p> <ul style="list-style-type: none"> • Communicate within ACE / membership • Supporting External Relations Committee <p>Membership Management Committee</p> <p>Board will review the new committee structure and align its role and responsibilities to ensure complementarity with committee responsibilities</p>	<ul style="list-style-type: none"> • New membership orientation • Recruitment and retention of members (see above for detailed Action Plan) • Board will develop formal description of its structure and responsibilities 	<ul style="list-style-type: none"> • Committee will work on descriptions May - August • Committee will work on descriptions May - August • Board will review committee descriptions then work on Board description - August Mtg 	<p>Complete descriptions in time for Aug Board Meeting</p> <p>Complete descriptions in time for Aug Board Meeting</p> <p>Final Descriptions of Board and Committee Structures and Responsibilities by end of August</p>
Strengthen relationships with partners such as CAFCE, CACEE, WACE, and CEIA to share best practices and advocate jointly when appropriate.	<ul style="list-style-type: none"> • CAFCE • Determine ACE representation on CAFCE Board given recent changes to CAFCE Board structure 	<ul style="list-style-type: none"> • If ACE Board Member is not elected as BC representative on CAFCE Board, then determine how to add the CAFCE Representative to the ACE Board • Task force with CAFCE putting together a package to share with members. Interim BC Representative will be new ACE President (May 2014). Three months prior to next CAFCE AGM a call will go out. 	<ul style="list-style-type: none"> • ACE President and Board 	By May 1, 2014
	<ul style="list-style-type: none"> • CACEE 	<ul style="list-style-type: none"> • Working with actively in regard to 2015 conference. 		
	<ul style="list-style-type: none"> • WACE • Renew ACE-WACE reciprocal agreement • CEIA 	<ul style="list-style-type: none"> • Treasurer renews with ACE-WACE reciprocal agreement 	Treasurer	Bi-Annually
Clarify relationship of ACE and ACCE in roles to external	<ul style="list-style-type: none"> • Current practice at ACCE meetings (w. ACE President) 	<ul style="list-style-type: none"> • Include communication of this relationship in Strategic Plan to members to better educate ACE membership 	<ul style="list-style-type: none"> • ACE President 	

advocacy				
Revision of ACE Board of Directors Handbook	<ul style="list-style-type: none"> • Following AGM resolutions passed, incorporate changes in updated handbook 	<ul style="list-style-type: none"> • ¾ of work completed to date and may preclude AGM 2014 • Publish a copy of the updated Handbook along with the Strategic Plan on the ACE Website 		Summer 2014

APPENDICES

Appendix 1: Key Findings of Member Survey on ACE Future / October 2013

Survey Purpose

The 2013 ACE Member Survey was conducted as part of the strategic planning process currently underway in the Association. This process builds on the Association's position of strength as an active, member driven organization with a strong reputation within the Canadian Co-op Community. The Association has not undertaken Association-wide strategic planning since 2006.

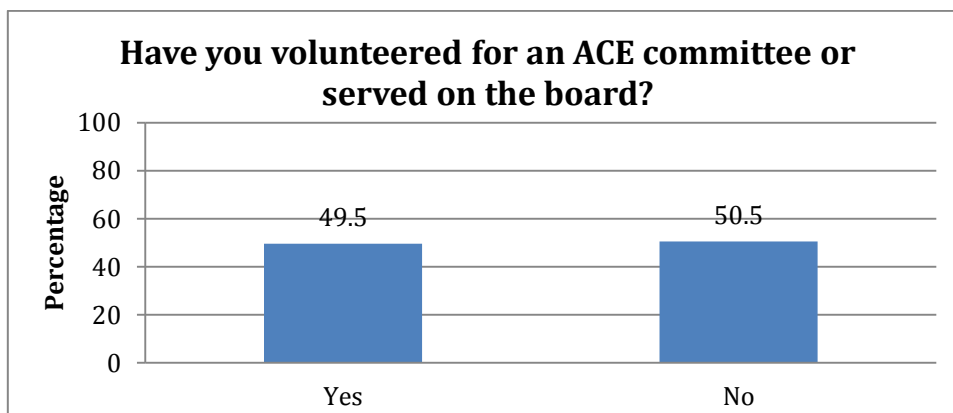
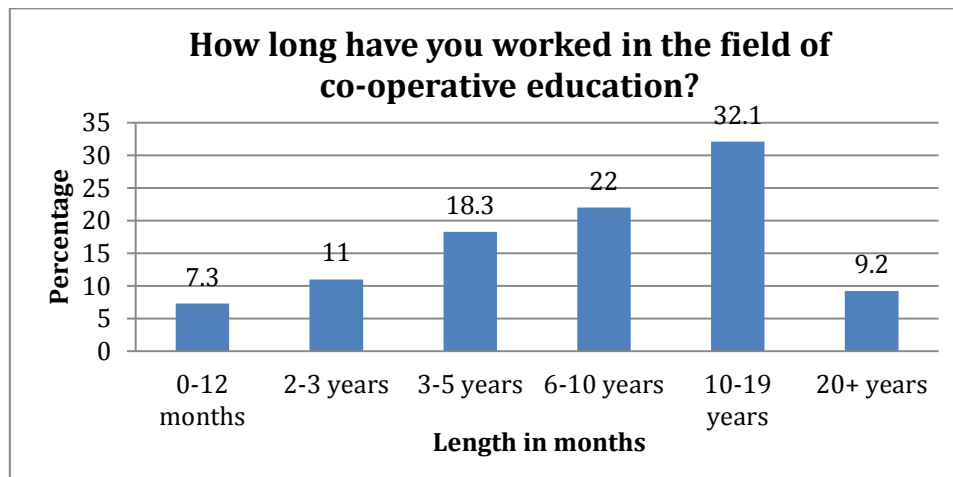
Survey Timing

