

**OCASA Board of Directors Meeting**  
**September 30, 2014 3:00 – 4:30 pm**  
**Teleconference**



TOLL FREE 1.877.394.5901

LOCAL 416/905 416.645.1179

Access Code: 1125286#

	<i>Name</i>	<i>Region/College</i>	<i>Term</i>	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Krista Pearson Vice President	North, Sault	2012	2015
3.	Riley Burton, Secretary	North, Confederation	2011	2014
4.	Alanna McDonell Treasurer	East, Algonquin	2011	2014
5.	Rick Helman Past President	East, Loyalist	2009	2013
6.	Greg Murphy	East, Durham	2012	2015
7.	Jane Cooper	West, Mohawk	2012	2015
8.	Kelly Murray-Scott	West, Lambton	2013	2016
9.	Janine Foster	East, St. Lawrence	2013	2016
10.	<i>Shemeena Shraya</i>	<i>Central, George Brown</i>	<i>2014</i>	<i>2017</i>
<i>Resource</i>				
	Diane Posterski	Executive Director, OCASA		
<i>Regrets</i>				
11.	Kristi Harrison	Central, Centennial	2013	2016
12.	Bridget Woodcock	Central, Humber	2012	2015



**Board of Directors Meeting**  
**Tuesday, September 30, 2014**

**DRAFT MEETING AGENDA**

<b>Agenda Item #</b>	<b>OCASA Board Agenda</b>	<b>Supplementary Materials</b>
<b>1.</b>	<b>3:00 pm Welcome and Call to order</b> Chair: Dave Belford	
<b>2.</b>	<b>Approval of the Agenda</b> <i>(Motion to approve)</i>	
<b>3.</b>	<b>Approval of the Meeting Minutes of June 22 and June 24, 2014</b> <i>(Motion to approve)</i>	✓ Draft Minutes OCASA
<b>4.</b>	<b>Elect interim Board member</b> <i>Shemeena Shraya, Central, George Brown College</i> Motion to elect Shemeena Shraya as an interim Board member until the next general election (AGM 2015).	
<b>5.</b>	<b>3:15 pm Board Engagement</b>	
<b>6.</b>	<b>3:30 pm Executive Director's Report</b> <i>Overview of activities.</i>	✓ Executive Director's Report
<b>7.</b>	<b>4:00 pm CAAT Pension Plan updates</b> <i>Written reports will be forwarded prior to meeting.</i>	✓ Appointees' reports
<b>8.</b>	<b>4:10 pm Committee of the Whole</b> <b>Executive Director – Performance Plan</b> <i>Diane Posterski will exit meeting at this point.</i> <i>Secretary to take minutes.</i>	✓ DRAFT Performance Plan
<b>9.</b>	<b>4:30 pm Adjournment</b> <i>(Motion to adjourn)</i>	

**OCASA Board of Directors Meeting**  
**Sunday, June 22, 2014 2:00 pm – 4:30 pm**  
**Kingbridge Conference Centre, King City**



**DRAFT MEETING MINUTES**

	Name	Region/College	Term	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Riley Burton, Secretary	North, Confederation	2011	2014
3.	Alanna McDonell Treasurer	East, Algonquin	2011	2014
4.	Rick Helman Past President	East, Loyalist	2009	2013
5.	Greg Murphy	East, Durham	2012	2015
6.	Krista Pearson	North, Sault	2012	2015
7.	Jane Cooper	West, Mohawk	2012	2015
8.	Kristi Harrison	Central, Centennial	2013	2016
9.	Kelly Murray-Scott	West, Lambton	2013	2016
10.	Janine Foster	East, St. Lawrence	2013	2013
Resource				
	Diane Posterski	Executive Director, OCASA		
	Bill Swan	Contributing Editor, Communications		
Regrets				
11.	Chantal Thiboutot, Vice President	East, La Cité Collégiale	2011	2014
12.	Bridget Woodcock	Central, Humber	2012	2015

**OCASA Board of Directors Meeting**  
**Sunday, June 22, 2014 2:00 pm – 4:30 pm**  
**Kingbridge Conference Centre, King City**



Agenda Item #	DRAFT MEETING MINUTES
1.	<p><b>The meeting was called to order at 2:20 pm.</b></p> <p>Chair: Dave Belford</p>
2.	<p><b>Approval of the Agenda</b></p> <p>Motion to approve to agenda</p> <p>Moved: Rick Helman</p> <p>Seconded: Kelly Murray-Scott</p> <p>Carried</p>
3.	<p><b>Approval of the Meeting Minutes of April 4, 2014</b></p> <p>Motion to approve the Meeting minutes of April 4, 2014</p> <p>Moved: Kelly Murray-Scott</p> <p>Seconded: Riley Burton</p> <p>Carried.</p>
4.	<p><b>OCASA's History</b> – Diane Posterski</p> <p><i>What is key to OCASA's history that informs our story today?</i></p> <p>Diane Reviewed the history graph, highlighting the evolution of the organization from an operations perspective, a program and advocacy perspective, and membership trends. OCASA is just about 19 years old now. While it began in an advocacy role, with the new charter in 2003, and a shift in member expectations, a greater focus has moved to programs and services.</p> <p>Membership has reached a plateau, while administrative numbers have grown.</p>

**OCASA Board of Directors Meeting****Sunday, June 22, 2014 2:00 pm – 4:30 pm****Kingbridge Conference Centre, King City**

