
CEWIL CANADA

BOARD AND COMMITTEE ORIENTATION HANDBOOK



**Co-operative Education and Work-Integrated
Learning**
www.cewilcanada.ca

INTRODUCTION

The CEWIL Board and Committee Orientation Handbook is an extension of the CEWIL By-laws that captures the association's best practices, policies, and procedures. The CEWIL Board and Committee Orientation Handbook are to be used as educational tools for members who are interested in volunteering on CEWIL's Board of Directors, Standing Committee(s), and Ad Hoc Committee(s). The Council and Committees may copy relevant material into their own policy and procedures manuals.

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CHAPTER 1

1.1 History of CEWIL

CEWIL was formed on September 26, 1973 when 29 representatives of 15 post-secondary institutions from across Canada met at McMaster University and Mohawk College in Hamilton, Ontario, formally adopting a constitution and electing a board of directors. To fully appreciate the role of CEWIL and the context within which it was formed, review 'From Impossibility to Reality' written by Andrew Crichton, formerly co-operative education coordinator at Memorial University of Newfoundland.

(<http://www.cewilcanada.ca/en/history>)

1.2 Objectives of the Corporation

The Co-operative Education and Work-Integrated Learning (CEWIL), formerly CAFCE, was created in 1973 and incorporated on March 1, 1979 as a charitable organization.

The objective of the Corporation is to provide a forum for individuals and institutions interested in co-operative education and WIL and more specifically to:

1. Broaden the interpretation and understanding of the significance and values of co-operative education.
2. Strengthen the functioning of co-operative education and WIL through active interchange of ideas and experience among educators, employers and students.
3. Provide a source of information about co-operative education and WIL to counsellors, teachers, administrators in post-secondary education, and the employment community.
4. Extend participation in co-operative education.
5. Provide a program accreditation service to its members.
6. Encourage and co-ordinate fact-finding surveys, studies and long-term research in areas related to the objectives of the Corporation.
7. Provide its members with a medium for the exchange, review and evaluation of co-operative education and WIL related information, particularly in the form of professional training seminars for new and experienced co-operative education and WIL personnel.
8. Co-ordinate its activities with other related national and international organizations.

1.3 Beliefs and Values

1. CEWIL values the role as Canada's leading voice in post-secondary co-operative education. It provides a forum for proactively addressing the dynamic needs of its constituents. The constituents are comprised of:
 - a) Post-secondary co-operative education and WIL students seeking careers;
 - b) Employers recruiting post-secondary co-operative education and WIL students;
 - c) Institutions and individuals involved in delivering post-secondary co-operative education, and
 - d) Individuals in Canadian society affiliated with education and training, who participate in the co-operative education and WIL process but not directly as a student, employer or institutional educator.
2. CEWIL values experiential learning in general and its definition of co-operative education and WIL in particular.
3. CEWIL values the accreditation process as a means of encouraging quality co-operative education.

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4. CEWIL values its role as a positive change agent amongst its constituents.
 5. CEWIL values individuals (both paid and volunteer), who through their energy, enthusiasm and creativity drive the activities of the association.
 6. CEWIL values the process of linking with other associations involved in experiential learning.

CEWIL values its "not-for-profit" status and strives for financial viability through on-going member and self-generated support.

1.4 Vision

To be the voice for postsecondary co-operative education and WIL in Canada.

1.5 Mission

To foster and advance post-secondary co-operative education and WIL in Canada.

We do this through a national forum of professional co-operative education and WIL practitioners by establishing national standards and promoting the value of co-operative education, and delivering opportunities for learning and sharing best practices.

1.6 Five Year Goals and Objectives

The CEWIL Board develops and updates its goals every 3 years and uses each goal as a guiding principle in its work. The following are the current 3 year objectives (2019-2022). A full chart with goals, actions and progress notes is located in [Appendix 2](#).

1.1 Advocacy

- 1.1.1 Be included in all major national conversations on WIL (leverage relationships, collaborate with stakeholders, effectively represent members)
- 1.1.2 Advise/impact on WIL government spending

1.2 Capacity

- 1.2.1 Our membership is representative of the spectrum of WIL and all stakeholders
- 1.2.2 Have an active and engaged membership to support our activities (percentage of members participating on committees)
- 1.2.3 Effectively and strategically manage resources to support operations and growth (includes tools)
- 1.2.4 Support knowledge acquisition and skill development of members

1.3 Quality

- 1.3.1 Quality standard for all types of WIL created
- 1.3.2 Quality WIL standards adopted nationally

1.4 Research

- 1.4.1 Engage the WIL community in research (support, produce, disseminate)

1.5 Clarity

- 1.5.1 Expand our database to include all forms of WIL

CHAPTER 2

2.1 Membership

Membership in CEWIL is open to individuals who are employed by co-operative education and WIL institutions and co-operative employers as well as other individuals interested in the development of post-secondary co-operative education and WIL in Canada. Application for membership shall be submitted in writing and include payment of the annual fee as fixed by the Board. The CEWIL

Membership year runs from September 1 – August 31. Memberships are transferable throughout the year.

Voting Member

There shall be two classes of membership (Voting and Non-Voting) and four member categories (Institutional, Employer, Associate and Honourary). Institutional and Employer members will have individual voting rights up to 20 per each institution or organization. Each institution or organization with more than 20 members shall determine the distribution of votes within their organization. Honourary members will have individual voting rights. Individuals and organizations seeking members are invited to consult [this page](#).

Honourary Members

Honourary Members may be appointed by the Board for a life-time membership. An Honourary Member shall be a voting member.

2.2 Benefits of Membership

Membership in CEWIL has a variety of benefits, particularly in terms of accreditation, professional development and networking opportunities. In addition, CEWIL is an important national volunteer advocate of co-operative education.

Networking Opportunities

CEWIL members are dedicated professionals with experience in education, training, and recruiting. This association joins members in a dynamic network where:

- Relationships with new and experienced members are developed and fostered;
- Ideas, skills and expertise are exchanged to enhance the Co-operative education and WIL experience of all members; and
- Professional challenges are discussed and interesting insights are examined from various perspectives.

Professional Development

CEWIL recognizes each member's need to invest in and diversify his/her own professional competence.

National conferences are held every second year and are hosted by the regional Committees of CEWIL, allowing the conference to move across the country. The conference generally runs from Sunday to Wednesday with a strong professional development and social program.

Each October/November, an Annual General Meeting will be hosted in October/November in the region of the incoming President. The Committee organizing the AGM will organize a professional development session in conjunction with the annual general meeting.

In addition to the conference and AGM, the PD Committee will develop professional seminars with a focus on co-operative education and WIL specific topics of interest offered by webcast throughout the year. Regional Committees may also host their own professional development sessions to their co-operative education and WIL practitioners.

Leadership and Advocacy

Visibility at both national and provincial levels enables CEWIL to be a prominent advocate in promoting Co-operative education and WIL initiatives.

Standards

CEWIL's Accreditation Council ensures that only the highest standards exist for our members. Member institutions are subject to rigorous evaluation before achieving accreditation status.

