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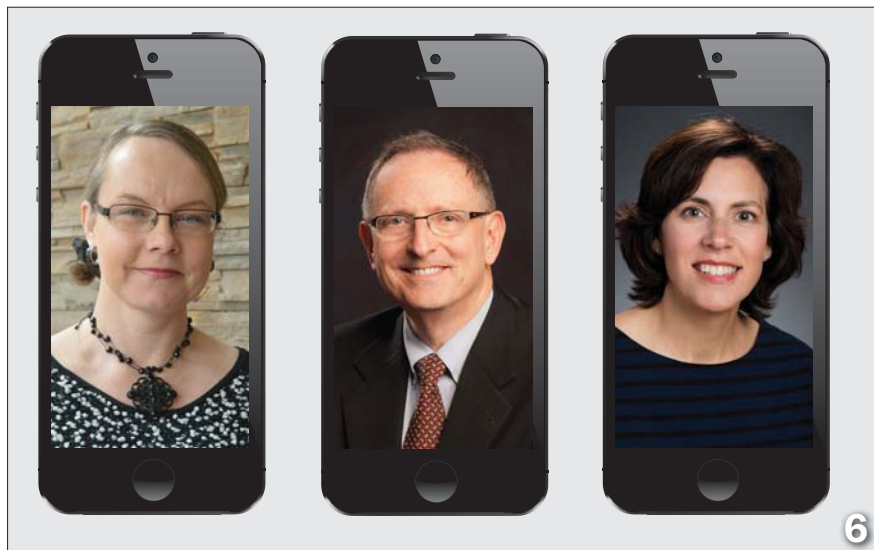
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Does email have to be an endless merry-go-round?

Les courriels doivent-ils vraiment être un va-et-vient continu?



I like to think of myself of a work-in-progress when it comes to managing my inbox and multiple digital demands. I've also learned that starting a new job provides an opportunity to revamp inbox habits.

I recently had a colleague tell me that after a full day of working on email, she ended her day with the same number in which the day started. How is this possible? Well, we all likely intuitively know the answer, but the question is, what are we willing to do to change it?

When was the last time you really unplugged? Unplugging is one strategy, but in our ever-demanding digital landscape, perhaps we just need better coping strategies. Perhaps you've mastered Inbox management? If so, we want to hear from you – tweet us @OCASA_APACO #InboxMaster

If email and other technology bytes are keeping you operating a state of urgency instead of a state of strategy, is it sustainable? And for how long? The truth is that we really don't know the full impact of this 24/7 on-call feeling that technology has created because we're the first such workforce to grapple with it. In this issue, experts and college administrators, just like you, share their insights and successes. See page 6.

As I reflect on this further, I am reminded that as I step back from my email and defer to a few more face-to-face conversations, I am re-energized and connected. Where an email can feel burdensome, a collegial exchange can often offer insights and purposeful dialogue. So, in the spirit of acknowledging that embracing technology includes knowing when to put it down and make time for others, this year's **2016 Leaders and Innovators "Framing Leadership" Conference** provides the perfect opportunity to do just that.

En ce qui concerne la gestion de mes courriels, y compris la multitude d'autres exigences de nature numérique que je dois satisfaire, j'admets que mes compétences demeurent « en cours de développement ». En outre, je sais que l'aube d'un nouvel emploi présente l'occasion idéale d'améliorer nos habitudes quant aux communications électroniques.

Une collègue me faisait part récemment qu'après avoir passé une journée entière à traiter des courriels, sa journée a fini avec la même quantité de courriels qu'au début. Que se passe-t-il? Je suis convaincue que nous connaissons tous la réponse à cette question, mais que comptons-nous faire pour changer cette réalité? Pensez-y bien. À quand remonte la dernière fois que vous vous êtes vraiment déconnecté? Certes, ce faire est l'une des options, vivons dans un environnement numérique des plus en plus. Il suffirait peut-être d'adopter stratégies d'adaptation plus efficaces. Êtes-vous déjà un expert en gestion de courriels? Si oui, n'hésitez pas à nous faire parvenir un micro message (Tweet) @OCASA_APACO #InboxMaster pour nous conseiller.