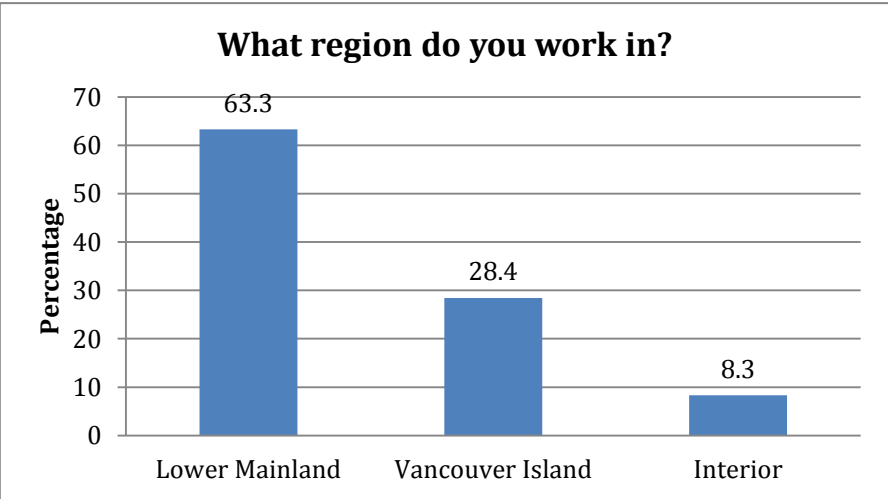
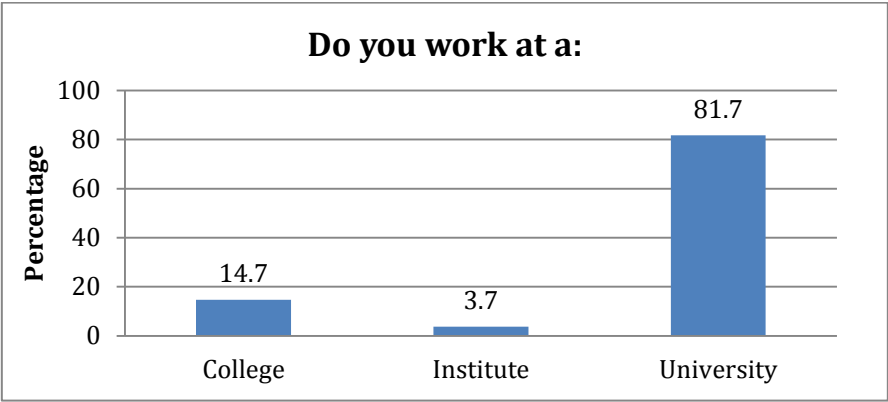
An email message explaining the purpose of the survey and containing a link to the survey was sent out to all ACE members on Wednesday, October 09, 2013. The survey remained opened for 10 days, closing on Friday, October 18, 2013.

Survey Respondents

RESPONSE RATE: Of the 183 ACE members invited to complete the survey, 109 members completed the survey, a 59% response rate.

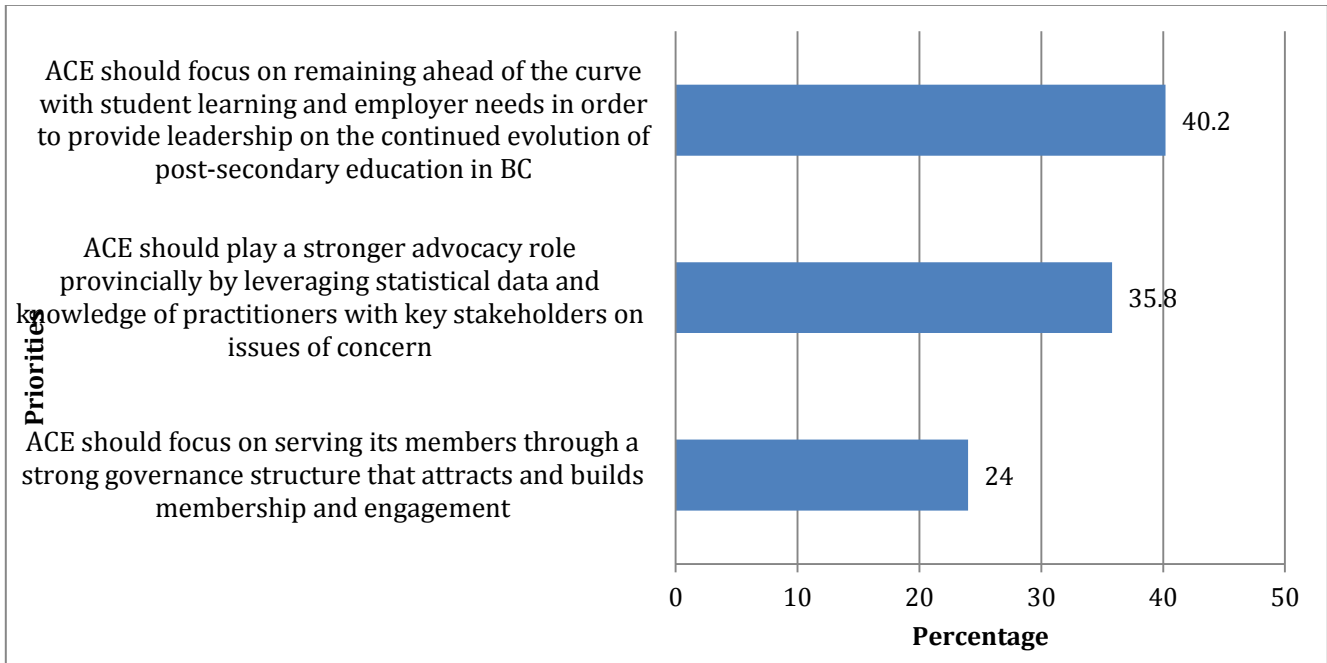
RESPONDENT PROFILE:





Setting Priorities

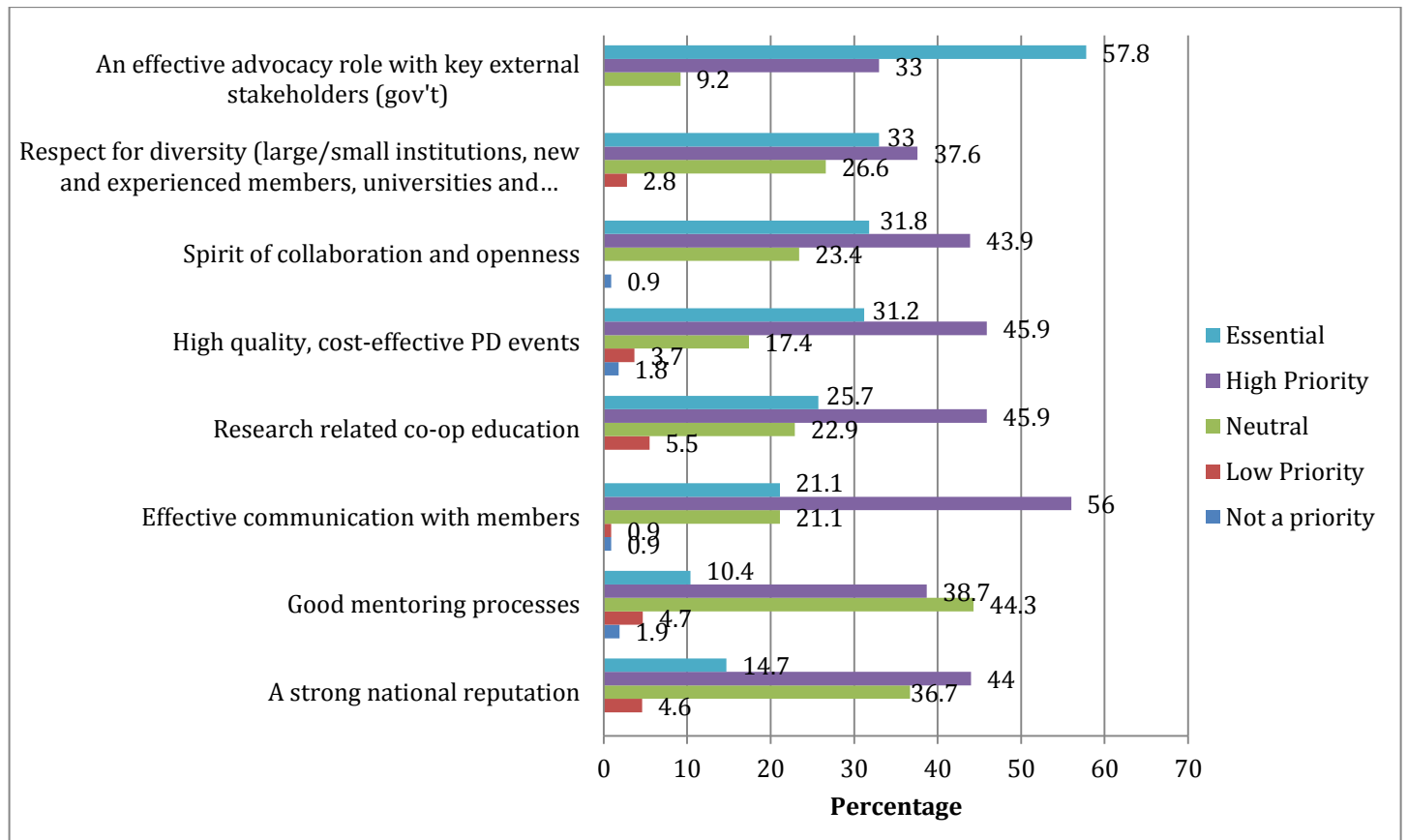
1. Members ranked the following priorities in order of importance:



Other priority areas members identified are:

- *To enhance the findings of the province-wide comparative study (2011?) by investigating which of the top 50 employers offer pay-grids which recognize co-op visavis internship visavis no designation on the credential. It would enhance our attractability with students in a non-mandatory program if armed with this data. Ahead of the curve.*
 - *Working with the provincial government to provide employers with financial incentives to hire its own BC students. Other provinces do so already.*
 - *Co-op Tax credit for employers*
 - *PD, training and educational development opportunities for ACE members*
 - *Continue being on top of research that involves areas of students/employers/education/labor market*
 - *Preserving paid co-ops and internships*
 - *Funding for employers.*
 - *Branding ACE and Co-op as an effective recruitment tool for employers*
 - *Consider.... Co-op Practitioner Credentials Co-op Course Curriculum (for credit)*
 - *Stay on top of co-op tax credit, look at more funding options for co-op student hiring that benefit small business, non-profits.*
 - *Continuing to have a focus on developing the Co-op community knowledge and practices through PD events.*
 - *Educating the senior management professionals (directors, managers, etc) on how to convey the message about the value of Co-op along with Career Services to Senior Executives and Academics, the language to use. Breaking down the divide between CS and Co-op and building them up and complimentary and focusing on the obligation we have to curtail youth unemployment through us preparing students, which is more widely reaching through Career Services. Have ask employers to be involved before and yet, people see this as a conflict, too. So, shifting to a new way of thinking to include our main alliance partners and valuing their input and engaging them more and being more transparent with our needs in the partnership role and their participation and commitment.*
 - *Lobbying provincial government to make hiring Co-op students part of their policy.*
 - *Promoting more research opportunities. Making Co-op stronger in the province (We do a pretty good job on this already!) Investigating how funding issues in the post-secondary system may adversely affect Coop Education. How to move coop into the credit system at each institution.*
 - *Policy around co-op programs accepting unpaid internships as "co-op jobs". AND adjusting older co-op policies that may no longer be in the best interest of co-op students and/or employers. Does a student have to end on an academic term, for example? Not sure what this policy serves any more.*
 - *Marketing/Communication/PR - promotion of Co-op within BC*
 - *Educating employers about co-op - create a strong brand that differentiates us from all other work experience options*
 - *Lobbying provincial government for employer tax incentives or equiv. for hiring of Co-op students.*
 - *provincial sharing of job opportunities*
 - *The mentoring of new people coming into Co-op is very helpful and beneficial.*
 - *Tax incentives for Co-op hiring, similar to ones in Ontario. Victoria Chamber of Commerce or Victoria IPAC has taken a lead on this issue I think.*
 - *Finding ways for various Co-op programs to work collaboratively*
 - *Employers paying to get co-op students.*
 - *Challenges with the current co-op model. I hear that other schools allow flexibility with how they interpret coop work terms - is this really the case? Do we need to revisit the rules? 2) Unpaid work terms Canucks, Whitecaps, public shaming required??*
- Providing training to its practitioners*

2. Below are the activities that ACE has successfully been engaged in in the past. Members were asked to prioritize activities that they think ACE should continue to do.

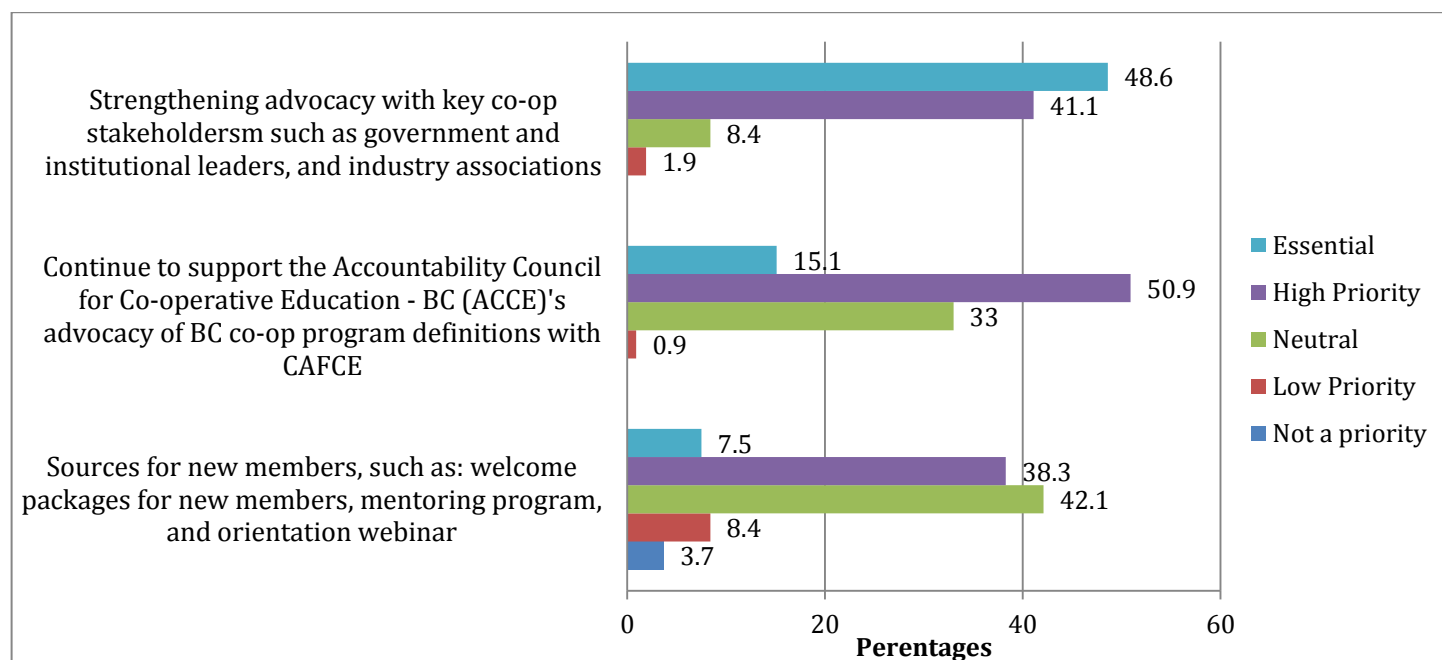


Other activities members reported feeling that it is missing from the list are:

- *Enhanced training and development for Co-op Educators (i.e. using technology to enhance practice, resume/cover letter, career coaching/leadership workshops, co-op pedagogy/best practices.*
- *Media relations*
- *Electronic job board for practitioners which includes related fields, such as HR or career coaching.*
- *One PD event is likely sufficient and maybe one networking/late afternoon event, where people just get to talk to others about best practices or challenges or a series of round tables to achieve this, like a speed networking event or something. Since many times the biggest value is from sharing challenges and practices, be good to just have an event to allow for that without any formalized PD.*
- *How can coop evolve into a mainstream academic course. Coop has really been consistent over the last 100 years, but how can we make coop stronger and more effective. I personally would like to make coop more robust than it already is. i.e.: scaffolding of assignments, implementation of peer learning while students are on work-terms, etc.*
- *Advocacy and Public Relations*
- *In terms of past - advocacy with chambers of commerce & similar industry groups is good and needs to continue (external relations committee?)*
- *Public relations*
- *creating awareness of the "Coop" brand with employers*
- *A strong provincial reputation is essential and not listed only "national" is. This would include the employer community knowing more about us and what we have to offer. National means to me that other co-op regions know we are strong but not necessarily stakeholders like employers, gov't NGO's, potential co-op students, parents and faculty/administrators etc.*

- *Developing a marketing program to promote co-operative education as an effective hiring tool.*
- *Provide other avenues for PD events. Maybe by city. Or provide a list of training opportunities that may not be organized by ACE but that would contribute to the knowledge of its practitioners*

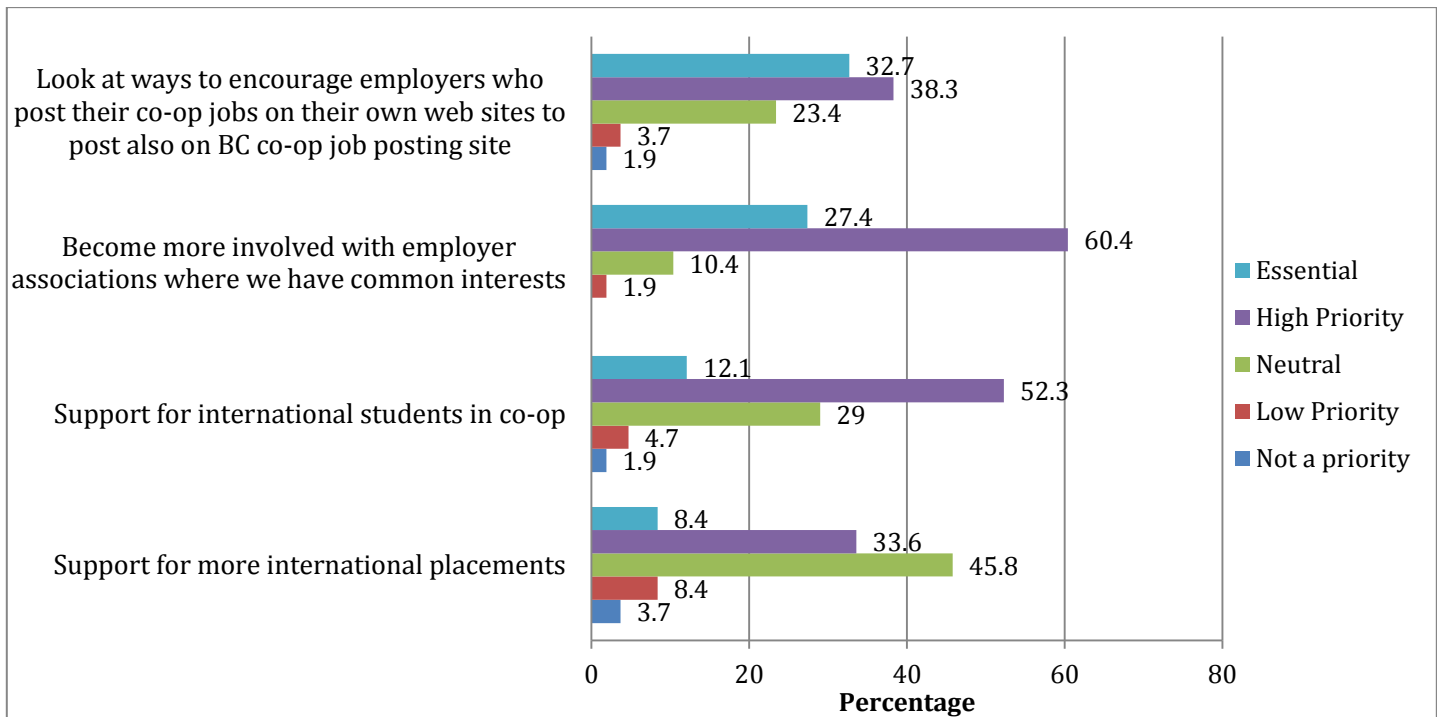
3. These are possible initiatives that ACE might focus on. Members were asked to prioritize these initiatives.