Publications

Valuable information relating to Co-operative education and WIL is made available to CEWIL members through announcements, email distribution, and the website. Resources include:

- Online Co-operative education and WIL Program Directory.
- CEWIL News Digest
- Co-operative education and WIL Tips and Techniques.
- CEWIL Accreditation Guide.
- Board and Committee Orientation Handbook.

Alliances and Partnerships

The Board works with like-minded associations to further the advancement of co-operative education and WIL and increase the benefits to members.

The CEWIL President periodically participates in meetings with several international organizations involved in experiential learning.

Previous partners:

- Accreditation Council for Co-operative Education (ACCE): <http://www.co-opaccreditation.org/programs.htm>
- The Co-operative Division of the American Society for Engineering Education (CED): <http://www.profpractice.gatech.edu/ced/>
- Cooperative Education and Internship Association (CEIA): <http://www.ceiainc.org>
- National Commission for Co-operative Education (NCCE): <http://www.co-op.edu/index.html>
- Northeastern University (NEU) The National Society for Experiential Education (NSSE): <http://www.nsee.org/>
- The World Association for Cooperative Education (WACE): <http://www.waceinc.org/about.html>
- Canadian Association of Career Educators and Employers (CACEE) www.cacee.com

Their hope is to meet regularly to collaborate on several issues including:

- Reciprocal agreements
- Accreditation/certification

2.3 CEWIL Awards and Member Recognition

Volunteer Recognition

CEWIL recognizes and expresses its appreciation in a letter to the individual and his/her institution for involvement and dedication as an active member whose support, effort, and initiative has fostered the development of co-operative education and WIL in Canada through CEWIL in the current membership year.

Dr. Albert S. Barber Award

The Albert S. Barber Award is awarded to recognize the recipient's outstanding contributions to the advancement of the philosophy and practice of co-operative education and WIL in Canada. The Award continues to be sponsored by the University of Waterloo.

Dr. Graham Branton Research Award

The Dr. Graham Branton Research Award recognizes significant contributions by CEWIL members to scholarly research in co-operative education, and to encourage such research. The Award is sponsored by the University of Victoria.

CEWIL Service Award(s)

Service awards were instituted by CEWIL in 1989. These awards were implemented to recognize meritorious service to the Association by individual(s) during the current membership year.

CEWIL Student of the Year Awards

Since 1994, CEWIL has chosen a student each year to receive the CEWIL Co-op Student of the Year Award (CSOTY). In 2006, the award was divided into two awards, one for a college and one for a university. These awards recognize a wide variety of achievements: job performances; academic performances; responsibilities; particular contributions to their employers; to co-operative education; and, their communities at large. In 2018, CEWIL also introduced two WIL Student of the Year Awards to reflect our expanded mandate and include other types of WIL, in addition to co-op.

Emery/Dufault Award

The Emery-Dufault Award was established by CEWIL in 2003 in recognition of the contributions of two of the founding fathers of co-operative education and WIL in Canada, Les Emery and George Dufault. The Emery-Default Cash Awards are made through donations from Christopher Dufault and are awarded to the CEWIL Co-op Students of the Year.

Note: Person(s) receiving cash (including gift cards), grants, prizes, scholarships, bursaries, etc. will need to be issued a T4N Slip. Committee Chairs are required to note this on promotional material and are responsible for collecting the winners last name, first name, initial, social insurance number (SIN), home address and telephone number.

Awards and Nomination Forms and Presentation

The nomination forms for the CEWIL Awards are posted on the CEWIL web site. These awards are announced and presented during the conference or at the Annual General Meeting on a non-conference year.

2.4 CEWIL Research Grant

Instituted in 2006, the CEWIL Research Grant helps to strengthen the development of Co-operative education and WIL in Canada by supporting research that provides a deeper understanding of what engages, enacts, and enriches students, faculty, employers, and staff as well as studies that contrast and compare various co-operative education and WIL practices and their outcomes.

CHAPTER 3

3.1 Board of Directors

The affairs of the Corporation are managed by a Board of seventeen (17) Directors, each of whom at the time of election or appointment, and throughout the term of office, shall be a member of the Corporation and will require their employer's support to invest the financial and time commitment to assume the responsibility of a Board position.

Executive Committee

- The President
- The President-Elect
- The Secretary
- The Treasurer
- The Past President

Director/Manager-at-Large

- College Director-at-Large
- University Director-at-Large
- WIL College Director-at-Large
- WIL University Director-at-Large

Regional Representatives

- The Atlantic Region
- The Quebec Region
- The Ontario Region
- The Manitoba Region
- The Saskatchewan Region
- The Alberta Region
- The B.C./Yukon Region

Employer Representatives

- Representative-at-Large
- Representative-at-Large

Ex-officio:

- Accreditation Council Chair
- Director of Operations
- Standing Committees, Chairs

The Executive Committee, in consultation with the Regional Representatives and the Directors-at-Large, shall appoint the Employer Representatives.

Upon accepting a position on the CEWIL Board of Directors, each Director must submit their home address, telephone number and birth date to the CEWIL Office. This information is a requirement for the annual Canada Revenue Agency's "Registered Charity Information Return". "Directors/Trustees and Like Officials Worksheet - The CRA makes the public information section on this worksheet available to the public (name, position, start-end dates, at arm's length with other Directors). All of the information collected on this form, including the confidential data (home address, telephone number, date of birth (mandatory for identification), may be shared as permitted by law (e.g. with certain other government departments and agencies).

3.2 Role of the Board

The function of the Board of Directors shall include but are not limited to:

- Furthering the objectives of CEWIL.
- Representing the membership.
- Administering the business of CEWIL between meetings of the Board and the members.
- Formulating policies, regulations and practices to govern the activities of CEWIL.
- Directing the execution of the policies, regulations and practices as per CEWIL By-laws.

3.3 Meetings of the Board

The CEWIL Board will meet regularly to approve plans and budgets, create and implement objectives, and to ensure smooth operations of the Association. The Board will meet three times in person and up to five to eight times via teleconference per year. Directors are expected to attend a minimum of 50% of meetings throughout the year including one in person meeting per year.

Travel to meetings is at the expense of the individual board member or his/her institution. Executive members have a travel expense account to offset the cost of attending CEWIL Board meetings (Current levels: President - \$1,500; President Elect - \$1,000; Secretary - \$1,000 Treasurer - \$1,000; and Past President \$1,000). In conference years, one meeting will be held in conjunction with the association's national conference, which is hosted by regional Committees. Additional travel funds may be accessible for non-executive members, to a maximum of \$500 per member, to assist with the costs of travel and/or lodging for attending CEWIL Board Meetings. These funds are intended for non-executive members with limited institutional support and are subject to availability. Non-executive members that anticipate accessing these funds should inquire with the Treasurer about availability by the end of the fourth month of the fiscal year. Please note, priority will be given based on distance. Reimbursements will only be paid following completion of travel.

Committee Chairs and/or employers representatives may be invited to attend in person with adequate notice. All persons attending the meeting are responsible for bringing their own copies of these reports to the meeting. The President and Regional Representatives are to forward a final report for the membership year ending in September to the CEWIL Office by mid-August to be included in the CEWIL Annual Report that is distributed to the membership with the CEWIL AGM Invitation and Agenda.

