

Transformational Leadership in the Public Interest

2013-2014
Annual Report



“The secret of change is to focus all
of your energy, not on fighting the old,
but on building the new.”

- *Socrates*

Message from the President

I am delighted to present you with this year's Annual Report and its theme, *Transformational Leadership in the Public Interest*.

The College of Early Childhood Educators' Council is committed to excellence in governance and supporting professionalism amongst its members. As part of that commitment we are focused on leadership and growth in the field of early childhood education. This annual report captures our extensive work on behalf of transformational leaders who serve the public interest of children and families in Ontario.

The College's work included a submission to the Ministry of Education as part of the statutory review of the *Early Childhood Educators Act, 2007* (ECE Act). We subsequently submitted a response to the proposed *Child Care Modernization Act* (Bill 143).

Another significant focus of the College's work pertained to the development of the Continuous Professional Learning (CPL) program. During the year, the College asked the Ontario government to enact a regulation under the ECE Act requiring all of its members to engage in a CPL program.

In the spring, the College held its fourth election of Council members in District 1 – North and North East Region, District 2 – East Region and District 6 – Central West Region. The College successfully increased voter participation through new tools such as video tutorials and the mailing of election postcards. Thank you to everyone who participated in the election. Getting involved in College elections is an important aspect of being a self-regulated professional.

At the first meeting of Council after the election, I was pleased to be re-elected as Council president. The Council elected the members of the Executive Committee, established its committee structure and appointed registered early childhood educators (RECEs) as non-Council committee members.

During the year, the College was happy to welcome international delegations from Hong Kong and Scotland. We found it informative to be able to share information about the early childhood education sector with those respective countries.

As I reflect on this past fiscal year, I'm proud of the College's work in regulating the profession. I would like to thank my colleagues on Council and College staff for their hard work. I would also like to express appreciation to our partners and stakeholders for their support and collaboration.



Lois Mahon, RECE





Message from the Registrar & CEO

The College's sixth year was one of growth that saw the issuing of a milestone 50,000th Certificate of Registration, unprecedented focus on leadership in the profession and exciting progress on outreach and IT initiatives that will allow us to better serve members and the public.

One specific example of this growth was our innovative work through the Leadership Pilot project, Leadership Symposium and *Leading in the New Reality* DVD resource.

The project and symposium, which addressed the need for building leadership capacity in the sector, were part of the development of the Continuous Professional Learning (CPL) program. The College thanks the 31 participants of the Leadership Pilot project for their participation and invaluable feedback on the draft tools and resources for the CPL program.

In preparation for the launch, the College developed information and resources that aim to assist members, employers and the public in gaining a better understanding of the ethical and professional responsibilities of the profession. The resources, such as the Expectations for Practice module, support RECEs in their continuous professional learning responsibilities. Throughout the year, the College shared information and updates on the CPL program with its members.

We reached out to a record number of people this year. In over 180 outreach events, we shared information about the College with post-secondary students, faculty, members, employers, stakeholders and partner organizations.

The College continued to enhance our IT infrastructure. Work was done to ensure our system is able to efficiently and effectively service our growing membership in line with the best practices in technology. We were pleased to begin developing an online area for members on the website that will share news and information related to the sector along with the option of online membership renewal and payments.

The number of registered early childhood educators continues to grow with the College issuing 6,028 Certificates of Registration over the fiscal year for a total number of 50,076 certificates issued in our six years of operation. The College ended the year on sound financial footing and anticipates continuing financial stability to meet long-term commitments and investment in strategic priorities.

On behalf of the College, I was thrilled to share the Prix Realm Award with the Ministry of Education in June. We received this award in the collaboration category for our work with the Ministry of Education on the statutory review of the ECE Act.

I'm proud of our work this year and would like to express my appreciation to the staff, Council and our partners. I look forward to the College's continuing role in protecting the public interest and promoting professionalism.

A handwritten signature in black ink that reads "S.E. Corke".

S.E. Corke

College Council

The College is governed by a Council of 24 members who oversee policy development and the administration of College affairs. Council and its committees make decisions relating to entry to practise requirements, ethical and professional standards, professional misconduct, incompetence and incapacity. Of the 24 Council members, 14 are RECEs elected by their peers and 10 are publicly appointed by the Ontario government.