Toujours travailler avec un sentiment d'urgence en raison des courriels et/ou autres aspects technologiques de votre poste, plutôt que selon une stratégie délibérée, soulève des questions importantes. Croyez-vous pouvoir soutenir le rythme? Pour combien de temps? Nous devons admettre que l'ampleur des conséquences de se sentir sur demande 24 sur 24, 7 jours sur 7, nous échappe. Nous sommes la première population active à avoir à y réfléchir et à s'y adapter dans toute sa mesure. Dans cette édition, des experts et des administrateurs de collèges comme vous partagent leurs expériences et leurs réussites (page 6).

En réfléchissant sur le sujet, je constate qu'en choisissant de substituer quelques courriels par des échanges en face à face un peu plus souvent, je me sens revitalisée et mieux connectée avec mes collègues. Tandis qu'un courriel peut sembler accablant, un échange collégial ouvre l'esprit à de nouvelles idées et permet un dialogue positif. Nous devons donc accueillir la technologie sans oublier qu'il faut la mettre de côté de temps à autre afin d'accueillir les gens qui nous entourent. La **Conférence 2016 sur le leadership et l'innovation – Encadrement du leadership**, est l'occasion parfaite pour le faire.

La conférence aura lieu au magnifique Centre de Conférence Kingbridge à King City (accessible par l'autoroute 400, au nord de Toronto). Le thème pour cette année, *Encadrement du leadership*, soulignera les enjeux qui ont une incidence

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Located at the beautiful Kingbridge Conference Centre in King City (off Hwy. 400 north of Toronto), the conference theme of *Framing Leadership* will speak to issues that impact all administrators regardless of role or college. The conference enables you to connect with interdepartmental colleagues from across the province, with the guarantee that you will bring something meaningful back to your campus. Kingbridge also boasts nature trails, resort-style swimming, tennis courts and other activities that administrators too often forego in order to answer one more message.

In this issue of *College Administrator* Diane Posterski, Executive Director, talks about the evolution of OCASA that brought about extensive consultation and research in support of OCASA's next Strategic Plan 2016-2019. With college education and administrator support at the heart of all the efforts, the plan has emerged with a distinctive focus on preparing for the next 20 years. OCASA is ready with an appetite to remain relevant, current and responsive to college system and administrator needs. **clA**

directe sur tous les administrateurs, quel que soit leur rôle ou collège. La conférence vous offre l'occasion de rencontrer des collègues de partout à travers la province et la garantie de regagner votre campus muni d'outils inestimables. Du côté détente, Kingbridge vous offre des sentiers nature, des terrains de tennis, une piscine à la hauteur de ceux des complexes touristiques et d'autres activités auxquelles les administrateurs renoncent trop souvent dans le but de répondre à... quelques courriels de plus.

À l'intérieur de cette édition du magazine *College Administrator*, la directrice générale de l'APACO, Diane Posterski, discute de l'évolution de l'APACO qui a entraîné des recherches et des consultations exhaustives afin d'élaborer le plan stratégique 2016-2019 de l'Association. L'éducation collégiale et le soutien administratif étant au cœur de tous les efforts, le plan se distingue en mettant l'accent sur les préparatifs nécessaires à notre cheminement au cours des 20 prochaines années. L'APACO est prête et elle s'engage à demeurer pertinente, courante et à l'affût des besoins du système collégial et ses administrateurs. **clA**



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Bill Swan
Contributing Editor

Email a problem?

Like laundry, it never ends, but members offer a few hints

That pile of email? Well, actually not a pile – it’s a file, and if you’re like most of us these days, it’s a long queue that never seems to end.

Oh, and everyone on it expects you’ll answer, like, ten minutes ago.