Minutes of each meeting will be provided by the Secretary and distributed by the Director of Operations following the Board meeting.

3.4 Annual General and Special Meetings

The Annual General Meeting (AGM) is a legal requirement of CEWIL to provide members an opportunity to review the audited Financial Statements and the announcement of the Board of Directors Election Results. The AGM must be held within 16 months of the previous AGM as required by the Federal Government. The CEWIL AGM will be scheduled in late October or early November to allow adequate time for the financial year-end audit and completion of the organization's Financial Statements.

Travel and accommodation costs are to be covered by the Board member's institution.

3.5 Duties of the President

Position Summary

The President is the Chief Executive Officer of the Association. The President shall direct the business of the Association and, in concert with other Directors, set policy, procedures and priorities. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CEWIL by preparing for and presiding over meetings of the Board of Directors, the Executive of the Board, meetings of the membership and other related meetings of the Association.
- Is a member Ex-Officio of all Committees/councils and represents CEWIL on various Committees, by planning for and attending meetings in order to co-ordinate policy on co-operative education and WIL in Canada, and to represent the interest of the Association.
- Works with the Board on relations with WACE, CEIA and other co-operative education and WIL bodies/associations.
- Liaises with other Directors, especially the Past-President, President-Elect, Treasurer, and Secretary to ensure smooth function and promotion of the business of the Association.
- Represents CEWIL at international meetings such as, World Association for Co-operative education (WACE), CEIA Annual Conference and the like, where practical. Attendance at such meetings is at the expense of the President's institution. The President may appoint a designate to represent CEWIL at such conferences.
- Signs documents and contracts on behalf of the Association, distributes voting cards and records the number of proxy votes carried by the member in person or on behalf of other members, in concert with the CEWIL Director of Operations.
- Has overall responsibility for the general and active management of the Association's business by ensuring that all orders and resolutions of the Board are implemented and enforces the provisions of the by-laws of the Association.
- Seeks volunteers from the Board of Directors to be appointed as Board Representatives to the standing and Ad Hoc Committees.
- Sends President's Message to members in conjunction with the following events: United Nations International Volunteer Day on December 5 and CEWIL National Co-operative education Week (second or third week in March).
- Notifies the CEWIL Office of vacations or extended periods of leave in a timely fashion.

Term and Method of Appointment

The President shall automatically assume this office for the year following their term as President-Elect.

3.6 Duties of the President-Elect

Position Summary

In addition to other duties assigned by the Board; to act on behalf of the President in the President's absence, disability or refusal to act. Candidates must be members in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CEWIL by preparing for and attending meetings of the Board of Directors, the Executive of the Board, and meetings of the membership and other related meetings of the Association.
- Liaises with Committees and other organizations as requested by the Executive.
- Liaises with other Directors and especially the President in order to ensure the smooth function and promotion of the business of the Association. Works with the Past-President and President on government relations and on relations with WACE, CEIA and other co-operative education and WIL bodies/associations.
- Submits agenda materials to the President and Secretary for information.
- Reviews all legal documents and manuals (*CEWIL By-Laws, CEWIL Board and Committee Member Orientation Handbook, Co-op Manual, Fair Treatment and Complaint Policy, previous meeting minutes, etc.*)
- Acts as the key contact for a person looking to lodge a complaint based on *CEWIL's Fair Treatment Policy*.
- Reviews *Accreditation Guidelines* and participates in an Accreditation Application Review Team.
- Demonstrates leadership on the Board of Directors by participating in and/or Chairing standing and/or Ad Hoc Committees.

Terms of Appointment

Elected by the membership for a one-year appointment; however, this is a three-year commitment to the Board (President-Elect, President, Past-President).

3.7 Duties of the Past-President

Position Summary

To act in an advisory capacity to the Board by providing background experience, knowledge of Board practices and its history. The Past-President will advocate and co-ordinate the business of the Association in concert with other Directors and work to ensure succession planning for the Association. Must remain a member in good standing and will require his/her employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CEWIL by preparing for and attending meetings of the Board of Directors and related meetings of the Association.
- Represents CEWIL on various Committees by planning for and attending meetings in order to co-ordinate policy on co-operative education and WIL in Canada and to represent the interests of the Association.
- Liaises with the President of CEWIL in order to ensure the smooth function and promotion of the business of the Association.
- Chairs the Nominating and the Awards Committee of the Association generally comprised of Past-Presidents. This Committee conducts elections for the Association.
- Liaises with former Past-Presidents of the Association to tap into their experiences for special projects as assigned by the Board.
- Reviews and edits the CEWIL Board and *Committee Member Orientation Handbook* and *CEWIL By-laws* as required.

Term and Method of Appointment

The Past-President shall automatically assume this office for the year following the term of President of the Association.

3.8 Duties of the Secretary

Position Summary

In addition to other duties assigned by the Board, the Secretary ensures the accurate recording of business conducted during Board of Directors Meetings, Annual General Meeting (AGM), and Special Meetings in accordance with the provisions of the CEWIL By-laws. Candidates must be members in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CEWIL by preparing for and attending meetings of the Board of Directors, the Executive of the Board, meetings of the membership, and other related meetings of the Association.
- Records minutes of Board meetings and forwards them to the President for approval and then sends it to the CEWIL Office to ensure a record is being saved. The Director of Operations will distribute them to the Board.
- Records attendance at the AGM of members attending in person or by proxy.
- Records minutes of the AGM and forwards them to the President for approval and then sends it to the CEWIL Office to ensure a record is being saved. The Director of Operations will then distribute them to the Board.
- Demonstrates leadership on the Board of Directors by participating and Chairing standing and/or Ad Hoc Committees.

Term and Method of Appointment

The Secretary shall be elected each year by the membership of the Association.

3.9 Duties of the Treasurer

Position Summary

In addition to other duties assigned by the Board, the Treasurer oversees and controls the financial well being of the Association. This includes budget preparation, controlling the flow of funds and determining the most effective and efficient means of obtaining funds and maintaining records. Candidates must be members in good standing and will require his/her employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Signs cheques at least twice a month, or on an as needed basis, at the CEWIL Office in Toronto or by courier.
- Participates in the affairs of the Association by preparing for and attending meetings of the Board of Directors, Executive Meetings, meetings of the membership, and other related meetings of the Association; liaises with Committees and other organizations upon the request of the Board.
- Presents financial statements (year-to-date) for the Association at each Board meeting, provides financial information and recommendations to assist the Board in making sound decisions regarding fund disposal in the Association.
- At the June meeting, reviews and proposes adjustments for the budget inherited from the previous years.

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- Ensures that arrangements have been made for the auditing of the previous year's books. Recommends an auditor to the general membership at the AGM.
 - Ensures that full and accurate accounts of all receipts and disbursements are kept in proper books of accounting at the CEWIL Office, and ensures that funds are disbursed in the proper manner via the CEWIL Manager.
 - Holds signing authority for financial documents and other documents of the Association.
 - Notifies the CEWIL Office of vacations or extended periods of leave.

Term and Method of Appointment

The Treasurer shall be appointed by the CEWIL Board of Directors and ideally, work in close proximity to the CEWIL Office.