5.	<p><b>OCASA Strategic Priorities – Dave Belford</b></p> <p><i>Strategic focus: these questions will be the focus of discussion.</i></p> <p>The board discussed the strategic priorities at length. A summary of key discussion points are as follows:</p> <ul style="list-style-type: none"> <li>• General agreement that the key “pillars” are still relevant and meaningful to current and potential members.</li> <li>• Leadership of OCASA needs to attract quality people (perhaps with charisma)</li> <li>• OCASA network: neutral space; stories and practices are shared – OCASA is the facilitator of this kind of network.</li> <li>• There was some discussion about creating a speaker “road show” where OCASA can bring resources to local membership at colleges. Recognizing the importance of local ASA activity, and the need for PD content at those meetings, bringing in speakers would bring immediate value to members.</li> <li>• Key issue of member vs non-member access to programs and services: this is an ongoing debate. Should non-members who attend the conference for their first time, become members for the year? How would we manage the costing of that (who pays, individual or college?). What events should be exclusive and how do we encourage trial? What is the value of OCASA, from a costing perspective?</li> <li>• It was agreed that we might need a new business model as it relates to membership privilege, and that a task force should be established to meet in the very near future, just 2 or 3 times to tackle this issue.</li> </ul> <p><b>ACTION: Form a task force, inviting college reps to join at the meeting that same evening. Meet during summer to tackle issue member access and costing of programs.</b></p> <p>Dave Belford, Greg Murphy and Diane Posterski agreed to sit on this task force, in addition to college reps who might volunteer.</p>
6.	<p><b>Research Working Group – Alanna McDonell &amp; Diane Posterski</b></p> <p><i>Proposal: Stakeholder engagement</i></p> <p>There was much discussion helpful to finalizing this proposal:</p> <ul style="list-style-type: none"> <li>• All research should be completed by the end of the 2014 calendar year. This leaves time to collate and compile a final report, as well as a proposal for CoP, if that is the final outcome.</li> <li>• Consistency of questions must be built into the plan.</li> <li>• We might need to consider incentives for non-members to answer a survey</li> <li>• Timelines will vary by target audience</li> <li>• For HR executives, it might be worth hiring a third party to interview this group</li> </ul> <p>All discussion points have been added into the proposal, for the committee to review and build the surveys/interviews. Work will begin immediately.</p>

**OCASA Board of Directors Meeting**  
**Sunday, June 22, 2014 2:00 pm – 4:30 pm**  
**Kingbridge Conference Centre, King City**



7.	<p><b>4:15 pm Ongoing business &amp; Motions</b></p> <ul style="list-style-type: none"> <li>Finance Report Alanna McDonell presented the income statement year to date for 2014. There were no outstanding notations to make. Membership revenues were generally on track for year-to-date budget. With the bulk of expenses still to come, particularly following the conference, the fall statement will be more informative. Expenses to date are in line with projections.  Motion to receive the treasurer's report:  Moved: Greg Murphy  Seconded: Rick Helman  Carried.</li> <li>Policy: Privacy and Anti-Spam: Diane Posterski indicated that the Privacy Policy for office procedures is close to completion. She presented background information on the CASL (anti-spam legislation) and discussed ramifications for OCASA. A couple of gray areas were noted around an existing business relationship, including the ability of college reps to reach out to non-members at their college. The Board directed Diane to seek legal advice for OCASA e-communications with non-members.</li> </ul> <p><b>ACTION: Diane will engage legal advice and report back to the Board.</b></p> <ul style="list-style-type: none"> <li>Certification program update: Diane Posterski highlighted a recent meeting with Kathleen Matheos of CHERD and Steve Robinson (OCASA instructor) where a partnership was agreed to in principal. The certificate will have a generic title, with a byline indicating the partnership between CHERD and OCASA. Ten courses will be offered, with five coming from each partner as already offered. Students moving forward will be required to take four from each side. Also, an advisory committee would be formed from across the country to guide the program. A final business agreement still needs to be finalized, and the fall program lined up. Diane will continue these negotiations over the summer.</li> </ul>
8.	<p><b>4:30 pm Adjournment</b></p> <p>Motion to adjourn  Moved: Alanna McDonell  Seconded: Jane Cooper</p>

**College Reps Meeting**  
**Sunday, June 22, 2014 7:15 pm – 9:00 pm**  
**Kingbridge Conference Centre, King City**

Meeting with College Representatives

**7:15 pm Derek Dobson, CEO, CAAT Pension Plan**

- Presentation & questions

**8:00 pm Reaching our members**

Resources for Meeting:

- ✓ *Board meeting package for background*
- ✓ *ASA practices as submitted by colleges*
- ✓ *Member recruitment package*

1. President's Report from the Board

Dave reported on the key discussions around membership and product pricing, and the stakeholder engagement research project.

There was some discussion about the role of local ASA activity to bring value to members; and the challenge of competing with provincial groups that already meet.

Can OCASA offer sessions at other conferences about OCASA?

The task force on membership product and pricing was introduced. Volunteers came forward: Michelle Squire (Fanshawe), Sean Squires (Centennial), Susan Kloosterman (Fleming), in addition to Board members Dave Belford (Fanshawe) and Greg Murphy (Durham), and Diane Posterski (OCASA ED).

It was suggested that an annual report would be a good milestone to take to members and partners. There was some discussion about branding, and introducing a badge system on LinkedIn.

2. Discussion:

- Concerns/issues from colleges for OCASA's consideration:
  - Upcoming collective bargaining – some colleges prepare staff with a history of bargaining, and keep admin informed throughout
  - Chairs at colleges are fatigued. It would help some colleges to have OCASA members who are chairs to reach out. Is there something OCASA can do for chairs beyond the GTA?
  - Needs to be better communications about compensation recommendations coming in the fall; better college practices. Could OCASA put together a best practice/white paper on this topic?
  - OCASA is a standing item on some all admin meetings
  - OCASA should prepare talking points for college reps
  - Professional liability concerns – perhaps lawyer could prepare an article about this.

**Board of Directors Meeting**  
**Tuesday, June 24, 2014 8:45 am**  
*Kingbridge Conference Centre, King City*

<b>Tuesday, June 24, 2014 8:45 am</b>	
1.	Call to order: Dave Belford, Chair
2.	<p>Appointment of officers  Resolved that the following be and they are hereby appointed officers of the Corporation to hold such offices at the pleasure of the Board, to perform such duties as are prescribed by the bylaws of the Corporation and to perform such duties as many from time to time be required of them:</p> <p><b>President: David Belford</b>  <b>Vice President: Krista Pearson</b>  <b>Secretary: Riley Burton</b>  <b>Treasurer: Alanna McDonell</b></p> <p>Moved: Greg Murphy  Seconded: Kelly Murray-Scott  Carried</p> <p>This resolution will be signed by all board members and will be included in the Minutes book.</p>
3.	<p>Motion to adjourn</p> <p>MOTION: That the meeting be adjourned.  Moved: Janine Foster  Seconded: Greg Murphy  Carried</p>

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

Table of Contents

<b>1. Coaching</b>	<b>3</b>
<b>2. Affinity program with Johnson Insurance</b>	<b>4</b>
<b>3. Online Certification Courses</b>	<b>5</b>
<b>4. Mentoring Matters Program</b>	<b>6</b>
<b>5. Member Engagement</b>	<b>7</b>
<b>6. CASL/Anti-Spam Legislation – Updated for the Board, September 2014.</b>	<b>9</b>
<b>7. Membership Report</b>	<b>16</b>
<b>8. Conference Wrap Up</b>	<b>18</b>
<b>9. Stakeholder Engagement Research Project</b>	<b>20</b>
<b>10. Finance Committee/Report</b>	<b>27</b>
<b>11. Task Force – Product/Pricing</b>	<b>28</b>



Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## Introduction

There has been some committee activity in late August, early September (Finance; Conference Planning; Member Engagement;; Product/Pricing Task Force) and progress on those fronts are included in the Committee Updates for your information.