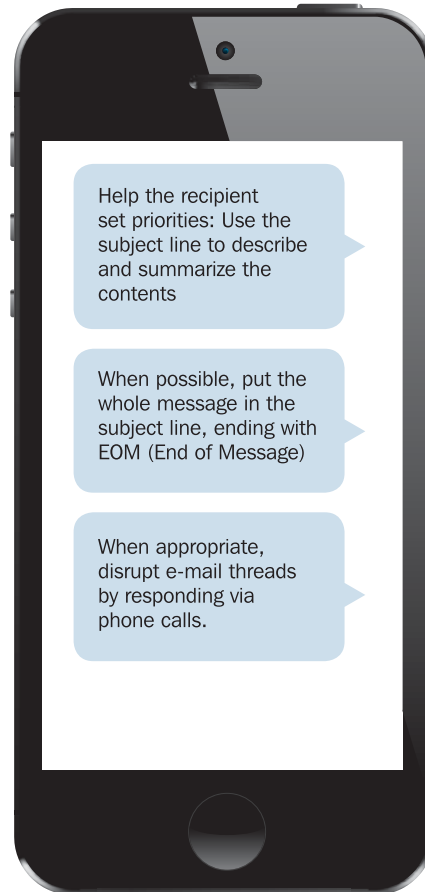
It can get worse. Maybe your college expects you to answer everything, absolutely everything, within 24 hours – a target that in most cases is purely impossible.

In her President’s Report in this issue, OCASA President Krista Pearson refers to a colleague who spent the whole day trying to catch up on email. At the end of the day, the number of messages was the same as when she started that morning.

It’s a treadmill – without the benefit of exercise.

Back in December and January, we asked OCASA members to share some of their experiences – and wisdoms – about email and electronic messages. Some of their replies are displayed in the next few pages. Among those are some stories of frustration told by Pierrette Fortier of Northern College – *the sift-and-delete* sequence that deleted the whole email queue instead of one message. Some provided words of wisdom (sorting, filing, etc.) My favourite from Whitney Muzyka of Cambrian College is the email subject line that includes the full message, tagged with EOM (End of Message) that tells the recipient that they don’t have to bother opening the email – the subject line was the message.

The subject line can also be used as a headline summary: not the whole message, but in the fashion of a newspaper headline, summarizing the main message, while still requiring the recipient to open the email to read the whole document. That effective subject line can be a valuable tool for those who use crevices of time to sort through email, filing those needing detailed reply, at the same time communicating the key point in six to eight words.



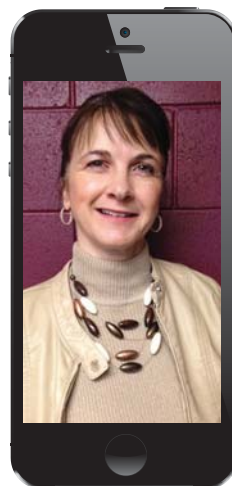
Allie Golding of the Ontario Student Alliance: “I think it important the faculty and admin are using the same platform. There are just so many platforms for communication.”

What else did we learn? That there is no simple answer.

Dr. Alana Holmes, Manager, Northern Ontario Assessment and Research Centre at Cambrian College: “I keep trying difference strategies. Sometimes I think I’ll go in early and sort through it and prioritize and then I’ll go in streaks where I try to deal with it as it comes in. That doesn’t seem to work too well. Sometimes, an individual email can be asking for so much work; you can’t instantly respond to it and get on to the next one. I don’t have a great solution.”

And that’s the issue with email and texting: there is no magic idea. It’s like laundry: it’s just there and you have to keep on top of it.

What started out as a light-hearted exercise – we all face that dreaded email pressure, so why don’t we have some fun with it – also turned up some rather serious issues. Email equals



Laura Christie

Confederation

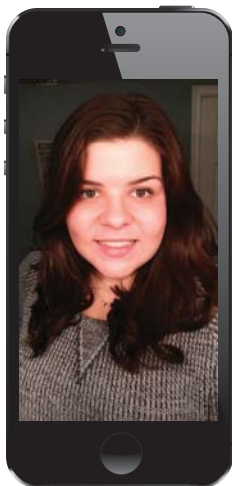
“It is important to consider when and if ‘reply all’ is appropriate. I get many unnecessary emails. Also, when replying or composing emails at night or on weekends, save emails to draft folder and send them the next business day during business hours. Of course, there will be exceptions, but it is best to avoid setting an expectation that (senders) will get replies after hours.”