3.10 Duties of the Regional Representative

Position Summary

Regional Representatives are CEWIL representatives in their respective regions and will participate on the CEWIL Board for at least one to three full year terms (November to November). They act as the region's liaison with CEWIL via its Board of Directors. Regional Representatives must be members in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Attends a minimum of one in person meeting per year.
- Reports on regional activities at Board meetings. Identifies regional issues and presents issues at the National Board meetings.
- Communicates CEWIL activities to region members, in particular providing information following National Board meetings.
- Interfaces with their region's representatives to obtain feedback on CEWIL's initiatives to provide regional feedback to the national board.
- Demonstrates leadership on the Board of Directors by participating and Chairing standing and/or Ad Hoc Committees.
- Represents CEWIL at regional events.
- Reviews all legal documents and manuals (*CEWIL By-Laws*, *CEWIL Member Orientation Manual*, *Co-op Manual*, *Fair Treatment and Complaint Policy*, previous meeting minutes, etc.).
- Reviews the Accreditation Guidelines and participates on an Accreditation Application Review Team. Promotes the benefits of CEWIL Accreditation Guidelines.
- Provides a forum for the exchange of ideas and information. Gathers and shares information (e.g. statistics, survey information, etc.) from each of the Co-operative education and WIL Programs in their region.
- Promotes Co-operative education and WIL with employers, educators, and at all government levels.

Terms and Methods of Appointment

Elected by CEWIL members within their respective region.

3.11 Duties of the Employer Representative (Representative-At-Large)

Position Summary

Serve as the voice of employers for and within the association.

Duties

- Believes in and promote the vision and mission of CEWIL.
- Demonstrates leadership on the Board of Directors by participating in and/or Chairing Committees.

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- Participates in the affairs of CEWIL by preparing for and attending meetings of the Board of Directors and related meetings of the Association.
 - Reviews all legal documents and manuals (*CEWIL By-Laws*, *CEWIL Member Orientation Manual*, *Co-op Manual*, *Fair Treatment and Complaint Policy*, previous meeting minutes, etc.).
 - Promotes Co-operative education and WIL with employers, educators, and at all government levels.

Terms and Methods of Appointment

- The Executive Committee, in consultation with the Regional Representatives, shall appoint the Employer Representatives.
- Employer Representatives must be members in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.
- The term of service is one year and may be renewable up to two times for a maximum of a three year term.

3.12 Duties of the Manager/Director-at-Large

Position Summary

Serve as the voice of either universities or colleges for and within the association. Manager/Directors-at-Large must be members in good standing and will require their institution's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Attends a minimum of one in person meeting per year.
- Plans and promotes "CEWIL Directors/Managers Meeting" in conjunction with a CEWIL event and reports key findings back to the Board.
- Identifies university/college issues and presents issues at the National Board meetings.
- Interfaces with university/college colleagues to obtain feedback on CEWIL's initiatives to provide feedback to the national board.
- Demonstrates leadership on the Board of Directors by participating and Chairing standing and/or Ad Hoc Committees.
- Reviews all legal documents and manuals (*CEWIL By-Laws*, *CEWIL Member Orientation Manual*, *Co-op Manual*, *Fair Treatment and Complaint Policy*, previous meeting minutes, etc.).
- Reviews the Accreditation Guidelines and participates on an Accreditation Application Review Team. Promotes the benefits of CEWIL Accreditation Guidelines.
- Promotes Co-operative education and WIL with employers, educators, and at all government levels.

Terms and Methods of Appointment

- Manager/Director-at-Large (Colleges) will be elected by CEWIL College and Institute members.
- Manager/Director-at-Large (Universities) will be elected by CEWIL University members.

3.13 Duties of Board Representative on CEWIL Committees

Position Summary

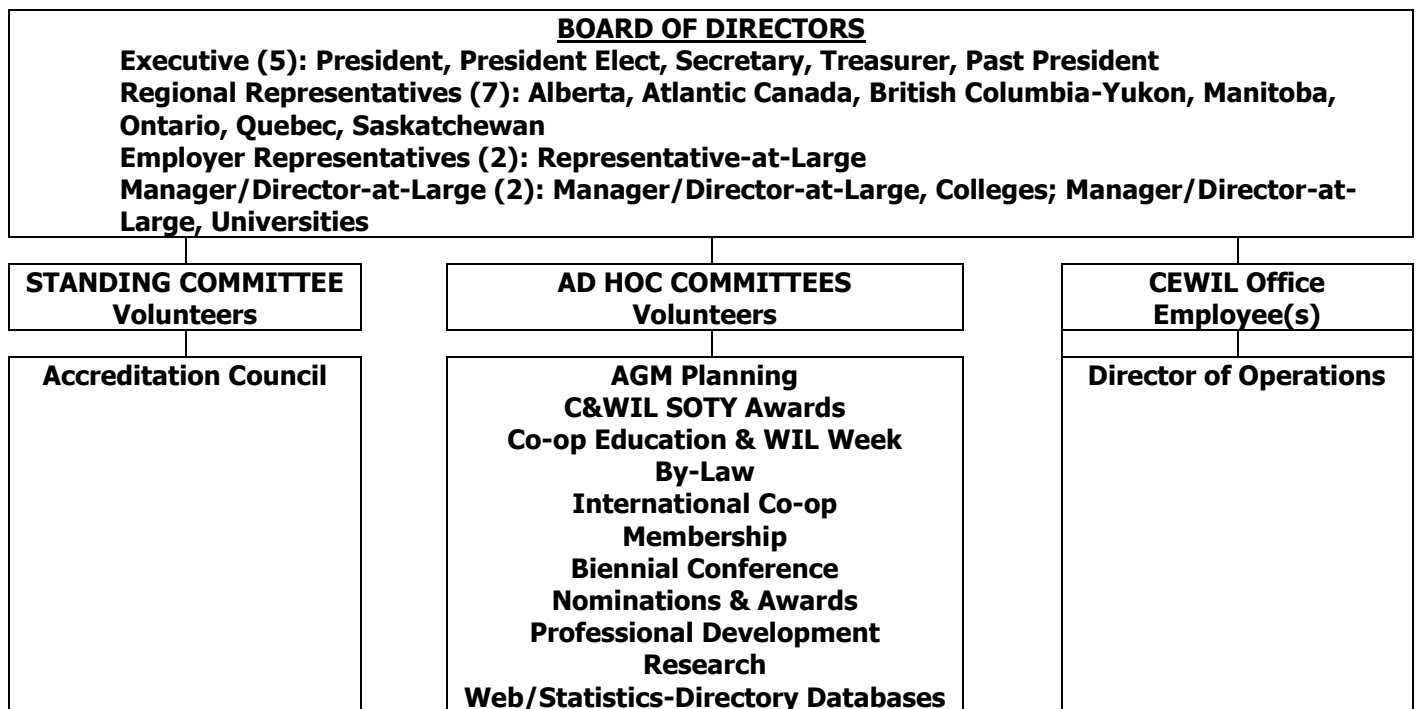
Board Representatives are appointed annually from the CEWIL Board of Directors to serve as advocates and Board Liaisons for CEWIL Committees.

Duties

- Brings forward motions from the Committee for review by the Board.
- Attends and participates in Committee meetings.
- Represents the Board's position on projects and activities.