Below is an overview of the general activity, and what the Board needs to address during the meeting. A few items require some discussion towards a decision, but most are for information purposes, and if there are questions, they can be briefly addressed.

Member Services/Products	Meeting Outcome		Resources
	Discussion/ Decision	Q & A / Information	
1. Coaching Vendor Partnership	√		Vendor Proposal
2. Home & Auto Insurance	√		Cost/Benefit Brief
3. Certification		√	Update Brief
4. Mentoring Matters		√	Update Brief
5. Member Engagement		√	Update Brief
Operations	Meeting Outcome		Resources
	Discussion/ Decision	Q & A / Information	
6. CASL/Anti-Spam	√		CASL Brief
7. Membership	√		Membership Report/Targets
8. Conference Wrap-up/ Financials		√	Conference Evaluation Financial overview
9. Stakeholder Engagement Research Project		√	Updated Project Overview
10. Finance		√	Update Brief
11. Task Force (Product/Pricing)		√	Product overview



## 1. Coaching

### Laurie Sancí & Associates

#### **Proposal: Coaching for OCASA Members**

Starting in January 2015, OCASA could launch a special promotion offering coaching services to members at a reduced rate. The first eight administrators to respond to the offer would be entitled to six, 45 minute coaching sessions with Laurie Sancí, an Adler trained coach and former College administrator. The program can be made available for the discounted rate of \$399 – a savings of \$200. Coaching sessions would take place face to face, or over the phone, depending on the location of the member. Should a program participant also be attending the OCASA conference in June, they could elect to do the final session with Laurie at the conference.

#### **What is coaching?**

Coaching is a collaborative and confidential process between a coach and a client that produces lasting results in the client's personal and professional lives. Through deep, powerful and meaningful conversations with a coach, clients deepen their awareness and learning. Coaching helps clients to see new choices and to take action in ways that are authentic to them to get the results they desire.

#### **How can College administrators benefit from coach?**

College administrators today face many challenges and may not get the time or support needed from their supervisors. By partnering with a Coach, managers can work toward any number of performance goals. They may choose to improve relationships with direct reports, supervisors, and peers. They may want to discover ways to let go of some of the busy work that occupies administrators and find more meaningful projects. College administrators could work with a coach to further develop their leadership skills or carve out the path required to move their careers forward.

#### **Why Laurie Sancí?**

Laurie Sancí is a dynamic and highly skilled coach, facilitator, and trainer specializing in leadership and organizational development in the public sector. Since starting her consulting practice in the spring of 2014, Laurie spent fourteen years implementing organizational change and equity initiatives at Centennial College. She understands the unique challenges faced by College administrators and has a knack for helping individuals and groups get to the heart of challenging issues and develop a path forward. Laurie is formally trained in facilitation, coaching, and mediation. She completed her Master of Arts in Sociology and Equity Studies from OISE at the University of Toronto and has a Master's Certificate in Organizational Development.

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## 2. Affinity program with Johnson Insurance

**Recommendation:** The Board consider the value of Home & Auto insurance to our member services, and whether it should be continued, either with Johnson Insurance or any provider.

**Background:**

**Program started: June 2010**

# members participating at end of 2011:

*14 members with 21 policies (16 new policies)*

# members participating at end of 2013:

*22 members with 36 policies (5 new policies)*

**Terms of Agreement:** Exclusive provider of Home & Auto. This means that only Johnson can advertise in *College Administrator*, or sponsor an event. 90 days notice for termination of agreement.

**Issue:**

*Financial:* Because of low volume of policies, Johnson has pulled back its financial contribution after the initial three-year start up. It has gone from 2 half-page ads to 1 half-page ad, and dropped conference sponsorship (\$750).

During this time, TD Meloche was taking out full-page ads in each issue of *College Administrator*. When Johnson noted this, they requested a stop to this ad placement as Johnson has the exclusive vendor rights for Home/Auto. TD could advertise other areas of insurance, but not this. Apparently, TD must include Home/Auto so its ad was excluded

The publisher, Kelman, has expressed serious concern about losing this advertising account. And OCASA is limited in seeking conference sponsorship as well.

Here are the numbers:

Revenues	From Johnson	From TD Meloche/Others
<i>College Administrator</i> (Kelman publisher)	\$900/year (was \$1800/year)	<b>\$4000/year *</b>
OCASA Annual Conference	\$0 (was \$750/year)	
OCASA (admin service allowance)	\$500/year	

\* *There are no guarantees that we will get TD back, but Kelman thinks they will come back.*

**Member Value:** The number of members participating is not overwhelming. Our guess is that members have many options for group rates (including at their college).

**Question:** If OCASA didn't offer home/auto, would members notice? Does it fit uniquely with our mission statement? Does professional and career support include offering group rates for home/auto insurance? Or do we keep it in the mix, and enjoy the modest \$500 revenue line?

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

### 3. Online Certification Courses

I have continued to work with CHERD in establishing the foundation of the merged program. There will be 4 courses from CHERD and 4 from OCASA to get us started. This is the easiest way to get approval from U of Manitoba. We do have the option to include special topics from time to time, which will allow us to expand the offering. Participants will need to have at least 50% of their courses from the CHERD side of the course list. We are hopeful that we will offer a course in November of this year, and again in the Winter. This change will be seamless for OCASA members already with courses to their credit. The new fee will be \$495 for everyone (it was \$595 for members).