New Public Appointee and Non-Council Committee Members

This year, the College welcomed a new public appointee, Karen Damley. The College also appointed 11 non-Council members to its committees: Rhiannon Brown RECE, Rosario Dizon RECE, Lynn Haines RECE, Jacqueline Hooper-Boyd RECE, Karen Kennedy RECE, Diane Laframboise RECE, Shelley McLaughlin RECE, Richard Stronach RECE, Joanne Tuck RECE, Laura Urso Whalen RECE and Elizabeth Zufelt RECE.



Results of the 2014 Election of Council Members

In April 2014, the College conducted an election of Council members in District 1 – North and North East Region, District 2 – East Region and District 6 – Central West Region. All five members were re-elected: Anna Baas-Anderson RECE, Eugema Ings RECE, Lisa Lamarre RECE, Lois Mahon RECE and Sophia Tate RECE. Biographies of all Council members are available on the College website.

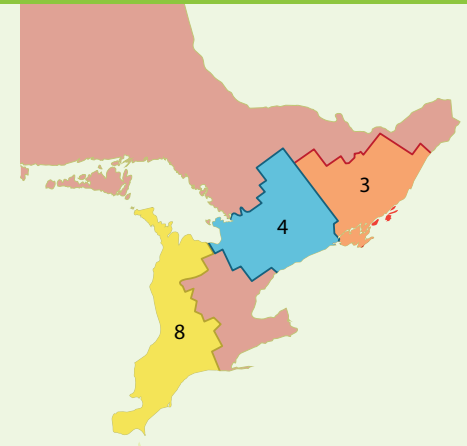
District Map

Next Election of Council Members

In 2015, the College will hold its fifth election in:

- District 3 – South East Region
- District 4 – Central East Region
- District 8 – South West Region.

Voting will take place in April and election results will become available in May.



*This map is a graphic representation of the districts in Ontario scheduled for elections in 2015. The map is not to scale.

Acting On Strategic Priorities: College Accomplishments in 2013-2014

The College's 2012-2015 strategic priorities continue to guide our activities.

With a clear vision in mind that all members of the profession accept responsibility for practice excellence, the College accomplished key objectives in governance.

- Completed a risk assessment exercise on the College's fiduciary duty.
- Approved an operating reserve strategy to help ensure the long-term financial stability of the College.
- Authorized and implemented a self-assessment of Council to help assess its performance.
- Raised awareness of Council elections in three electoral districts and increased voter participation.

- Approved a proposal to review the Council's statutory committees.
- Submitted a response to the proposed *Child Care Modernization Act* (Bill 143).
- Approved a College policy on prosecuting matters involving sexual abuse and child pornography.

Strategic Priority 1 Implement a comprehensive post-secondary pre-service quality assurance mechanism.

- Requested the regulation-making authority for the accreditation of early childhood education programs.
- Visited Ontario Colleges of Applied Arts and Technology to discuss the new Early Childhood

Education Program Standards from the Ministry of Training, Colleges and Universities and accreditation of early childhood education programs (subject to legislation passing).

Strategic Priority 2 Implement a continuous professional learning (CPL) requirement that both supports member competency and encourages a culture of life-long learning.

- Hosted a one-day symposium on leadership in early childhood education with more than 200 attendees. This symposium launched the Leadership Pilot project. The project's closing retreat featured delegates from Scotland who discussed their advancements for early learning and care professionals.
- Planned for the launch of the CPL program.
- Continued the development of resources for the CPL program – Self Assessment, Professional Learning Plan and Record of Professional Learning.
- Developed the Expectations for Practice module, an online module that introduces members to the regulation of their profession.
- Distributed the *Striving for Practice Excellence* publication that informs RECEs about the framework of the CPL program and answers commonly asked questions.
- Published case studies for members to use as a source for reflection and dialogue about the practice of early childhood educators.



Strategic Priority 3

Implement a member engagement strategy which will lead towards a shared professional responsibility for practice excellence.

The College engaged and connected with members in the following ways:

- Raised awareness and encouraged participation in Council elections through e-blasts, a pamphlet, postcards, a fridge magnet to remind members of the voting dates and regular electronic voting reminders until the day of the election.
- Enhanced customer service for members through:
 - Membership and application forms that can be completed electronically.
 - An upgraded phone system that allows speedier responses and capacity to answer a greater number of calls.
 - A 24-hour secure drop-off box at the College's office.
 - An archive of e-blasts available on the College's website.
- Published a "How to Apply" section on the website to help prospective members through the application process.
- Developed the framework for an online member area to share news, information and allow for online membership renewals and payments.
- Created a video resource library through YouTube which included two election videos, a video with highlights from the Leadership Symposium and a video recording of the Fifth Annual Meeting of Members.