Mark Nesbitt

George Brown

“Your invitation focuses on the stress, but I don’t see it that way. Some of my colleagues will not look at their email outside of office hours – their choice. But I find that being able to keep an eye on what’s happening helps me relax and let go of office worries – it’s like the babysitter being able to reach you in an emergency helping you not worry about the baby while you are away. Does one have ‘a work life’ and ‘a personal life’ – or just ONE life that integrates everything in a balanced way. I prefer the latter, but to each their own.”



Allison Golding

President, Sault College Student Union
Vice-President College Student Alliance

“I’ve done classes where teachers are saying, ‘Put away your phones’. It’s that prehistoric view that technology is bad and we shouldn’t be using it. I can remember being in Grade 4 and my teacher wouldn’t allow us to use a calculator, saying ‘You’re not going to walk around with one in your pocket for the rest of your life.’ But by the time I graduated from high school, that’s exactly what was happening.”



Dr. Marie-Hélène Pelletier

Sun Life

“Some of the approaches that seem to help me include: Integrating designated email management times into my daily schedule and sticking to it (I sometimes will set an alarm on to ensure I keep track of time). If I open an email, I will manage it at that time whenever possible (instead of closing to come back to it later). Whenever possible, I focus on meetings and leave emails for later, as opposed to multi-tasking (makes both meetings and email responses more efficient).”

stress these days, and stress equals wellness programs equals mental health issues. What we didn’t quite expect was that would lead to a whole separate article on mental health and some strong recommendations for professional development in that area.

Career Corner columnist Brian Desbiens suggested a book, *Reclaiming Conversation* by Sherry Turkle. Dr. Turkle is a professor at MIT and a researcher into the whole area of technology and its sociological implications. Her point, if it can be stated in one sentence, is: smart phones and email and text messages are making children less empathetic, and college students are losing the ability to converse face to face. Her message? “We have to make our technology less isolating.” Employers, she says, are demanding it.

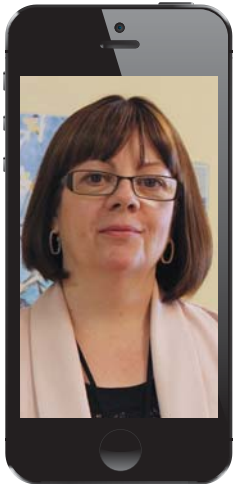
Allie Golding, whose picture appears on our cover this issue, is a president of the student association at Sault College and vice-president of the College Student Alliance. Her advice?

Be patient. What she says about texting and social media can apply to all electronic communications: “It is hard to say what could be mandated since this is all so new,” she told us in an interview via Skype. “Students having all their information available on one device is so new. It hasn’t been around long enough that we know what the issues are to develop the methods of dealing with it.”

Books have been around (in their present form) for 500 years, but until 100 years ago, were relatively rare. Society had a long time to develop norms of acceptable behaviour. Open a book and start reading while carrying on a conversation and people are likely insulted; interrupt someone cozied up with a book and they, too, may feel imposed upon.

But in the nine years the smart phone has been around in its present configuration, we haven’t worked out effective protocols. Three minutes into





Pierrette Fortier

Northern College

“I do what you are not supposed to do: I check email as they come in. If I can respond quickly, I do so. If it will require more time/actions/follow-up, I flag it as such and tag it with a category so it is easy to find. That way, I am not overwhelmed with an in-box with unread messages.

“I also have sub-folders that I move read/actioned emails to if I may need to reference

them in the future); and I try not to keep more than a few hundred emails in my Inbox at all times. It’s amazing what 30 minutes of purging email will do for feeling organized and on top of things!