I have solicited the assistance of Steve Robinson, who is an instructor in the program, and who has all kinds of experience in teaching, curriculum and leadership, particularly for administrators (and is past president of OCASA). Apart from volunteer time he has been giving us, I have found some budget to offer him 10 hours of contract time, which he will use to help develop course templates and liaise with CHERD and CMU. CMU would like to give some advanced credit to those who complete the certificate.

Also...we are establishing a national advisory committee, which will have representation from about 4 or 5 regions across the country (Steve will also sit on this committee). I think it is important that OCASA invite a representative from the Ontario college system to sit on this committee (some political points). It "feels" like the right time to reach out to CCHRD in a meaningful way. I have written and now spoken with their co-chair, Varsha Patel, who attends our conference with Centennial, with two interests:

1. Inviting a conversation about how OCASA and CCHRD might work at better aligning our activities to support each organizations' objectives. My hope is that an initial conversation might start to work towards some partnerships; and
2. Inviting someone from CCHRD who is "preferably" an OCASA member to sit on the certification advisory committee. I think this would sit well with the HR community, that we have invited CCHRD to participate at this new stage of the program.

Varsha has expressed her support and will take it to the executive group for further consideration. The other co-chair will just be starting this fall: Rick Overeem, Lambton College (an OCASA member). Varsha also spoke about considering a GTA/Central face-to-face offering of the program, offering training space at Centennial. We will consider those options once the new program is launched.

<b>List A</b> <b>CHERD CUCA Courses</b> <i>Students Must Take Four Courses from List A</i>	<b>List B</b> <b>OCASA Courses</b>
Mission Culture and Governance in HE	Organizational Communication
Conflict Resolution – Moving beyond to achieve your goals	Building Leadership Capacity
The Role of the Student and Student Needs	Strategic and Business Planning
Technological Implications Adapting to ICT* in the Digital Academy	Innovation in Administration
<i>*ICT: Internet &amp; Communications Technology</i>	

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

#### **4. Mentoring Matters Program**

Spring intake: 8 successful partnerships (1 has carried over to Fall intake)  
They have all met at least once, and have worked on their partnership agreements.

Fall intake: applications are now open until Oct. 3. For a full view of the program schedule, visit: <http://www.ocasa.on.ca/member-services/mentoring>

To date (Sept. 23) seven (7) applications have been received. Interestingly, five applications are from New Hires, and one from a converted new hire (now paying member).

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## 5. Member Engagement

Current project focus: orientation resources for new hires, with a Ontario college sector focus.

---

Here is a draft resource list that the committee is working on:

**Objective:**

*To provide orientation resources and connections that will help the new manager acclimatize and engaged with the Ontario college environment.*

**Scope:**

*All resources will have a sector focus, rather than an institutional focus. However, indicators will be included pointing managers to resources at their own college for particular queries.*

**Orientation resources:**

*A combination of:*

- *live webinars (save as recorded webinars)*
- *online handbook that supports the webinars*
- *networking webinars to build connections between members*

### NEW ADMIN ORIENTATION

<b>Webinar</b>	<b>Topic</b>	<b>Online handbook</b>
Panel of "experts" sharing their advice for relationship building, managing your career, and navigating the college.  <i>This is the first networking opportunity for new hires to meet others in the system.</i>	<i>Surviving and thriving in your first two years in administration</i>	<i>Summarized as a Shared Practice</i>
Webinar by Colleges Ontario	<i>What is CAAT? Understanding the college sector, key players and MTCU</i>	<ul style="list-style-type: none"> <li>• <i>Overview/Slides</i></li> <li>• <i>Acronyms</i></li> <li>• <i>Map of Ontario colleges</i></li> <li>• <i># of campuses</i></li> <li>• <i># of students</i></li> <li>• <i>Trends/growth areas</i></li> </ul>

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

<b>Webinar</b>	<b>Topic</b>	<b>Online handbook</b>
<i>Webinar: ??</i>	<i>Culture, mission &amp; governance of colleges</i>	<i>Organizational overview: Academic, Corporate/Operations, Research, Advancement, etc.</i>
<i>Peter McKerracher, Don Sinclair (CEC)</i>	<i>Managing in a unionized environment: Academic</i>	<i>Post collective agreement and presentation slides</i>
<i>Erin Holl, Don Sinclair (CEC)</i>	<i>Managing in a unionized environment: Support Staff</i>	<i>Post collective agreement and presentation slides</i>
<i>Teresa Quinlin? (Niagara)</i>	<i>Finance/Budgets</i>	<i>Overview/slides</i>
<i>OCAS</i>	<i>Who are the students? Role of OCAS – is it just for registrars?</i>	<ul style="list-style-type: none"> <li>• <i>International</i></li> <li>• <i>Immigrant</i></li> <li>• <i>Demographic by age, geography, etc.</i></li> </ul>
	<i>Who are the administrators?</i>	<ul style="list-style-type: none"> <li>• <i>Demographics</i></li> <li>• <i>Breakout by college</i></li> <li>• <i>Education profile</i></li> <li>• <i>Years in system</i></li> <li>• <i>Turnover</i></li> <li>• <i>Titles</i></li> </ul>
<i>OCASA</i>	<i>Where does OCASA fit in? Programs and services Volunteering</i>	
	<i>Where to turn in your college with questions: Policy Finance Union</i>	

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## 6. CASL/Anti-Spam Legislation – Updated for the Board, September 2014.

*All updates are in italics.*

*Further to Board approval, these notes below will be the basis for the CASL policy for OCASA, as we direct whom we communicate with: members, non-members and stakeholders about OCASA activities.*

### BRIEF OVERVIEW

“When the new law comes into force, it will generally prohibit businesses from sending commercial electronic messages without the recipient's permission, including messages to e-mail addresses, social networking accounts, and text messages to mobile phones. Commercial electronic messages are messages sent for the purpose of encouraging participation in commercial activity.”

Author: June Wright, © Nelligan O'Brien Payne LLP 2014.

### A CEM (Commercial Electronic Message)

“Text, image, sound and voice messages are caught within the definition of an “electronic message” – it is not just emails.

“If it would be reasonable to conclude that at least one of its purposes is to encourage participation in a commercial activity, then it would be viewed as a commercial electronic message.”

Victoria Prince, <http://blog.blg.com/nfp/Lists/Posts/Post.aspx?ID=208>

### KEY ISSUES FOR OCASA

When do we need express consent and where do we have implied consent?