- Addresses any Board requests or concerns with the Committee and reports back to the Board the Committee's requests or concerns.
- Provides timely responses to requests from either the Board or Committee.
- Receives activity reports, either orally or in writing, from the Committee Chair to present to the Board.

3.14 Organizational Structure



CHAPTER 4

4.1 CEWIL Office

CEWIL maintains a National Office in Toronto. There are two to three part-time staff members who manage the daily operations of the association as well as two part-time staff members who manage the accounting. The CEWIL Office contact information is:

Director of Operations
 Co-operative Education and Work-Integrated Learning (CEWIL) Canada
 1 Eglinton Avenue East, Suite 705, Toronto, ON M4P 3A1
 Tel: (416) 483-3311
 Email: membership@cewilcanada.ca / Web site: www.cewilcanada.ca

4.2 Director of Operations

Position Summary

The Director of Operations of CEWIL is responsible to the President of CEWIL for effectively coordinating the day-to-day activities of the CEWIL Office as well as those of the Association. The Director of Operations liaises with and assists the Board as well as the membership-at-large, ensuring timely, high quality and professional completion of Association activities. The Director of Operations also maintains contacts with other associations, businesses and the public-at-large.

Duties

- Maintains the CEWIL Office and records of the Association.
- Conducts banking and financial transactions, prepares financial statements and budgets.
- Maintains bookkeeping records, payroll, and prepares materials for annual audits.
- Maintains and updates the membership and general database.
- Coordinates membership renewal campaign in July of each year.
- Compiles and distributes CEWIL news/updates, nomination forms, and all relevant membership information.
- Coordinates award projects (Barber/Branton-Research/Service/Volunteer Recognition/CSTOTYA).
- Responds to requests for information on the association and co-operative education.
- Attends and makes logistical arrangements for Board, AGM and PD in conjunction with the Professional Development (PD) Committee, Committees, and Accreditation meetings. Prepares and submits reports on the CEWIL Offices activities to the Board of Directors
- Distributes agendas and minutes for meetings.
- Distributes information packages to potential members.
- Maintains the CEWIL National Web site.
- Maintains a series of CEWIL Manuals and Policies.
- Assists Board members in executing Board and membership decisions.
- Liaises with Committees and other organizations.
- Liaises with the President in order to ensure the smooth functioning and promotion of the business of the Association.
- Contacts Board members for agenda items, develops the agenda for distribution.
- Distributes proxies, notices of motions, and a covering letter to the membership before the AGM.
- In concert with the President, distributes voting cards and records the number of proxy votes carried by each member attending in person on behalf of other members.
- Holds the corporate seal for use on official documents.
- Submits the Association's revised Constitution to Industry Canada, Corporations Directorate for approval.
- Submits the 'Annual Return' and 'Change of Directors' to Corporations Canada.
- Incorporates the letter of approval and revisions in the 'Amendments' section of the Constitution.

Terms and Method of Appointment

- The Board may appoint an Executive Director/Director of Operations who shall be a Director of the Corporation. The tenure of the Executive Director/Director of Operations will be reviewed at least biennially.

CHAPTER 5

5.1 CEWIL Committees

New Committees will normally operate as Ad Hoc Committees for at least the first year. If the Chair is not from the CEWIL Board of Directors, a Board Representative will be appointed (see Board Representative Duties).

The status of a Committee will be reviewed by the Board at the request of the Chair and may be changed if deemed appropriate.

The Board will provide each Standing Committee and Ad Hoc Committee its Terms of Reference outlining:

- Mandate
- Meetings and conduct of business
- Reporting Activities
- Budget
- Chairs Responsibilities

A list of Committee members with an identified Chair shall be submitted to the Board and the CEWIL Office following the first Committee meeting.

Committee membership shall be drawn from the membership of CEWIL whenever possible. However, if the expertise necessary for a particular Committee requires the appointment of a non-member, that appointee shall be made a corresponding member of the Committee upon approval of the Board, until the end of a current membership year when he/she will be required to become a member of the association.

Committee membership will be for a one-year term, which may be renewed. Chairs may be asked to remain on the Committee for the year subsequent to their term as Chair.

An outgoing Chair will ensure that the new Chair is educated on the Committee's activities and the Chair's full responsibilities prior to leaving the position.

The CEWIL Office is a resource to all Committees on the practices and procedures of the association.

All Committee correspondence either electronically or hardcopy shall be copied to the CEWIL Office.

All Standing and Ad Hoc Committees must submit an activity report, in writing or verbally, to the Board Representative for each Board meeting. Annual activities reports for the AGM Report, proposal, and budgets must be submitted by a proposed date in May prior to the beginning of the next membership year. Chairs are to forward a final report for the membership year ending on August 31st to the CEWIL Office during the first week in September to be included in the *CEWIL Annual Report* that is distributed to the membership with the CEWIL AGM Invitation and Agenda.

5.2 Standing Committees

The Board shall create standing Committees/councils when deemed necessary to carry out the established objectives of the Corporation.

Accreditation Council

Mandate

CEWIL created the Co-operative education Council of Canada (CECOC) for co-operative education in 1979 to regulate the quality of co-operative education programs in Canada and to accredit those programs which meet specific criteria. The name of the council was changed in 1987 to the Accreditation Council and operates as a standing Committee of the CEWIL Board.

The Council shall review and assess co-operative education programs on behalf of the Corporation. More specifically the Council shall:

- Establish and maintain rules and procedures for the conduct of its business;
- Establish the standards according to which co-operative education programs will be accredited by the Corporation;
- Review the standards according to which co-operative education programs will be accredited by the Corporation and amend those standards as required;
- Receive and respond to suggestions and queries regarding appropriate standards for accreditation as provided by the membership of the Corporation;
- Establish guidelines, documentation, and procedures by which co-operative education programs shall be evaluated for accreditation purposes;
- Establish an appeal procedure;
- Establish documentation and evaluation standards and procedures by which co-operative education programs shall be evaluated for accreditation purposes;
- Evaluate co-operative education programs presented to it and, on behalf of the Corporation award interim or full accreditation or withhold accreditation in accordance with the established standards;
- Establish on behalf of the Corporation a period of accreditation;
- Recommend to the Board an appropriate fee structure for the evaluation of programs such that the review and assessment procedure is self-supporting. All fees shall be paid to the Corporation;
- Appoint sub-Committees to conduct the review of co-operative education programs brought forward for accreditation in accordance with the established guidelines and procedures. Such sub-Committees shall be comprised of a minimum of three (3) members of the Corporation, one (1) of whom must be a member of the Council;
- Recommend to the membership of the Corporation such standards of performance and ethical codes as it may from time to time deem desirable for the guidance of students, employers and co-operative education program staff.

Publication(s)

- Co-operative education Tips and Techniques
- Co-operative education Manual: Guide to Planning and Implementing Co-operative education Programs in Post-Secondary Institutes
- CEWIL Standards and Rationale

5.3 Ad Hoc Committees

Ad Hoc Committees may be created by the Board to support the specific needs of the Corporation. The responsibilities and powers of each Ad Hoc Committee shall be defined by the Board and provided to newly created Committees.