Other activities members think ACE should be considering are:

- *provincial advocacy for the Co-op model within the institutions*
- *co-op labor market research promotion of co-op to employers across BC from gov't to private industry co-op best practices*
- *Research on the academic value of co-operative education; competency based learning and assessment.*
- *Focus effort in the academic areas such as developing a Co-op Practitioner Credential Co-op Course Curriculum (for credit)*
- *Training for those on key committees like ACCE and those doing external relations, so the messaging is representative of Co-op as a whole and key messages are communicated more widely by anyone in these roles whenever they are out and about.*
- *As above in Q6. Should we consider greater standardization of processes? Could create a stronger identity overall*
- *Keep having good PD sessions and survey for topic ideas from members. Use more of the webinars and other media to educate/inform members as a form of PD would be nice to have a look at how we all function within our campus's. Currently reviewing how we serve our students so will have to do on an individual basis. Be great to hear pros and cons of an "experiential learning centre" with coop and volunteering, underneath, decentralized models, etc. Is there an ideal model?*
- *Consider expanding membership to include internship, CSL co-curricular and other providers of work-integrated education programming.*

4. Considering potential changes to the post-secondary environment in BC, members prioritized the following influences ACE can do to position itself in respond to the potential change:



5. Members also shared their hopes for the Association. Please find the details below:

- *Building on 11.d) our non-mandatory co-op program is losing out on opportunities with companies who post online. Is there a way that companies can be encouraged to understand the differences between co-op and internships and non-structured "internships" meaning work experience placements? We have employers who are thinking they are employing 'co-op' students, when in fact they have nothing to do with the co-op program. A province-wide campaign to educate external stakeholders would be very helpful. There are issues such as advocating with the government that ACE would be more effective at an institutional level; there are issues such as supporting international students in which institutions would be better in supporting than ACE. ACE should focus on things that they can be most effective. In short, many of the abovementioned issues are good issues but they shouldn't be all dealt by ACE.*
- *many employers have their own co-op employment application process and therefore do not want to burden their workload with applications from various institutions. This is challenging to know where your students are applying and connecting all three parties.*
- *Being inclusive of the smaller institutions;*
- *I still feel new to this group, but I appreciate the support and expertise that comes from the ACE Board members. The PD opportunities have always been very useful and time well spent.*
- *This is a great supportive and progressive group. The people have I met here have already helped me in my coop role. Keep doing what you do so well!*
- *We need to look at easy ways to populate Co-op jobs for the companies who post on their own websites, to be lined at ACE. Not very realistic to expect companies to meet our needs of where they post, though would be nice. Maybe having them put a link on their websites for ACE, on the Careers page for students, so there is some alliance on their websites to ACE and recognition for being formally a Co-op student. Might be easier to do this way and have employers put in language that*

they must be in Co-op program at a recognized school and this will be confirmed. Maybe we need to coach students on how to search for Co-op jobs outside of CC, in future.

- *Regarding d) above, employers seem unaware of the benefits of posting with Co-op programs as a way of receiving high-quality, targeted applications. Most dislike having to wade through scores of unsuitable applications that appear on their sites and need to see that Co-op provides a better option!*
- *Thank you to all who volunteer with ACE board and committees - much appreciated!*
- *That we will finally get a tax credit. Keep up the lobby. Could we get the BC gov't to use our posting sites! Should we all use a central posting?*
- *I think ACE is an excellent organization!*
- *I think hiring a office person or employing more Co-op students will assist the committees who have all the drive to strengthen ACE, but many times lack the time, or specific knowledge ie public relations*
- *I was more involved with ACE prior to going to 1/2 time. It is very difficult to attend ACE events as a part time person. Wish I could.*
- *I think there needs to be more research done on benefits of Co-op for the 3 partners: employer, student, school that can be used to support Co-op programs in their own post-secondary school. The trend line is that co-op programs will come under more scrutiny internally and concrete data would be helpful if made readily accessible to the membership to present to administrators.*
- *Great association, lots of support for members and collegial environment. Take a leadership position on research, advocacy and connecting with CACEE west.*



Appendix 2: SUMMARY OF RESULTS



ACE BOARD Strategic Planning Session #1

Aug. 28th 2013 / SFU Downtown

This one day session was the first involving the ACE board directly in the strategic planning process. The planning committee (Julie Walchli, Lynda Robinson, and Coby Fulton, with the help of Shauna Tonsaker), worked with Neil Smith to plan an interactive session that would build the foundations of the strategic planning process. Over the course of the day, ACE Board members identified powerful elements of ACE that have worked well in the past and also framed new priorities considered to be of critical importance to ACE's future.

This document begins with the results of the Board's work, framed within each of the four questions used as catalysts for our 1:1 dialogue. In the document immediately following the summary of the results of the structured dialogue is a draft articulation of the *values* that board members deemed central to ACE's organizational identity. With each stated value is a series of possible *actionable items*.

At the end of the day, the Board discussed how the annual November 2013 meeting of ACE could be designed to deeply engage the broader membership in the process of planning ACE's future. It was decided that it would be most productive to use the results of the Board's Aug 28th session as a foundation or starting point for the general membership's engagement in the strategic planning process – rather than have the membership enter at the very beginning level discussing similar questions that were used for our Aug. 28 Board meeting.

The following day, Aug 29th, the Board met once again and reviewed the experiences of Aug 28th, discussed the merits and disadvantages of various resources that might be used in November, and confirmed the next stage of the process leading to the November ACE meeting of the whole.