#### Membership:

*CRTC outlines that member organizations have implied consent provided the association is non-profit, not for personal profit, or payable for the personal benefit of any member (see background CRTC notes following this brief).*

- However, moving forward, it is recommended that we include a check box on the member application that asks for consent, with a description of the types of communications to which they agree (*already implemented*).
- All email communications have an unsubscribe option (*already implemented*).

#### Event registrations:

- Registration for events will include a check box requesting consent to receive electronic communications that relate specifically to this event (updates, etc.), including follow up and evaluation following the event.

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

- A check box will also ask for consent to receive electronic communications about future events (particularly relevant for non-members). Members will be advised that they will receive this information as a member, if previous consent has been provided or implied.

### Reaching non-members: Exemptions?

1. When a college rep sends an email to a colleague inviting them to consider membership or an event, does this fall under the exemption of:
  - CEMs sent by employees, representatives and contractors within an organization or to another organization if the organizations have a business relationship, where the message concerns the business or that person's role, function or duties in the organization.

*Legal counsel at Nelligan has suggested (though there is no firm legal opinion at this point) that the relationship between two colleagues at the same college is key to understanding consent. OCASA remains a third party in this exchange, and one could perhaps argue that they have a business relationship and the message is relevant to their roles. There is implied consent and they can discuss what they like.*

*Again, the question remains: if a college rep is sending a message to all admin at a college, might they still include a statement about not receiving such emails in the future? This seems to be always the prudent approach.*

2. When OCASA collects business emails from a college website, and sends an email inviting them to consider membership or an event, does this fall under the exemption of:
  - Messages to another organization if the two organizations have a relationship and the message concerns the activities of the recipient organization

*Likely not. The public directory on college websites invites people to contact staff about matters specifically relevant to their roles at the college. It isn't clear that this is an invitation to contact them about OCASA membership, unless through a third party referral, for example.*

*For OCASA purposes, using regular mail (postal) for such invitations remains completely acceptable and not relevant to CASL which only addresses electronic communications.*

3. When OCASA sends notices about OCASA PD events (e.g. Certification) to HR professionals in the college system, this should fall under this exemption:
  - a case where the recipient has conspicuously published his or her e-mail address without notification that such person does not want to receive unsolicited e-mail messages and the message is relevant to the person's business, role, functions or duties in a business or official capacity.
4. OCASA can use third party referral contact:
  - There is also an exemption with respect to "referrals" which means that the new law will not apply to the **first** commercial electronic message sent to a recipient following a referral by an individual who has an existing relationship (whether business or personal) with the person who sends the message and the recipient and that discloses the full name of the individual who made the referral and states that the message is sent as a result of the referral.

## Personal and Family Relationships


- Section 6 of CASL does not apply to a CEM sent to an individual with whom the sender has a “personal or family relationship”, as defined in paragraph 2(b) of the GiC Regulations .
- A “personal relationship” involves direct, voluntary, 2-way communication.
  - In each case, the non-exhaustive list of factors set out in paragraph 2(b) (e.g. sharing of interests, frequency of the communication, etc.) will be taken into consideration.
- As explained in the RIAS, the definition of “personal relationship” should remain limited to close relationships.
  - The purpose is to establish limits and prevent potential spammers from exploiting this concept in order to send CEMs without consent.
- A “personal relationship” is one that exists between individuals.
  - Legal entities, such as a corporation, cannot have a personal relationship. Someone who sends a CEM on behalf of a corporation may not claim to have a personal relationship with the recipient.

*OCASA does not fall under a personal relationship category.*

## Express consent obtained prior to CASL

- If you obtained valid express consent prior to CASL coming into force, you will be able to continue to rely on that express consent even if your request did not contain the requisite identification and contact information
- All CEMs sent after CASL comes into force must contain the requisite information, meet all form requirements and contain an unsubscribe mechanism
- CASL requires the sender to prove having obtained valid express consent.

*OCASA does not have express consent from members, or anyone else, prior to CASL. This will be built in to future events, activities and membership.*



## Transitional period for implied consent

- Section 66 deems implied consent for a period of 36 months (unless the recipient withdraws consent earlier)
- There must be an existing business relationship or existing non-business relationship
- The relationship must include the communication via CEMs
- During the transition period, the definition of existing business relationship and non-business relationship is not subject to the limitation periods (6 months and 2 years) that would otherwise be applicable under CASL, for implied consent to exist.

*It would seem that OCASA can assume implied consent for 36 months, while still following the CEM rules. This might refer to Certification participants, conference attendees, etc. In the meantime, OCASA will include express consent permissions on all future registrations.*

CRTC

26



## Business to Business

- Commercial electronic messages (CEMs) sent by an employee, representative, consultant or franchisee of an organization to:
  - Another employee, representative, consultant or franchisee of the organization
    - Message must concern the activities of the organization
  - An employee, representative, consultant or franchisee of another organization
    - The organizations must have a relationship; and
    - Message must concern the activities of the organization to which the message is sent
- Consent not required to send the CEM
- No requirement to add information requirements, and an unsubscribe mechanism to the CEM

CRTC

*This might address the role of college reps on campus sending emails to non-members. The lawyer suggested that likely, because the individuals have a business, collegial relationship, and therefore implied consent, that college reps can reach out to their colleagues. The direct relationship between the colleagues is most relevant, with OCASA being a third party.*



## Third Party Referrals

- Consent not required to send the first commercial electronic message (CEM), if sent, following a referral by an individual who has an existing business relationship, existing non-business relationship, family or personal relationship
- Any of the above relationships must exist with the person who sends the message AND with the individual to whom the CEM is sent.
- Full name of individual who made the referral and statement that message is sent as a result of referral must be within the message
- Message must still contain requisite contact information and unsubscribe mechanism

*OCASA could consider using this mechanism in reaching out to non-members by email, but referral must be explicit, with one-time usage.*

CRTC

34



## Existing Non-Business Relationship - Membership

- You may rely on the existing non-business relationship to imply consent, to members of an association, club or voluntary organization, however, you must still meet the information requirements and add an unsubscribe mechanism to your CEMs.
- You should ensure that you are only sending to members.
- “Membership” means the status of having been accepted as a member of a club, association or voluntary organization in accordance with its membership requirements.
- You should also ensure that your association falls within the following:
  - a club, association, or voluntary organization is a non-profit organization
  - organized and operated exclusively for social welfare, civic improvement, pleasure or recreation or for any purpose other than personal profit
  - no part of its income is payable for the personal benefit of any member unless the member is an organization whose primary purpose is the promotion of amateur athletics in Canada.