Annual General Meeting (AGM) Planning Committee

The AGM Planning Committee shall be formed within the region of the traveling AGM to plan and host the Annual General Meeting normally held in October/November to work with the annual audit schedule.

A Professional Development (PD) portion is normally included with an AGM. There is no requirement to hold a PD with a travelling AGM during a conference year. Duties include sourcing the location, scheduling the AGM and/or PD, arranging meeting room and food for the AGM as well as all other meetings happening around the AGM; the Board will supply this information.

Biennial National Conference Committee Host

The Conference Committee shall provide overall co-ordination of the national biennial conference consistent with the objectives of the Corporation and in accordance with the *CEWIL Conference Guidelines and Procedures*.

By-Law Review Committee

The By-Law Review Committee will comprise of at least one Executive Board Member and all by-laws of the Corporation may be amended or repealed at a meeting of the Board by a two-thirds (2/3) vote of the Directors present provided that notice of the proposed amendments or repeals is included in the notice for the meeting at which the amendments or repeals are to be considered or provided that all Directors waive, in writing their right to such notice.

Student of the Year Awards Committee (CSOTY)/Emery-Dufault Award

The CSOTY Awards Committee shall evaluate the applications for, and award the annual co-op student of the year awards, and present the Emery/Dufault Awards (\$500 each) to one (1) college and one (1) university co-op student.

International Committee

To support the mobility of students between Canada and other countries through co-operative education and WIL and work terms.

Membership Committee

The Membership Committee shall work towards maintaining existing members; attracting new members; communicating the value of membership; and reviewing the current membership fee structure.

Nominations and Awards Committee

The Nominating and Awards Committee shall conduct the election of all Directors and Officers of the Association and the nominations process for the Albert S. Barber, Dr. Graham Branton Research and Services Awards. The Chair of the Committee is normally the Past-President.

Professional Development

The Professional Development (PD) Committee shall deliver professional development sessions for CEWIL Members. Under the direction of the CEWIL Board, the Committee will review technologies to bring PD events to the membership.

Communications/Public Relations Committee

The Public Relations Committee shall provide overall coordination of communications activities which include: Marketing; Communications; Sponsorship and Partnership Opportunities and, Government Affairs.

Research Committee

The Research Committee shall foster the conduct and distribution of co-operative education and WIL research across the country.

National Statistics Committee

The Statistics Committee shall develop a method for collection of co-operative education and WIL statistics that will benefit members, institutions and regions. Committee membership consists of at least one Board member and other members as required. The Web Committee shall maintain the database's functionality.

5.4 Guidelines for CEWIL Committees

Mandate

All Committees will be provided with a mandate. This mandate may change from time-to-time with the approval of the Board of Directors according to the association's objectives.

Meetings and Conduct of Business

- Chair calls Committee meeting; Chair will send an e-mail to the Director of Operations requesting meeting room/food/equipment for a confirmed number of persons.
- Committees will be responsible for creating their own agendas and recording minutes.
- Copies of minutes for each Committee will be forwarded to the CEWIL Office for permanent records.
- Committees may also hold meetings by teleconference*, but a free online option, such as, Skype is preferred.

**Teleconference Calls: CEWIL has a contract with a teleconference service which allows Committee members to dial from anywhere using a passcode. This number is available to all Committee Chairs and may be requested from the Director of Operations. Chairs are to inform the Director of Operations of their meeting time to avoid conflicts with other Committees' use of the line.*

Membership

The Membership Committee consists of at least one Board member and other members as required.

Reporting Activities

- A list of Committee members with an identified Chair shall be submitted to the Director of Operations for the Board's review in August of each year. Changes to the Committee membership throughout the year will be reported to the Director of Operations.
- Committees will submit a Committee report, in writing or verbally, to the Board Representative or Director of Operations to distribute to the Board two weeks prior to each Board meeting.
- All Committee correspondence either electronically or hardcopy shall be copied to the Director of Operations.
- Annual review reports must be submitted to the Director of Operations one month prior to the Annual Meeting and be presented by the Chair at the Annual Meeting.
- The Chair will report briefly on the Committee's activities, during National Conference's "Town Hall".

Budget

- No Committee shall incur debt, solicit funds, or make commitments without prior Board approval.
- A Committee, or the Director of Operations on their behalf, shall receive 2-3 price quotes for purchases above \$500 before signing any contracts. It is advised to ask for and check references. Final payment is to be made only when the contract has been fulfilled to CEWIL's satisfaction.
- The Chair shall submit an annual budget (see Appendix 1: New Project Proposal) normally at the end of May for the CEWIL Board's approval. Budgets are to cover activities and new project proposals for the upcoming membership year beginning September 1st. The Board will hold a Budget Meeting to consider all reports. The Chair will be contacted after that meeting.

Responsibilities

Chair Position Summary and Duties

The main duty is to co-ordinate work of the Committee in the development and delivery of approved projects.

- Co-ordinates and participates in the activities of the Committee as they are described in the CEWIL Constitution and the CEWIL Board and Member Orientation Handbook.
- Maintains and distributes the Committee's operational manual.

-
- Recruits new Committee members.
 - Corresponds with the board to ensure no unnecessary overlapping of activities.
 - Submits a report for Board meetings and AGM.
 - Educates new members and incoming Chair on the Committee's mandate and their responsibilities, current activities, and general tasks.
 - Conducts business according to the *CEWIL Fair Treatment Policy*.

Terms and Methods of Appointment

A two (2) year term nominated and elected by members of the Committee.

Committee Members' Duties

- Participates in the affairs of the Committee by actively working on projects and attending Committee meetings.
- Becomes familiar with Committee's Operational Manual.
- Conducts business according to the *CEWIL Fair Treatment Policy*.

Quorum

A quorum for any meeting of a standing or Ad Hoc Committee/council shall be a majority of the members of the Committee/council

5.5 Budget

CEWIL's Annual Budget is made up of:

- Operational Budget
- Committee Budgets
- Conference Budget

5.6 New Project Proposals

Person(s), be it members, other organizations, or the general public, wishing to propose a collaborative project to the CEWIL Board of Directors must submit a formal written proposal to the CEWIL National Office. Proposals requesting funding must be submitted in May in order to be considered for the next membership year starting September 1st. Review Appendix 1: How to Create a "New" Project Proposal for CEWIL

5.7 Meetings of the Council/Committee(s)

The Accreditation Council meets twice a year in conjunction with the Board of Directors meetings. Other Committees are expected to meet throughout the membership year by any type of free on-line communications (Skype, Mingle, etc.) that works for the Committee, via teleconference or in-person meeting as acceptable by their members. In-person meetings may not conflict with Board of Directors or Accreditation meetings.

CHAPTER 6

6.1 Complaint and Fair Treatments Policies

The *CEWIL Complaint* and *Fair Treatment* Policies were created in 2005 to enable the organization to receive Officer and Director's Liability Insurance coverage. These two separate policies are extensions of *CEWIL Bylaws*. All members and staff of the organization are to conduct their business for the

association accordingly. Conducting business contrary to the *CEWIL Bylaws, CEWIL Fair Treatment Policy*, and this manual may result in disciplinary action. These documents can be found on the CEWIL website.