“Once, when I wanted to delete one email, I accidentally hit *Shift+End+Delete* instead of just *Shift+Delete*. This deleted the entire contents of my Inbox! OMG – panic! Thankfully, our IT department was able to recover my emails. So now, I am very careful when I *Shift+Delete*.”



Jeff Low

Fanshawe College

“Let me say at the outset that I largely see email issues as a part of a larger picture of work/life balance. And that issue, in my opinion is more an employee problem than an employer issue.

“While everyone expects from time to time to be called upon during their personal time away via email or working late or whatever, employees need to be very careful not to create their own scenario of always being available to their employer on personal time or responding to every request to do more. Far too many good employees do not start the way they plan to finish and hope that by being available 24/7 that this will somehow translate into their being seen as a rising star... not always the case.

“Such behaviour can lead to great disappointment if not resentment at their employer who assumes that they will always drop their personal issues to do company work. As a responsible employer, we work hard to make sure that all employees take all of their vacation every year and pursue wellness related activities whether at the workplace or on personal time.

“While they are off work on vacation, they are not expected to respond to company requests for work or information except in real emergencies. Collective Agreement language, where it applies, also offers direction on such matters. In the end there really is a balance between work and personal time and I would suggest that each employee has to decide what that balance is and live to their values.”



Whitney Muzyka

Cambrian College

“As the executive assistant to an AVP I know stresses, demands, and workloads change quickly! Administrators need to be connected and on top of issues more than ever.

“It is not unusual to start the day with +80 to 100 new emails. I need to sort through these to plan and prioritize for myself and for my AVP. Not everything requires an immediate response, although the sender often feels it does.

“What I appreciate most are those who use the subject line effectively. This allows us to action items effectively and timely, and to search out items when needed quickly. Please don’t send an email titled ‘Hi’ or ‘The

meeting’! – this drives people crazy! I red flag when urgent, and I state ‘TIME SENSITIVE’ when deadlines are noted within. This allows people I communicate with to understand the nature and urgency of my information and/or requests.

“A tip I love to share: Our team uses the *EOM* in the subject line – meaning ‘End of Message’. When a brief reply can be fit into the subject line, EOM lets the recipient know there is no text within the email.

“Example: Subject: *Your 2 p.m. meeting today is confirmed EOM*. Efficient use of such tricks and tips allows for effective communication and hopefully a reduction in some of the stress. Efficiency is key as there is no sight in end.”

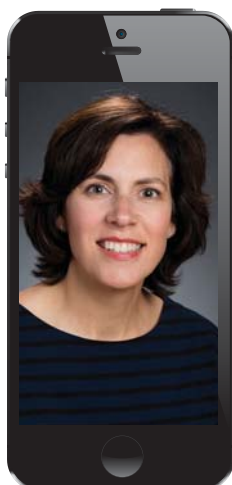


Denyse Kovac-Brown

Fleming College

"I utilize email rules and filters in Outlook to automatically move certain types of emails into file folders to be dealt with later (meeting acceptances, professional mailing list contents, etc.). Additionally I schedule time daily before leaving the office to review and respond to emails while planning priorities for the next day, and a

longer period at the end of each week to clear out emails where possible. The 'Create Task' and 'Appointment' features in Outlook are terrific tools for managing emails which require follow-up and a set time can be scheduled to dedicate time. A critical lesson I learned the hard way in a prior role is to keep my work and personal mobile devices separate, which for the most part assists in balancing work and non-work time."



Michelle Cole

Durham College

"What I have tried (and I think it helps minimize stress) is not working at night. A very smart colleague of mine told me that I only have three hours a day to spend with my family. Three hours! I took that to heart and realized that doing "work-work" after cooking dinner, getting the kids to this or that activity, making sure homework is done and then resting, reading a book, or watching TV for an hour before bed keeps me somewhat sane. When I do have to work from home in the evening, I forget to tuck my kids in and they fall asleep without so much as a "goodnight" from me. It makes me sad and that causes me stress. Also, emails that I've sent between 9:30 and 11:00 p.m. often make no sense – it's actually embarrassing and so not worth it."