*This is the most pertinent direction to OCASA regarding current members.*

CRTC 37

## **7. Membership Report**

Membership Targets: The goal is to increase membership by a minimum of 5% by May 2015. This represents very modest increases by college, but the hope is that with targets and awareness, we might increase by larger amounts in colleges with greatest growth potential.

To date, the OCASA office has sent emails to each college rep suggesting net increases, and asking to discuss the plan. Also, new hires promotional materials have been sent to all college reps, asking that they follow up with new hires themselves, or consult with HR, and/or share with HR to give out to new hires. This is an obvious growth opportunity.

***Key colleges renewing activity and/or inviting visits:***

Canadore (Oct/Nov)

Cambrian (Oct/Nov)

La Cité Collégiale (Oct/Nov)

Mohawk (just working by email)

Niagara (Nov. 3 tentative)

Working with someone at Collège Boréal to engage new members there.

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

				2014 TARGETS		
	Aug-14	TOTAL ADMIN 2013	% MEMBERSHIP	5% NET INCREASE/ COLLEGE	2013	2012
Algonquin	81	170	48%	4	84	85
Cambrian	37	77	48%	2	41	38
Canadore	8	27	30%		8	8
Centennial	41	148	28%	2	40	41
College Boréal	3	63	5%		2	2
Conestoga	1	123	1%		1	1
Confederation	48	63	76%	3	48	48
Durham	27	91	30%	2	25	20
Fanshawe	52	141	37%	3	53	51
Fleming	18	58	31%	1	16	14
George Brown	65	192	34%	4	68	65
Georgian	44	119	37%	3	44	49
Humber	15	296	5%	1	17	26
La Cité	25	64	39%	3	27	32
Lambton	20	36	56%	1	15	15
Loyalist	25	47	53%	1	26	30
Mohawk	27	146	18%	2	26	31
Niagara	16	92	17%	3	17	25
Northern	11	30	37%	0	13	13
Sault	19	43	44%	2	15	13
Seneca	49	193	25%	3	44	36
Sheridan	24	226	11%	1	24	21
St. Clair	3	56	5%		2	2
St. Lawrence	37	66	56%	1	37	33
Associates	4					
<b>TOTAL</b>	<b>700</b>	<b>2,567</b>	<b>27%</b>	<b>42</b>	<b>693</b>	<b>699</b>
			PROJECTED TARGET	742		
New Hires	65	included in the total above				
Paying members	635					
Converts	28	out of 53 potential to date				
Conversion rate	53%					

## **8. Conference Wrap Up**

### **Executive Summary of Conference Evaluation**

Overall, this year's conference was a success.

- 96.8% of respondents were Very Satisfied (71.4%) or Satisfied (25.4%) with the conference
- 100% of respondents said that OCASA should continue to offer an annual conference
- 93.5% responded they are "very likely" (75.8%) or "likely" (17.7%) to attend in 2015.
- Similarly, 77.8% are "very likely" and 19% are "likely" to encourage colleagues to attend in 2015.

Sixty-eight (68) survey respondents represented about 85% of attendees.

This year, networking remains the highest value of the conference, followed closely by the plenary sessions (particularly Linda Franklin and the Presidents' Panel). Breakout sessions are still highly valued, and a significant reason why people attend, but there are many suggestions about bringing more best practices, and focusing on some streams or specific discussions. This is an obvious area of improvement.

There was general agreement that word needs to get out – this is a "must attend" event. While some tweaks were suggested for improving networking and learning even more, the tone, quality and commitment to professional networking are highly valued, and largely well executed.

While a few are always interested in moving the conference around, Kingbridge was a resounding success. It supports the goals of the conference extremely well, and is accessible to most travellers.

General comments suggest that the pace of the conference works, though always on the edge of too little time. If money and time away from the office were not considerations, attendees would value a longer event. Monday/Tuesday remains the preferred time slot, still at the end of June.

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## 2014 Leaders & Innovators Income Statement

### REVENUES

Sponsorships		
	CEC	\$3,000
	Colleges Ontario	\$1,000
	CMU	\$1,000
	OCAS	\$1,000
	Total sponsorships	<b>\$6,000</b>
Registrations		<b>\$52,765</b>

<b>TOTAL REVENUES</b>	<b>\$58,765</b>
-----------------------	-----------------

### EXPENSES

Kingbridge Conference Centre		
	Conference meeting packages	\$31,931
	Conference Services	\$8,321
	Food & Beverage charges	\$3,898
	<b>Total Kingbridge Expense</b>	<b>\$44,150</b>
Professional Development	Keynote: Duncan Stewart ( <i>fees</i> )	\$5,650
	Legal ( <i>travel, fees</i> )	\$1,408
	Travel for facilitators ( <i>estimate</i> )	\$500
Photographer	Travel	\$119
Online Registration system		\$1,102
Conference supplies		
	Bags, flowers, bag inserts, general supplies	\$397
	Speakers' gifts	\$383
Musicians		\$700
<b>TOTAL EXPENSES</b>		<b>\$54,408</b>
<b>NET SURPLUS (DEFICIT)</b>		<b>\$4,357</b>
BUDGETED SURPLUS (DEFICIT) - Break Even		\$-

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

## 9. Stakeholder Engagement Research Project

Included here are the final survey outlines.

### Stakeholder Engagement 2014 – Colleagues

#### Survey Introduction

OCASA is undertaking a research project that will help to guide its future objectives and relationship with the college system in Ontario.

OCASA is a voluntary, professional association which supports and advocates for Ontario's community college administrators, while building and promoting administrative excellence for the betterment of the college system.

OCASA has been consulted by system partners on issues affecting administrative staff since 1996, and has been a sponsor of the CAAT Pension Plan since 2000. Beginning in 2006, OCASA expanded its offering to members with greater professional and career support through events, online certification, webinars, mentoring and related services.

We appreciate your input. There are no identifying indicators associated with this survey. All data will be shared only in aggregate form. At the end of the survey, you will have an opportunity to enter a draw for one of 10 gift cards (\$50 each).