6.2 Website

CEWIL is present on the world-wide-web with a dynamic web site <www.cewilcanada.ca>.

Web Designer: iMIS
Content: CEWIL Staff

APPENDICES

Appendix 1 –How to Create a New CEWIL Project Proposal Document

CEWIL Committees are asked to use the following information as an example, when producing and submitting a new project proposal to the CEWIL Board of Directors. New Project Proposals for the next CEWIL Membership Year (September 1 – August 31) are to be submitted to CEWIL Office (membership@cewilcanada.ca) by the third Friday in May.

The CEWIL Board of Directors is always pleased to receive new initiatives being proposed by Committees and the Directors are very appreciative of the time and effort involved in a Committee developing these initiatives. It is hoped that Committee Members understand that all projects may not be accepted.

Each proposal should:

- Explain how the project supports the current strategic directions and how it will benefit CEWIL members? If available, please provide examples of similar successful programs.
- Include research and any potential legal responsibilities that may be required. For example, grants and awards are to be reported to the government with T4A slips distributed to recipients.
- Provide timelines, responsibilities, including expectations of support from the CEWIL Director of Operations, and the project’s completion date.
- Outline any special software cost or changes to the website?
- Provide safeguards to avoid misuse of the event or it’s funding.
- Include a set of criteria for a performance review report for the Board of Directors once the pilot project is complete.
- Answer whether the proposed project will be a one-time event or is it intended as an annual event? If annual, is the cost of the proposed project sustainable based on the CEWIL annual budget? If not, how does the Committee propose to fund it as an annual project?
- Include a realistic budget that includes all possible costs such as teleconference cost, translation cost, etc.
- Include supporting materials, such as, an operation’s manual, nomination or registration forms, etc. This material must be submitted to the Board for approval if the proposed project is accepted.

Note: Please consider all aspects of a proposed project and how it fits with other projects. New CEWIL Project Proposals are to be submitted with a Committee’s activities/budget report for each new membership year.

PROJECT NAME		
Project Initiation Checklist		
Prepared By	Date Prepared	Revision Number
Project Objective	To meet which of the 5 Goals):	

(Benefits and Benefits)	http://www.cewilcanada.ca/mission-objectives.html	
	In a way that:	
Business Case		
Project Justification	Why do this project?	
	What happens if we don't do it?	
	Why do it now?	
	How critical will the impact of the project be?	
Risks	What could go wrong? (both systems-related and user-related)	
Countermeasures	How will you avoid this?	
Costs	List all hardware, software, network, staff, facilities and other costs	
Background		
Project Scope	What Goals and activities are in scope?	
	What other Committees are in scope? (attach a scope diagram for clarity)	
	What business procedures are required?	
	What IT operations procedures are required?	
	Will testing or "Evaluation Criteria" be required?	
	Will Director of Operations's time be required, if so what's needed?	
	What training is required?	
	What documentation is required?	
	What are the critical requirements?	
Constraints	What is the maximum cost of the project?	
	What is the latest project completion date?	
	What are the interproject dependencies	
Current Issues	Briefly describe any issues that will need to be addressed prior to or during the project	
Organization		
Project Sponsor	How will this project be financed?	
	Who will signoff the requirements?	
	Who will remove obstacles?	
	Who will accept the finished product?	
Project Lead	Who will execute the project initiation (e.g., Chair, Committee Member, etc.).	
Resources & Responsibilities	What additional resources will be required?	
	Outline Roles and Responsibilities?	
Schedule		
Start Date	When will the project start?	
End Date	When will it end?	
Estimate	How many effort hours?	
	What assumptions are you making?	
Final Product	What is the end product?	
Project Approach	What are the milestones? (timelines)	
Interim Products	What are the products of the milestones?	
Project Initiation Approvals		
Requested Date		
Approval Date		
CEWIL Board (Notes)		

Appendix 2 – CEWIL 2019/2022 Business Plan

INTRODUCTION

The next generation of workers requires quality training that fosters intrinsic motivation and a strong sense of personal independence. To achieve this goal, post-secondary institutions, employers, and the government must be equipped with the proper tools and resources to provide a consistently valuable experience for students across Canada. For over 45 years, CEWIL Canada has heeded this call, cementing ourselves as experts in building the capacity to develop future-ready students through quality work-integrated learning.

Knowledge is the fuel in our organization’s tank, and a desire to facilitate rich exchanges of ideas and know-how is our guiding light. In the absence of accreditation standards and a central point of reference for the diverse players who grow and support WIL, our membership-based association rose to the occasion. Above all, CEWIL leads with compassion, sharing our knowledge and expertise with our network of 950+ members in myriad ways. When one of our post-secondary institutions or employers is looking to join the world of WIL, we are there to guide them through the process, with valuable resources, and best practices at the ready. When the government wants to craft WIL-related policies, they can dip into our national database or call on us to help operationalize their ideas.

CEWIL is a pillar of support for each one of our stakeholders; nobody is ever alone on their journey. Not only do the experts and professionals in our tight-knit WIL collective benefit from our bank of proven best practices, but they also learn from each other’s experiences. Each bit of information we share with each other brings us one step closer to creating quality accreditation standards that take everyone’s unique feedback and experiences into account. As a team comprised exclusively of dedicated volunteers, passion is inherently sewn into the fabric of our organization. A steadfast commitment to our members powers our motivation to act as educators in the name of quality WIL, with consistency and precision at the heart of all that we do. We will know we have succeeded when each graduation cap is placed atop a future worker who is well-equipped and motivated to enter the Canadian job market.

1. EXECUTIVE SUMMARY

CEWIL was formed on September 26, 1973 when 29 representatives of 15 post-secondary institutions from across Canada met at McMaster University and Mohawk College in Hamilton, Ontario, formally adopting a constitution and electing a board of directors. To fully appreciate the role of CEWIL and the context within which it was formed, review 'From Impossibility to Reality' written by Andrew Crichton, formerly co-operative education coordinator at Memorial University of Newfoundland. (<http://www.cewilcanada.ca/en/history>)

Since 1973, CEWIL Canada members from post-secondary institutions across the country have worked in partnership to develop resources to promote the highest quality of post-secondary work-integrated learning programs. This is achieved through a national forum of professional WIL practitioners by establishing national standards and promoting the value of post-secondary work-integrated learning and by delivering opportunities for learning and sharing of best practices. CEWIL maintains a [national database](#) on WIL with data from more than fifty post-secondary member institutions. The data shows that as many as 75,000 students are participating in co-operative education programs (an established form of WIL).

CEWIL partners with post-secondary institutions, community members, employers, government, and students to champion work-integrated learning (WIL). WIL is a model and process of experiential education which formally and intentionally integrates a student's academic studies with learning in a workplace or practice setting. WIL experiences normally include an engaged partnership between an academic institution, a host organization/employer, and a student. WIL occurs at the course or program level and includes the development of learning outcomes related to employability, personal agency, and life-long learning.

Opportunity: CEWIL positions itself as an influential figure in the development of standardized high-quality experiential learning opportunities to students in order to better prepare them for their future careers.