Continued from page 7

a conversation, most people feel compelled to check their phone or tablet.

In her office at Sault, Allie Golding sees many of her fellow students. "People come in here and want to have a conversation, but three minutes in they are checking their phone, texting, checking email. You could stop talking and they won't even notice if you stop talking."

Dr. Turkle says that young people have lost the ability to focus on a conversation or even to be alone. She cites one study that shows students in an experiment in which they were tasked with being alone (without devices) for 15 minutes. After six minutes, most self-administered electric shocks. They would rather suffer pain than be alone with their thoughts.

There are many who would do the same to avoid facing 123 email messages every day. There is even a term for the ultimate solution to email: Declaring email bankruptcy; delete everything and start fresh.

Many, many years ago, in the days before email, I had a department head who used that technique on memos (remember them?). Any memo more than a week old he tossed in the wastebasket. "If it's important, they'll get back to me," he said. It worked for him.

Deepak Gupta has another tactic. "I disrupt e-mail threads by responding via phone calls," he said. "(I also) walk around to chat and use Post-its to leave messages." The old face-to-face method. Dr. Turkle recommends it as well. **CA**



Deepak Gupta

Centennial College

"First, I have increasingly relied on texting and WhatsApp; as well, I disrupt e-mail threads by responding via phone calls; and third, I walk around to chat and use Post-Its to leave messages. Lastly, I encourage my managers to not copy me on every e-mail, but use other mechanisms such as BCC and forwards where appropriate."

Mental Health

Stress on campus today affects students, staff, and admin – we're in this together



Bill Swan
Contributing Editor

This is a story about mental health in colleges. It is written a week after a 14-year-old high school student in Pickering arrived at school and began lashing out at students and teachers with a pair of kitchen knives.

She had been bullied, according to an educational assistant, and had clearly left a trail of messages on social media that should have raised flags: she wished she had access to guns rather than knives.

Such events have become all too common. It does not take an active imagination to fear a similar event at your campus.

However, this is not a story about such violent episodes. We cite it only because it is the worst manifestation on the mental health spectrum.

And let's face it: mental health is an issue – some say a growing issue – on campuses today.

In a landmark study in 2011, Dr. Alana Holmes of Cambrian College was part of a team of three who studied mental health access in 15 colleges¹. The conclusion: we need to know more about who accesses the services now in place, and we need to seriously consider staff training on a wider basis. More on that later in this article.

Ironically, this story on mental health grew out of our research, also in this issue, on email and social media and the stress this engenders in administrators. OCASA members were asked how they deal with email and social media.

The more people we talked to the more surprised we were: the wonderful communication tools we all use daily have a negative side.

What could be more mundane (and universal) than email? Yet almost everyone we talked to talked about techniques to soften the stress. One student, Allison Golding of the College Student Alliance, even added a new word to my vocabulary as part of this discussion: FOMO.

Translation: Fear Of Missing Out.

It accurately described the common addiction to phones and devices, and might easily include all administrators sitting through meetings with a device at their right hand.

Dr. Marie-Helene Pelletier, Assistant Vice-President of Workplace Mental Health at Sun Life, sees it on broader terms:

“Stress is connected with the demand and supply within our daily lives,” she said in response to an email query. “We are more likely to experience stress when our demands increase but our supply (i.e. available time, energy, health etc.) remains the same.”

And email and social media are part of that mix, she adds. “One of the perceived demands that have increased in recent years is related to electronic media and the perceived need or expectation to stay constantly connected. Another source of demands is workplace pressures. Demands differ across industries or areas of work, but they are present in most employment settings.”

She cites a Sanofi Healthcare Survey 2015 which reports that 66% with employer sponsored benefit plans, and that the younger demographic – our future leaders – are those who are most likely to feel overwhelmed and stressed at work. And, she says, “Ontario reports slightly higher stress at work.”