How many years total have you worked in the CAAT system, as faculty, support and/or administration (include part time, contract or full time)?

- ☐ 5 years or less
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ Greater than 20 years

If different from your answer above, how many years have you worked in the CAAT system as an administrator (include part time, contract or full time)?

- ☐ 5 years or less
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ Greater than 20 years

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

What title best describes your present role?

- ☐ Supervisor/coordinator
- ☐ Manager
- ☐ Senior manager
- ☐ Director
- ☐ Chair
- ☐ Associate Dean
- ☐ Dean
- ☐ Executive Director
- ☐ VP / Sr. VP / AVP
- ☐ Consultant
- ☐ Other, please specify... \_\_\_\_\_

What value, do you think, could a provincial professional association for administrators bring to the college system?

What would bring greatest value to you in considering joining a provincial association of professional college administrators? Please rank in order of value.

	1 Greatest	2	3	4	5	6 Least
Career support and enhancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy / Representation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Valuable networking opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you selected "Other" please specify here:

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

Have you heard about OCASA before this email invitation?

- ☐ Yes  
☐ No  
☐ Not sure

How have you heard about OCASA? Check all that are applicable:

- ☐ Paper Literature (letter, brochure)  
☐ Colleague  
☐ Website  
☐ Email  
☐ HR Department  
☐ College Administrator magazine  
☐ Other, please specify... \_\_\_\_\_

Based on what you know, how would you describe the role of OCASA either at your college or in the province?

What are the three greatest barriers keeping you from joining OCASA?

	First	Second	Third
I know nothing about OCASA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't see the value in joining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can access similar programs & services elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I belong to other associations already	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I just haven't gotten around to it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't like to join member associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I see it is a negative influence on my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other:

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

OCASA members are able to access services that provide a variety of benefits. Please select the top 3 benefits that would influence you to join OCASA.

	1	2	3
Access to sector information that I can't get elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to a sector network of college leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development designed for college administrators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support in pursuing advanced studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representation on Terms & Conditions of Employment, Pension	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other:

If OCASA were able to deliver on the products & services that you're interested in, how likely are you to join OCASA?

- ☐ Very Likely
- ☐ Likely
- ☐ Somewhat likely
- ☐ Not likely

#### Comments

Please feel free to tell us more:

#### Thank you!

Thank you for participating in this survey. We appreciate your input.

If you would like to be included in the draw for one of 10 gift cards, please [click here](#). This information will not be published, or used in any way, beyond purposes of the draw. You will not be contacted as a result of being included in the draw. Your contact information will not be associated with survey responses.

If you would like more information about OCASA, please visit [www.ocasa.on.ca](http://www.ocasa.on.ca).

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

Sample overview of surveying our partners: College Executive Leadership; HR executives, Sector Partners

Stakeholder	Method of engagement	Timeline
Chairs of Coordinating Committees, including: "Heads of", CCHRD, ASCC	Online survey Invitation by OCASA President	October 2014
<p><b>Invitation:</b> OCASA (Ontario College Administrative Staff Association) is interested in your opinion. As Chair and President of the Board of Directors, I'm inviting you, Chair of a coordinating/heads committee, to share your thoughts about the role of OCASA and what value, if any, you see in it. This is not a solicitation for membership, but rather part of a larger research project which is engaging all our system partners including Colleges Ontario, College Employer Council, and college executive leadership, to name a few. Feedback from this research will help to chart strategic directions over the next several years.</p> <p>All those who participate in this survey (who express interest) will be entered into a draw for one of 10 gift cards valued at \$50.</p> <p>All responses will remain anonymous and will only be used in aggregate to better understand the views of college stakeholders. The survey will take 5 minutes or less.</p> <p>Click here to begin the survey:</p> <p>Thank you for helping us to better support the Ontario college system.</p> <p>David Belford, Dean, Faculty of Business, Fanshawe College OCASA President</p>		
<b>Questions</b>		
<p><i>[Perception]</i></p> <p><i>How would you describe OCASA's role in the college sector? (open ended)</i></p> <p><i>Who do you think is the typical member of OCASA? (consider title, division, region, etc.)</i></p> <p><i>As a Chair/Co-Chair, do you think OCASA has any relevance to your committee?</i></p> <p><i>Yes/No, if Yes, what is the relevance?</i></p> <p><i>Comments?</i></p>		

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

<p><i>[Assumptions]</i></p> <p><i>Where do you think the system relationship with OCASA should rest:</i></p> <ul style="list-style-type: none"> <li>• <i>Human Resources</i></li> <li>• <i>College Employer Council</i></li> <li>• <i>Colleges Ontario</i></li> <li>• <i>MTCU</i></li> <li>• <i>I don't know</i></li> <li>• <i>Other (specify)</i></li> </ul> <p><i>Do you think that OCASA should have an advocacy role for administrative staff? Yes, No, Other (comment)</i></p> <p><i>Do you think that OCASA should be involved in developing/supporting Professional Development for college administrators? Yes, No, Other (comment)</i></p> <p><i>Comments:</i></p>
<p><i>[Value]</i></p> <p><i>What value does OCASA bring to the college sector?</i></p> <p><i>How do you think OCASA could bring greater value to the system? To your committee?</i></p>
<p><i>[Gaps]</i></p> <p><i>Thinking about under-resourced initiatives across the sector, and, for the benefit of the college system, is there an enhanced or expanded role you might recommend to OCASA?</i></p> <p><i>If OCASA were to focus more on sector wide capacity building, do you think this initiative would be welcome?</i></p> <p><i>Ontario school principals belong to the Ontario Principals Council (OPC). This council provides training for the sector, ongoing PD, as well as advocacy. Could you see a role for OCASA that is similar?</i></p> <p><i>Do you see any partnering opportunities between the sector and OCASA?</i></p> <p><i>Are there challenges that your sector/committee is facing with which OCASA could bring value?</i></p>
<p><i>Are you a member of OCASA?</i></p>

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

### **Other sources of information:**

Research behind the Leadership Capacity Framework, developed by CEC in conjunction with Knightsbridge, looking for answers to these questions:

- What are the greatest challenges facing administrators leading and managing in the college sector?
- How do administrators need to equip themselves for future challenges? Where should they focus their training and development?
- From a leadership/management perspective what are the gaps that exist in the system as a whole? How are these gaps currently being addressed?