- Produced the *Leading in the New Reality* DVD resource.

Strategic Priorities 4 & 5

Implement an information strategy to strengthen public knowledge and understanding of how the College protects the public interest. Strengthen and build relationships to enhance the reputation of the College.

- Attended and presented at 186 events as part of the College's external relations work.
- Met with students, faculty and leaders of early childhood education programs to share information, updates and an overview of the College's registration process.
- Participated in local, national and international conferences related to the early learning and care sector. Formed local, national and international partnerships.
- Participated in the Ministry of Education's Early Years Advisory Group and on provincial and national regulatory networks.
- Met with international delegations from Hong Kong and Scotland to share information about standards in early childhood education.
- Created a parent information sheet that was subsequently shared with licensed child care centres. In turn some operators included the information sheet in their parent registration packages.
- Developed additional features for the public register to make it more informative.



- Revised website content and created new pages for parents, students and the media.
- Shared news from the College and the early learning and child care sector through e-blasts with stakeholders.
- Published community news articles to raise awareness of the College and early childhood education.
- Changed the domain name to college-ece.ca and ordre-epe.ca for increased access and visibility.

Committee Reports for 2013-2014

Statutory Committees

The Executive Committee oversees the implementation of the College's policies and administration.

The Executive Committee held regular meetings and three special meetings to deal with confidential matters under the *Early Childhood Educators Act, 2007* (ECE Act). Its work included the following:

- Approved the College's position on the *Child Care Modernization Act, 2013* (Bill 143) and other potential legislative changes.
- Recommended that Council approve a review of the statutory committees.
- Advised that Council undertake a self-evaluation process.
- Recommended a budget for the next fiscal year.
- Approved the creation of an operating reserve investment strategy and financial statements for the College.

The Complaints Committee considers and investigates written complaints against College members and determines the appropriate action to be taken.

The Complaints Committee met five times to deliberate complaints against College members. The Committee:

- Issued cautions to eight members.
- Gave advice and reminders to nine members.
- Referred one matter to the Discipline Committee.
- Took no further action against 13 members in response to complaints.
- Entered into a memorandum of agreement with one member, through the alternative dispute resolution process.

The Discipline Committee hears matters referred to it by the Complaints Committee regarding allegations of professional misconduct or incompetence on the part of College members. It determines whether a member is guilty of professional misconduct or is incompetent and issues penalty orders.

The Discipline Committee met four times. It also conducted two hearings. The two members were reprimanded and required to complete a course prior

to applying for reinstatement with the College, as both members had resigned. These decisions were published in summary, with their names, in *Connexions*, the College publication.

The Fitness to Practise Committee hears matters referred to it by the Complaints Committee regarding allegations of incapacity on the part of College members. It determines if a member is incapacitated and unfit to continue practising or if a Certificate of Registration should be subject to terms, conditions or limitations. The member's Certificate of Registration may also be suspended or revoked.

The Committee met four times. No matters were referred to the Committee for a hearing.

Both the **Discipline** and **Fitness to Practise Committees** adopted Rule 13.18 on the use of electronic devices in the hearings room. The Rule describes the acceptable usage of electronic communication devices during public hearings at the College. The committees participated in training on a range of topics including how to weigh evidence, types of witnesses the Committee may encounter and how to assess credibility.

The Registration Appeals Committee is responsible for reviewing registration appeals requested by applicants.

The Committee received 62 requests for review.

The Committee held eight meetings during which 64 reviews were conducted. For 59 reviews, the Committee directed the Registrar to refuse to issue a Certificate of Registration.

Of the 64 reviews, five were adjourned due to the presentation of new information on appeal.

- Two of the adjournments were withdrawn.
- One of the adjournments resulted in the applicant becoming a member.
- Two adjournments remain in the review process.

Non-Statutory Committees

The Election Committee oversees the election of Council members.

The Election Committee met five times to carry out an election of Council members in three districts. The Committee gave College staff a mandate that aims to increase participation in the election by creating a notice of election postcard, a voting postcard and an election pamphlet. It also participated in the production of a series of election videos for the College's website and YouTube channel.