Almost everyone agrees then that stress is an issue, but what can we do about it?

“On a personal level, we can try to work out methods that lessen the burden,” said Dr. Pelletier. “One way is to consistently review our demand and supply ratio – identifying the demands that may need to be decreased (such as) taking on too much at once, devoting too much time in a certain area, constantly checking emails, neglecting to ask for help and so on.” She also cites the need for balance by planning nutrition, nurturing positive relationships, increasing relaxation, and making time for hobbies.



DR. MARIE-HELENE PELLETIER
Assistant Vice-President of Workplace Mental Health at Sun Life



DR. ALANA HOLMES
Cambrian College

Institutions can help by assessing existing programs and opening discussion with staff to assess gaps and strengths. “Assistance Programs, Workplace Peer Support programs, Manager Mental Health training, as well as preventative activities such as Health Clinics, and ensuring strong communication and awareness regarding their availability,” Dr. Pelletier added.

Of course, our devices are not all bad; the facility they bring to communication is a science-fiction dream of 60 years ago. With the instant communication, though, come some negative aspects that no one could have anticipated.

Said Dr. Holmes of Cambrian: “Certain things like bullying are easier to do electronically, and that can lead to mental health problems at a minimum.”

“There’s always a flip side. Students see (social media) as a support system that keeps them connected to home and family and the things that ground them.”

As well, remote counselling “can be beneficial. Arguably, if you can’t get the support in person, electronic connections or video can provide support.”

Dr. Holmes said satellite campuses are a big issue in the north. “You go to a satellite campus where there might not be a counsellor and through technology you can get connected to one, so technology can be supportive.”

Services for students is one part of the issue, of course, and after all students are the reason colleges are in business. Of students who sought counselling at college, 67.7% in Dr. Holmes’ study reported academic problems. This alone should indicate that mental health is an issue of academic performance.

In the study on colleges (see the citation at the end of this article) Dr. Holmes and her team made several recommendations aimed at bolstering mental health support at colleges. One key: staff training.

The need for this was pointed out by Ms. Golding, who is president of Sault College Student Association and Vice-President of the College Student Alliance. She likened it to first aid training.

“If you were walking down the hall and someone has a broken leg, we’ll stop and help,” she said. “But if someone is sitting crying we’ll often walk on by.” She recommends mandatory training for college staff.

“We are more likely to experience stress when our demands increase but our supply of time, energy, health remains the same.”

– Dr. Marie-Helene Pelletier

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Dr. Holmes' 2011 study makes several recommendations about professional development, one specifically for "administration, faculty and support staff... to develop ownership in supporting students with mental illnesses and promoting an atmosphere conducive to mental health." But mandatory? "That is institutional policy and not something on which I'm inclined to comment," she said. "If however, you were interested to know if I believe mandatory training could positively affect the climate on postsecondary campuses with regards to mental illness and the promotion of mental health, then I would respond very much to the affirmative."

"Think about institutional training like Hazardous Materials... or the Accessibility for Ontarians with Disabilities Act (AODA). This is training that everybody takes and we keep track of whether they have taken it and that you have to upgrade it after so many years."

"But mental health is a disability like other forms of disability and we have a duty to accommodate," she said. "We have been providing accommodation for those with learning disabilities, we can do it for individuals with mental health disabilities."

For everyone? "Mental health cannot be the responsibility of just one department," she said.

"Everyone on campus plays a role in contributing to and creating a healthy environment."

"When students feel supported by people they work with that helps them to perform better and they are more likely to succeed."

Allie Golding's ideas for training goes beyond faculty and staff: "Students will come here (to the Student Union) before anywhere else. When people are dealing with mental health issues they reach out to unlikely people; they just (often) want someone to notice. They just need

someone to notice that they are having a difficult time."

"Faculty should have those tools to identify mental health issues," she said. By extension, that includes administrators. How important is it?