Mission: Building the capacity to develop future-ready students through quality work-integrated learning

Vision: To lead work-integrated learning in Canada

Stakeholders and advocates: Students, Educators, Host Organizations/Employers, Institutions, Government

Competitive advantage: 45+ years of experience • 950+ members (including 110+ institutions) • National database

2. BUSINESS DESCRIPTION

Board of Directors

- The affairs of the Corporation are managed by a Board of seventeen (17) Directors, each of whom at the time of election or appointment, and throughout the term of office, shall be a member of the Corporation and will require their employer's support to invest the financial and time commitment to assume the responsibility of a Board position.

The function of the Board of Directors shall include, but is not limited to, the following:

- Furthering the objectives of CEWIL.
- Representing the membership.
- Administering the business of CEWIL between meetings of the Board and the members.
- Formulating policies, regulations and practices to govern the activities of CEWIL.
- Directing the execution of the policies, regulations and practices as per CEWIL By-laws.

Membership

- CEWIL is open to individuals who are employed by co-operative education and WIL institutions and co-operative employers as well as other individuals interested in the development of post-secondary co-operative education and WIL in Canada. Application for membership shall be submitted in writing and include payment of the annual fee as fixed by the Board. The CEWIL membership year runs from September 1 – August 31. Memberships are transferable throughout the year.

CEWIL Committees

- All Committees will be provided with a mandate. This mandate may change from time-to-time with the approval of the Board of Directors according to the association's objectives.
- The Board shall create standing committees/councils when deemed necessary to carry out the established objectives of the Corporation.
- New Committees will normally operate as Ad Hoc Committees for at least the first year. If the Chair is not from the CEWIL Board of Directors, a Board Representative will be appointed (see Board Representative Duties).
- The status of a Committee will be reviewed by the Board at the request of the Chair and may be changed if deemed appropriate.

-
- Government and External Relations (GER), Membership, Professional Development (PD), Communications (Com), Database, External Awards, Nominations and Internal Awards, Accreditation / Quality Improvement (QI), International are standing committees of CEWIL.

Leadership and Advocacy

- Visibility at both national and provincial levels enables CEWIL to be a prominent advocate in promoting Co-operative education and WIL initiatives.

Volunteer Recognition

- CEWIL recognizes and expresses its appreciation in a letter to the individual and his/her institution for involvement and dedication as an active member whose support, effort, and initiative has fostered the development of co-operative education and WIL in Canada through CEWIL in the current membership year.

CEWIL Research Grant

- Instituted in 2006, the CEWIL Research Grant helps to strengthen the development of co-operative education and WIL in Canada by supporting research that provides a deeper understanding of what engages, enacts, and enriches students, faculty, employers, and staff as well as studies that contrast and compare various co-operative education and WIL practices and their outcomes.

3. MARKET ANALYSIS

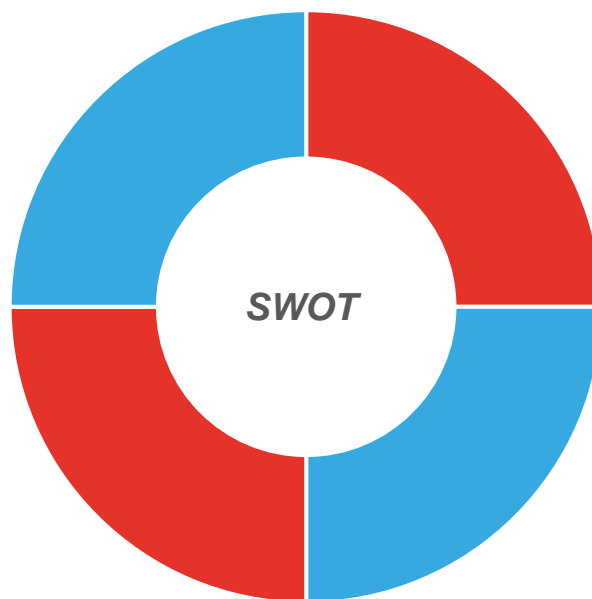
- “Given the wave of new technologies and trends disrupting business models and the changing division of labour between workers and machines transforming current job profiles, the vast majority of employers surveyed ... expect that, by 2022, the skills required to perform most jobs will have shifted significantly. Global average skills stability—the proportion of core skills required to perform a job that will remain the same—is expected to be about 58%, meaning an average shift of 42% in required workforce skills over the 2018–2022 period. By 2022, no less than 54% of all employees will require significant re- and upskilling.” – World Economic Forum, The Future of Jobs Report 2018
- RBC (Humans Wanted, 2018) assessed 20,000 skills rankings across 300 occupations and 2.4 million expected job openings. From this analysis, RBC concludes that more than 25% of Canadian jobs will be heavily disrupted by technology in the coming decade, and that half of all jobs will go through a significant overhaul of the skills required.

STRENGTHS

People
Experience
Value proposition
Quality

OPPORTUNITIES

Quality indicators
Better profiles of best practices
Research agenda broadly
WACE positioning
Certification
Global leader in WIL



WEAKNESSES

Lack of diversity
Data governance
Representation
Lack of focus

THREATS

Government funding
Value of WIL/CO-OP
Lack of buy in
Lack of recognition
Jurisdiction / Other players in EL

4. OPERATING PLAN

1. Short term goals 1-3 years

1.6 Advocacy

- 1.6.1 Be included in all major national conversations on WIL (leverage relationships, collaborate with stakeholders, effectively represent members)
- 1.6.2 Advise/impact on WIL government spending

1.7 Capacity

- 1.7.1 Our membership is representative of the spectrum of WIL and all stakeholders
- 1.7.2 Have an active and engaged membership to support our activities (percentage of members participating on committees)
- 1.7.3 Effectively and strategically manage resources to support operations and growth (includes tools)
- 1.7.4 Support knowledge acquisition and skill development of members

1.8 Quality

- 1.8.1 Quality standard for all types of WIL created
- 1.8.2 Quality WIL standards adopted nationally

1.9 Research

- 1.9.1 Engage the WIL community in research (support, produce, disseminate)

1.10 Clarity

- 1.10.1 Expand our database to include all forms of WIL

5. COMMUNICATION PLAN

Key message:

As a leader of work-integrated learning in Canada, CEWIL is a membership-based association of professionals and experts. Our collective of over 950 members includes post-secondary educational institutions, employers, and the government.

Backed by 45 years of expertise, CEWIL gives its stakeholders access to a robust bank of knowledge and resources, a national database, helpful tools, an expansive network of fellow practitioners, and a growing accreditation program.

Primary targets

- Post-secondary educational institutions
- Employers
- Government

Secondary targets

- Students
- Media
- Communities

Action:

- Review newly designed website
- Update the 'news' section of the CEWIL website with job opportunities and other relevant updates for CEWIL members
- Coordination of French translations for communications and website

6. FINANCIAL PLAN

- CEWIL 2019-2020 budget has been created with input from the President regarding historical processes and procedures

Action:

- Ensure timely follow up on accounts receivable related to conference registration and to confirm that any outstanding invoices are collected
- Address and/or incorporate board questions/suggestions into budget and work towards finalizing the budget for July/August
- Complete the April and May Financial Statements
- Complete application process and roll out of new payables software (Telpay) to increase efficiency and reduce payables costs