The Nominating Committee makes recommendations to Council on the appointment of committee chairs and members, with the exception of the Executive Committee members who are chosen by all Council members at the first regular meeting following an election. It also makes recommendations on the appointment of non-Council committee members.

The Committee met three times and recommended to Council the appointments of Council and non-Council committee members along with committee chairs. The Committee developed selection criteria guidelines for committee appointments of Council members, non-Council members and committee chairs. It also reviewed and revised a preference form for Council appointments.

The Registration Committee advises the Council on registration policy matters such as those that relate to registration requirements and assessment of educational programs and applicants.

The Registration Committee met three times. It reviewed the College's registration outreach strategy with a focus on reaching students and faculty at Ontario Colleges of Applied Arts and Technology. The Committee also reviewed the College's application forms for clarity and oversaw a survey among 2013 graduates of early childhood education programs about their entry to practise and career experiences.

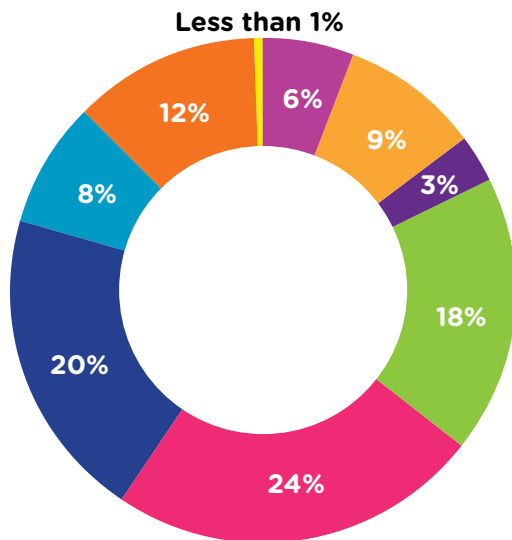
The Standards of Practice Committee advises Council on ethical and professional standards and the development of a continuous professional learning framework for College members.

The Committee met six times with a focus on the continued development of the Continuous Professional Learning (CPL) program. The Committee reviewed draft versions of the CPL program components. The Committee provided feedback on an Employer Bulletin, a poster about RECEs and the College and a new publication, *Practice Guideline: Continuous Professional Learning*. It also provided insight into the development of a Program Evaluation Advisory Group to provide advice on the monitoring and evaluation of the CPL program.

Number of adjudicative matters brought forth during the College's six years of operation:

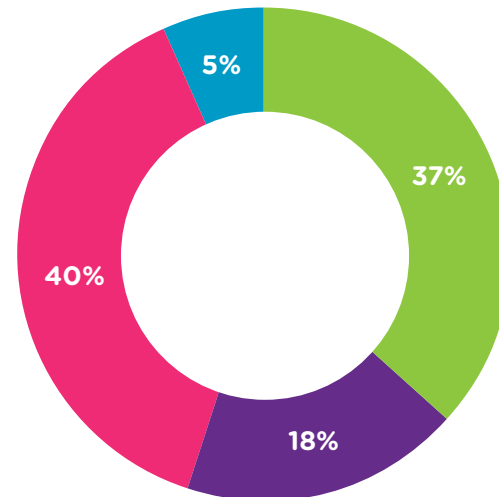
Statutory Committee	Fiscal Year 2013-2014	Total
Registration Appeals	64	195
Complaints	32	102
Discipline	2	18
Fitness to Practise	0	0
Mandatory Employer Reports brought to Executive Committee	4	10

The Year in Numbers



Members in Good Standing by District

- 1 - North and North East Region
- 2 - East Region
- 3 - South East Region
- 4 - Central East Region
- 5 - Toronto Region
- 6 - Central West Region
- 7 - Hamilton-Niagara Region
- 8 - South West Region
- Outside of Ontario



Origin of Complaints

- Member of the Public
- Member of the College
- Registrar (source may include employer, ministry or media)
- Mandatory Employer Reports

Independent Auditors' Report

To the Council of the College of Early Childhood Educators,

We have audited the accompanying financial statements of College of Early Childhood Educators, which comprise the statements of financial position as at June 30, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements,

whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of College of Early Childhood Educators as at June 30, 2014, and the results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Crowe Soberman LLP

CROWE SOBERMAN LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Canada
October 22, 2014