It is important to note that there several themes that appeared in all groups and have been captured in this summary of results (Advocacy, for example), along with other important priorities. The information presented in this document will be carefully reframed in advance of the November session.

OBJECTIVES of ACE Strategic Planning Process

To develop a comprehensive five year plan that will include these Primary Endpoint Deliverables / Outcomes:

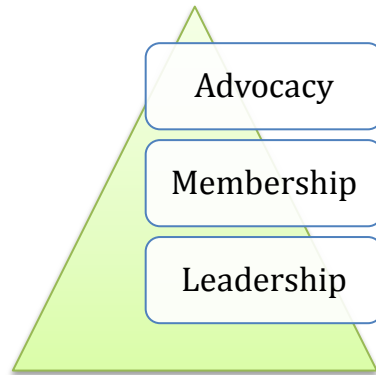
- 1) A distinct statement of vision, mission, values/guiding principles for ACE that reflect the core perspectives and commitments of membership
- 2) A clearly defined action plan that includes main action priorities supported by identification of corresponding resource requirements and outline identifying assessment benchmarks.
- 3) A membership committed to a strong vision, supported by clearly defined mission and values, with confidence in a realistic but compelling action plan that provides a clear roadmap for the future.

Question #1

Imagine a time in the future when people look to ACE and its impact on developing community education as exemplary... the very best it could be:

- * What things do you see in place that are contributing to this exceptional state ?
- * What has changed from 2013 in the kind of learning the students experience?
- * Which aspects of this imagined future are you most proud of ?

- Synthesis by: Lynda, Adam, Shauna, & Judith



Strong Advocacy Role

- Stronger advocacy within provincial government and industry partners – ACE voice at larger tables
- Co-op fully integrated and supported within all BC institutions
- ACE leveraging statistical data & knowledge – for national and regional stakeholders
- Effective advocacy supported by resources & strong public relations
- Achieved tax incentive
- Advocate co-op as student experience - higher level advocacy
- Possible mandatory co-op in student experience?

Vibrant Membership

- Strong membership built on inclusive collaboration within ACE
- Strong governance and structure that attracts & builds membership
- Effective mentorship opportunities within organization
- Professional co-op practitioner accreditation
- Strong relationships with partners CAFCE, CACEE, WACE, & CEIA - sharing best practices
- Membership includes students and employers
- (revisit current committee structure)

Leadership

- ACE is ahead of the curve, anticipating both the needs of student learning and the needs of employers, leading the way
- ACE considered subject matter experts in experiential learning
- Embrace and promote technology – build and adapt new directions
- Maintain educational relevance via public relations and building institutional relevance
- Strategically adapts to shrinking budgets while still advocating for more resources/funding
- Revitalized committee structure

Question #2 -

As you reflect back on the recent years and what ACE has been able to accomplish since the last strategic plan, what do you consider the best of what ACE has offered its community in terms of practices and policies?

Which of these do you feel we must carry forward into the future?

- Synthesis by Claudia, Andrea, Leanne, & Lianne



Research and Professional Development

- Research related to Cooperative Education
- Hosting effective conferences
- Focus on high quality
- Professional Development events

Accountability

- Comprehensive data collection
- Clear Policies - accreditation
- Formal structures that provide organizational stability

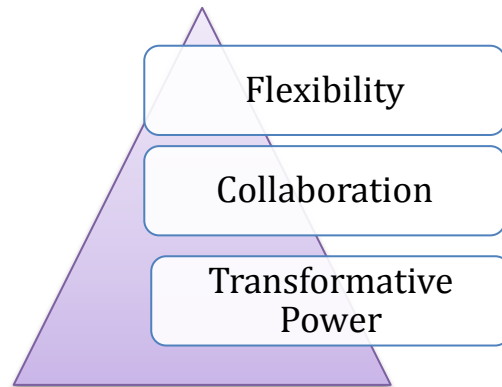
Sharing

- Strong national reputation
- Flexible & adaptive (changing models, where will we go, what will work, what integrated learning look like)
- Innovative
- Effective branding
- Positive external relations
- Powerful advocacy role
- Structured system of communication within ACE and with other organizations
- Focus on building and sustaining healthy relationships & spirit of collegiality
- Optimizing networking possibilities
- Good mentorship programs and processes
- Diversity is practiced - small/large institutions, new & experienced members, university & colleges

Question #3

What is one thing, perhaps a bigger and bolder step than those previously taken, *that* could help ACE move to becoming an even stronger organization? Would you please explain your idea along with why you think that this may be important at this time?

- Synthesis by Julie, Sarah, Simone



Flexibility

- Embrace more flexible models of co-operative education
- Advocate CAFCE accreditation

Collaboration

- Expand association to include other forms of integrated learning (internships, field schools, volunteer placements)
- More proactive process to develop new co-op staff & programs to build ACE membership
- New orientation package for new members including strategic plan, opportunities for involvement in committees & board
- Webinar for potential new members
- Certification of co-op practitioner? Establish how certification will be offered and how ACE will be involved in managing it

Belief in transformative power of co-op (advocacy)

- Strengthened advocacy of co-op with all key stakeholders
- More employer engagement and membership within ACE
- ACE & CACEE West work together to advocate experiential learning and liaise effectively with senior academic leaders on the merits of co-op education
- Clarify relationship of ACE and ACCE in roles related to external advocacy
- Realign ACE resources to better support external outreach