Executive search firms that work extensively in this sector:

- What they are observing in the sector from a management search perspective?
- Do they see a role for a sector-wide leadership capacity building organization?
- Do they have any interesting stats?

Data:

- How many colleges have a succession plan in place that develops leadership capacity from within? (added to HR survey)
- How many hires into senior positions have been from outside the college? Outside the college or higher education sector? (added to HR survey)
- What is the mobility between colleges? Are administrators being poached? (CAAT Pension is gathering stats on mobility)
- What role does management academy play in developing leaders? (mostly on-boarding workshops, but all colleges participate, organized by CCHRD) Ask CCHRD separately.
- Challenges of CCHRD in meeting needs of administrators (consult CCHRD members, Don S. will have an opinion).
- Profile of OCASA members (position, division, college region)
- Research data from OCASA surveys

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

### **10. Finance Committee/Report**

The Committee has focused its efforts on reviewing the sponsorship package, and identifying alternative revenue streams.

It was agreed that the current package is very well laid out, and should be shared with the Board hoping each Board member might be able to identify one vendor that they could share it with. This package is attached as a separate file for the Board.

From the last meeting, action steps include:

- Identifying academic institutions and schools for contact for advertising opportunities – drilling down for contacts initially
- Identifying other vendor categories (e.g. Consultants, PD training)

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

### 11. Task Force – Product/Pricing

This task force met once and is waiting for a second meeting. The following are the initial meeting materials:

*Purpose:*

This task force has been charged with the task of reviewing OCASA's pricing model for products and services, and its relative support of encouraging OCASA membership.

*Background:*

A regular discussion within OCASA leadership, and in most associations, is how to provide value for membership. Included in this discussion is the notion of member privilege, discounted pricing, and member-only/exclusive access. A discussion about pricing can focus on whether or not to allow non-members access, and whether or not differential pricing gives members enough benefit. And how do you get the non-member to then subscribe to membership?

Alongside this discussion is one that is strongly encouraged in association leadership – it's about demonstrating ROI (Return On Investment) for member dues. This actually puts a dollar amount to member benefits, demonstrating the real ROI for members (a sample brochure that does this is attached – Appendix 2).

A second important notion is about having a well-developed Member Value Proposition – this brings both the logical and *emotional* component to the decision to join.

In terms of Member Value Proposition, one key focus is how does the association help with the "pain" that members experience. The OCASA Mentoring Matters Program is a good example of a service that addresses a real need of administrators today. The challenge of finding a suitable mentor outside of one's circle is solved by OCASA's sector network. And whether in a large urban setting or not, travel is still a major concern for all members. This is a great example of member privilege and exclusive access. The pain of limited access to mentors, and the desire for career growth and support make this a great member benefit. (And one could argue, from a ROI perspective, that 12 1-hour sessions is worth \$600 to mentees.)

The annual conference, on the other hand, is a great example of demonstrating the OCASA value to the broader sector. This offers a trial for non-members while also inviting key stakeholders to the event. A discounted fee for members makes sense, but does exclusive access make sense? Isn't OCASA about encouraging networks, collaboration and excellence? Doesn't this happen with a broader leadership in the room? The challenge for OCASA is to now move the non-member along the engagement grid, tempting them with other services, like mentoring, regular

Executive Director's Report  
September 30, 2014 Board of Directors Meeting

---

webinars, regional events. How do we get them signed up before the next conference a year later?

Who gets access to what, and at what price, is still important, but as part of the discussion of how you engage the non-member and move them towards membership. And some trial, or access to some product, is necessarily a part of the formula. With such open access to training, learning, and networks through the digital world – it is ever harder for associations to engage memberships that bring real value.

*Discussion:*

Appendix 1 provides a listing of OCASA member services/products, who benefits, and the related price/value. This will help the Task Force at a glance to review the current product/price mix.

The Chart has been divided into two: the first showing exclusive member value; the second showing Industry Stakeholder Value (sector value).

Included is the actual price where applicable, and the estimated “Value” of that service to members or the system, where possible. This is just for discussion purposes – to get us started!

We might also want to consider how we could bring greater or added value to member benefits already enjoyed. So it might not just be about price, but about value.

OCASA TASK FORCE: APPENDIX 1  
Product/Price review

---

**Benefit Audience: OCASA member exclusively**

Product/service	Value	Notes
Webinars	\$25-\$50/webinar?	
Student Bursaries	\$500 to 4 members/year	32 members to date have benefitted
Website resources		Information, articles, on-boarding materials
Mentoring Matters	Value to Mentees \$600? Value to Mentors	12 sessions @ \$50 = \$600?
GTA Chairs Network	Valuable connections, largely free of competition or college politics	Professional Support for role development and networking. Select group of members.
Legal Services	Up to \$450 value/year	2 hours free consultation for eligible matters
Access to Network/Member Directory	Professional support & career development value	Professional support & career development value
Volunteering/Provincial Leadership opportunities	Few opportunities available to most managers at their college for sector experience.	Professional support & career development value
Access to system information: Compensation Guidelines	Valuable for compensation discussions at college.	Technically a public document, but most admin don't receive it through their college.
Awards	Provincial recognition of professional contributions	
Affinity programs		
<i>CMU</i>	Discounted tuition (5%)	This is being negotiated now for future enrollments.
<i>Johnson Home/Auto</i>	Group rates	Small benefit to just 22 members

OCASA TASK FORCE: APPENDIX 1  
Product/Price review

---

Product/service	Price/Value	Notes
Representation: Terms & Conditions; CAAT Pension Plan	\$2,500 Budget line for travel; Value of time of volunteers and staff?	While OCASA can only represent its members, that fact is that we are the representative voice for college administrators.
Certification/ online learning	\$495 starting Fall 2014  Value of developing sector training for administrators. Development time/cost is free to system.	One fee for everyone with new national program; OCASA members will benefit from application/certificate fees being waived (\$50-100 savings)
Annual Conference	\$695 member \$795 non-member	<i>Perhaps non-members could receive one-time trial membership Sept-Dec with conference fee.</i>
<i>College Administrator</i>	Free to everyone	Awareness Building/ Marketing value; Need distribution for publication to be viable