Statement of Financial Position

At June 30	2014	2013
ASSETS		
Current		
Cash and cash equivalents	\$ 6,756,396	\$ 5,486,909
Accounts receivable	47,890	36,266
Prepaid expenses and sundry	116,385	109,040
	6,920,671	5,632,215
Equipment and leaseholds	819,367	931,359
	\$ 7,740,038	\$ 6,563,574
LIABILITIES		
Current		
Accounts payable and accrued charges	\$ 341,377	\$ 312,371
Deferred revenue	3,706,272	3,498,806
	4,047,649	3,811,177
Deferred tenant inducement	37,421	44,857
	4,085,070	3,856,034
Commitments		
NET ASSETS		
Net assets invested in equipment & leaseholds	819,367	931,359
Unrestricted net assets	2,835,601	1,776,181
	3,654,968	2,797,540
	\$ 7,740,038	\$ 6,563,574

On behalf of the Board

Member



Member



Statement of Operations

Year ended June 30	2014	2013
Revenue		
Registration and application fees	\$ 6,695,255	\$ 6,085,103
Other income	34,635	77,270
Interest income	54,528	39,232
	6,784,418	6,201,605
Expenses		
Salaries and benefits	3,085,857	2,667,837
Rent	724,435	712,343
Consulting services	315,985	301,548
Projects	237,446	229,722
Courier and postage	224,021	181,866
Professional fees	171,775	209,782
Computer supplies	150,925	94,822
Printing and graphic design	139,946	120,295
Credit card fees	119,634	104,329
Committee meetings	110,371	111,442
Council meetings	82,982	85,691
Communication and marketing	56,627	39,719
Telephone	53,338	45,896
Office and general	51,598	53,584
Translation	44,859	52,866
Office equipment	23,990	15,361
Insurance	14,432	14,389
Bank charges	12,288	13,294
Repairs and maintenance	5,951	13,476
Amortization	210,530	232,789
	5,836,990	5,301,051
Excess of revenues over expenses	\$ 947,428	\$ 900,554

The Year Ahead: 2014-2015

College membership continues to increase, reflecting the growth in different segments of the early years community. Such a broad-based community of RECEs demonstrates the public's value of the profession and gives the College the momentum to move forward on the Council's strategic priorities.

After a few years of development and consultation work, the Continuous Professional Learning (CPL) program was launched in September 2014. The program provides invaluable resources and tools available on the College's website including the Expectations for Practice Module and the CPL Portfolio Handbook. This year an advisory group will be established to provide feedback on the monitoring and evaluation of the CPL program.

In 2013 the College made a submission to the Ministry of Education as part of its statutory review of the *Early Childhood Educators Act, 2007* (ECE Act). The College subsequently responded to the proposed Child Care Modernization Act (Bill 143). We were excited to see that many of our proposals were included in Bill 143 which was subsequently re-introduced as Bill 10. This legislation, if passed into law, will make the ECE Act more effective in protecting the public interest and will clarify some of the earlier ambiguities in the Act.

During 2014-2015, College staff and Council members will work together to reflect on the accomplishments of the past three years, and to plan ahead for the strategic priorities for 2015-2018. The College will reach out to members and stakeholders to seek their advice and feedback during the early months of 2015 to inform a strategic planning workshop for Council in April 2015. This is an important activity for the College's governing Council and is part of its commitment to excellence in governance. Other components of the governance agenda include enhanced training for the Council and its statutory and non-statutory committees.

During 2015, the College will plan for a second symposium on leadership. We will continue to work with the government to achieve the regulatory authority to accredit early childhood education programs.

Member engagement continues to be a very important objective. For 2014-2015, the College has set an ambitious goal of doubling its outreach contacts. Invitations continue to pour in for staff and Council members to make presentations and conduct seminars and workshops. We are delighted to respond to your requests.

Our vision for the future is that the ethical and professional standards of the profession will become second nature and that our members will accept responsibility for practice excellence.