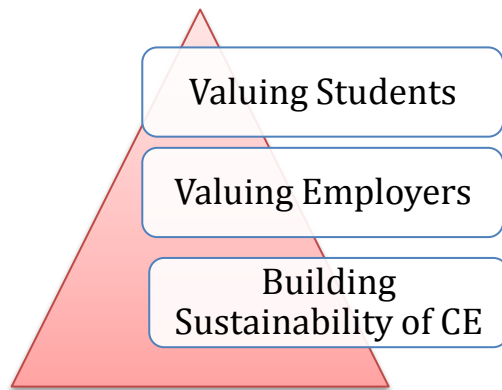
Question #4

In this question, please take time to consider the environmental* changes that might be most important to the future of ACE - and how you think ACE should best position itself to respond proactively to these influences. (* External to the internal practices of ACE)

Some things you may want to consider:

- * significant emerging research regarding community-based learning
- * general educational research regarding what we are coming to know about teaching & learning
- * technological innovation
- * social/political dynamics shaping the future of our educational community

- Synthesis by Nick, Coby, Stuart



Valuing students - and their changing needs

- ACE will provide further support to member institutions regarding international students and international placements
- ACE will continue branding the value of co-op to students and employers (respecting the needs of students)

Building sustainability by advocating for co-op programs

- Anticipating changes in government policy
- Recognizing the funding environment and advocating for funding sources

Value employers and their changing needs

- Advocating to various employer associations and become intertwined

- Adapt to changing job market and also looking for part-time, volunteer, unpaid internships – recognize changing student job market
- Look into parallel job posting opportunities with employers who are posting their own jobs on their own websites and driving students to apply to these sites.

Defining ACE Values and Corresponding Ideas for Action *First Draft*

Note: The bold print below identifies our initial formulation of “Values” followed by associated possibilities for related strategic action. It should be noted that both the values and “actionable items” were synthesized from the combination of all four groups’ work. Happily, there is a clear convergence of priorities and ideas coming from all question groups. Please consider this the first draft. Request: to enable us to work toward the refinement and framing of these ideas, PLEASE WRITE YOUR COMMENTS/ RESPONSES/ FURTHER IDEAS directly on this document in a distinguishable **COLOUR** and send to REPLY ALL so that all board members can understand the perspective that you are bringing to any chosen issue. THANKS!!!

1. ACE is a strategic and effective advocate for the advancement of cooperative education.

Actionable items to consider for strategic plan: *To be developed*

- Promote Co-op education to institutional leadership, faculty, employers and employer-related associations, student association, unions, government
- Develop a more proactive process that will encourage new co-op staff or programs to become ACE members
- Assume responsibility for studying and anticipating changes in Government policy
- Identify funding sources and be prepared to advocate for Co-op education
- Create and implement structures and policies that will guide the collection and dissemination of important co-op education statistics and research summaries
- Hire a public relations representative to promote the success of co-op education
- Realign ACE resources to better support external work and outreach

2. ACE empowers its membership through generation of quality research and professional development all supported by a culture of collaboration.

Actionable items to consider for strategic plan: *To be developed*

- Continue to invest in high quality research, PD conferences and PD events
- Develop an orientation strategy for new members
- Develop and implement a mentorship program that supports members, encourages succession, strengthens the organization and builds its sustainability
- Strengthen the ACE governance structure, policies and bylaws and clarify the roles and responsibilities of committees to enhance sustainability

3. ACE is committed to recognizing, adapting and responding effectively to the changing needs of students, industry partners and institutions

Actionable items to consider for strategic plan: *To be developed*

- R & D body that keeps ACE on the leading edge of the change curve
- ACE ensures that it adapts flexibly to the evolving needs of our stakeholders and our institutions *while at the same time* ensuring that the integrity and quality of ACE services that have contributed to ACE's reputation are not compromised

4. ACE is committed to being a respected provincial and national leader providing information and resources that support Co-op Education

Actionable items to consider for strategic plan: *To be developed*

- Data and statistical systems will be refined to support ACE advocacy role
- Study how ACE should respond to the impact of technology of today's learning process
- Explore the merits of expanding the scope of Co-op Education models to include other forms of experiential learning that would reflect the changing needs of stakeholders

5. ACE premises all of its service to its members on the valuing of: * Diversity * Strong relationships * Effective Networking * Mentorships

Actionable items to consider for strategic plan: *To be developed*

- Actively promote a broader-based membership with employers, students and other stakeholders
- Ensure employers and students are represented on Board
- Work strategically with industry associations to lobby for hiring incentives
- Study how ACE can ensure it is not offering redundant services that are increasingly being initiated by employers – for example, employers posting positions on their own websites
- Study the processes of ACE becoming Co-op Ed certifying body
- Investigate how to strengthen collaboration with organizations whose service goals are similar; begin with clarification of relationship with ACCE; explore the potential benefits of merging with CAFCE; consider working with CACCEE West in advocating experiential learning at the senior / advanced level
- Consider expanding ACE to include other forms of WIL
- Analyze the employers' needs vis a vis the changing job market

6. ACE values communication that is transparent, timely, systematic, and includes and respects all voices.

Actionable items to consider for strategic plan: *To be developed*

- Using state of the art technology, build a communication system that enables this value to be realized.

Next steps in process:

- 1) With your feedback refine the content and formatting of this document in a way that will be coherent for membership's access
- 2) Decide on the processes and strategies that will engage the membership fully on Nov 19th