2014-2015 Fiscal Year Outlook

College of Early Childhood Educators Operating Budget Year ending June 30, 2015

Revenue

Registration and application fees	\$ 6,830,838
Other	154,820
Interest income	53,900

Total Revenue **7,039,558**

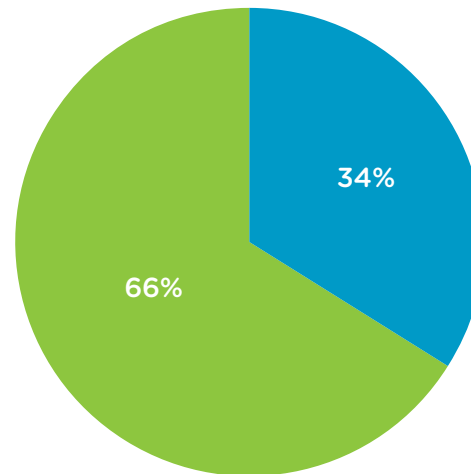
Expenses

Salaries and benefits	3,779,779
Rent	765,988
Professional services	314,857
Legal	375,000
Insurance	17,547
Graphic design and branding	17,036
Printing	113,441
Advertising and promotion	25,746
Translation services	75,000
Conferences and seminars	51,342
Recruitment costs	3,000
Professional development	99,500
Project material	16,100
Travel	263,803
Business meals	16,900
Fees and dues	9,500
Per diem	111,815
Catering	27,833
Postage and courier	243,279
Office expense	68,549
Office equipment	10,198
Equipment lease	13,099
Computer supplies	4,578
Software	145,447
Internet and telephone	54,958
Repair and maintenance	7,826
Bank and service fees	148,765
Depreciation expense	246,841

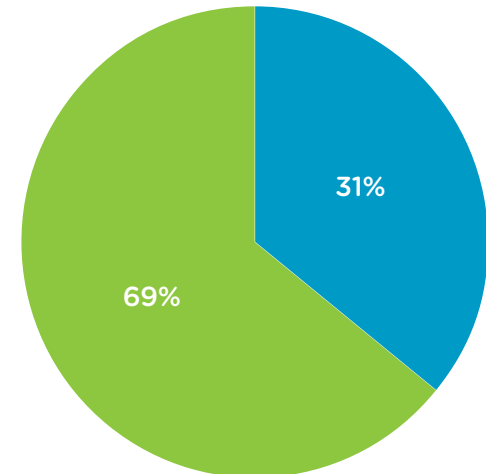
Total Expenses **7,027,727**

Excess (deficit) of revenue over expenses **\$ 11,831**

**Allocation of College Funds
2013/2014, Audited Actual**



**Allocation of College Funds
2014/2015, Budgeted**



■ Administration and Management
■ Services to Members

Message from the Honourable Liz Sandals, Minister of Education

Dear colleagues,

I want to thank every registered early childhood educator (RECE) across this great province for giving Ontario's children a precious head start. I don't just say this as Minister of Education, but, also as mother and grandmother. I have seen firsthand how important the early years are in creating a foundation for a child's entire life.

I also want to thank the College of Early Childhood Educators. The College has been an invaluable partner in the pursuit of our common goals for early childhood education.

One of these goals is modernizing child care. In July 2014, our government reintroduced the *Child Care Modernization Act*. This legislation is transformative, and if passed, it will help build a high-quality, seamless and more accessible system for Ontario's children and families.

I am proud of what we are doing together to make Canada's first and only self-regulatory body for early childhood educators an even brighter beacon for the profession.

I am also pleased that our government is helping to retain ECEs and other staff in the licensed child care sector. As part of our 2014 budget, we are investing \$269 million, over three years, to close the gap in wages between Ontario's licensed child care sector and school boards. Effective January 2015, this will translate to an average increase of one dollar per hour, and an additional average increase of one dollar per hour in 2016.

Another major education milestone is the final rollout of full-day kindergarten. This has been five years in the making and positions Ontario as a leader in North America. I'm proud to say that full-day kindergarten is now available to all four- and five-year-olds in approximately 3,600 schools across the province. This is a tremendous accomplishment, and ECEs have helped make this possible.

As we continue to work together on our shared commitments, I want to again recognize our valued partnership.

Without question, ECEs prepare our children for the challenging road ahead. You plant the seeds for life-long success and give children the tools to learn and grow in child care settings, early years and family support programs and classrooms across Ontario. You provide families with peace of mind, and you give our youngest learners the encouragement they need to succeed.

Thank you again for your hard work, dedication and passion. I look forward to working with you as we strive to achieve excellence, ensure equity, promote well-being and enhance public confidence in our early years system.

Sincerely,



Liz Sandals
Minister



College of Early Childhood Educators

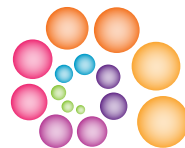
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