"It is the goal here at Sault College Student Union to have all of our internal staff and student staff trained in Mental Health First Aid and/or SafeTalk (Suicide Alertness for Everyone.)"

Now *that's* student leadership. **CA**

Endnotes

- 1 Holmes, A., Silvestri, R., Kostakos, M. (2011). The Impact of Mental Health Problems in the Community College Student Population. Toronto: Higher Education Quality Council of Ontario. <http://www.heqco.ca/en-ca/Research/ResPub/Pages/The-Impact-of-Mental-Health-Problems-in-the-Community-College-Student-Population.aspx>

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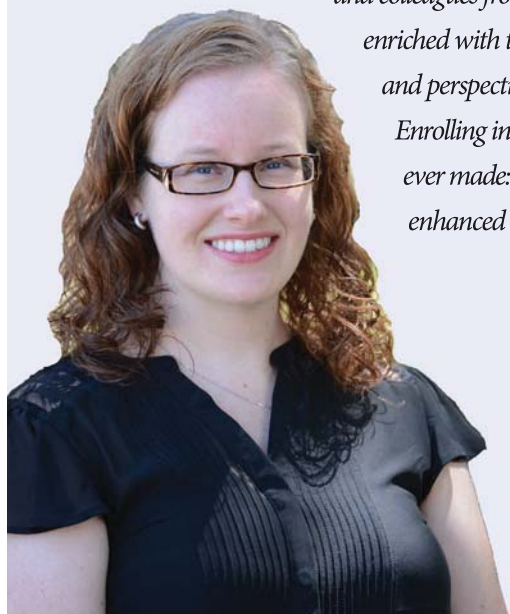
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Leaders & Innovators | Framing Leadership

Monday June 27 Registration & Information Desk open 8:00 a.m.-6:30 p.m.

8:00 a.m.-6:30 p.m.	Registration Open – Conference Wing
9:30-10:00 a.m.	Networking & Refreshments
10:00-10:30 a.m.	Conference Opening Keynote: Karen Creditor, CEO, Ontario College Application Service (OCAS) Framing Leadership
10:30 a.m.-12:00 p.m.	Concurrent Workshops A1, A2, A3
12:00 noon	Luncheon & Awards Ceremony
1:30-3:00 p.m.	Concurrent Workshops B1, B2, B3
3:00-3:30 p.m.	Networking Break – Refreshments
3:30-4:30 p.m.	Keynote: Linda Franklin, President & CEO, Colleges Ontario Focus on Ontario's Political & Economic Landscape
4:30-5:30 p.m.	CMU Reception (optional)
7:00-9:30 p.m.	Networking Reception & Dinner
9:30 p.m.	After hours: Bridges pub and games room

Tuesday June 28 Registration & Information Desk open 7:30 a.m.-12:00 p.m.

7:30 a.m.	Breakfast @ Connections
8:15-8:45 a.m.	Annual General Meeting (Members)
9:00-10:00 a.m.	Plenary: Maxim Jean-Louis President – Chief Executive Officer, Contact North A 2016 Look at the Future of Online Learning
10:00-10:30 a.m.	Networking Break - Refreshments
10:30 a.m.-12:00 p.m.	Concurrent Workshops C1, C2, C3
12:00-12:45 p.m.	Luncheon & Presidents' Panel
1:45-2:00 p.m.	Conference Closing

Time Slot	Workshop Schedule		
Monday 10:30 a.m.-12:00 p.m.	A1 Slashing isn't just for horror films	A2 Recovery and Resiliency – Mental Health on Campus	A3 Service & Program Reviews – Stories from the field
Monday 1:30-3:00 p.m.	B1 Best Practice: Is Your Annual Performance Management System Working for You?	B2 Managing Unconscious Bias	B3 Relationship Systems Intelligence™: A New Paradigm for Leaders Introduction
Tuesday 10:30 a.m.-12:00 p.m.	C1 Career & leadership: what do you need to get there? <i>Expert Panel</i>	C2 Service & Program Reviews – Stories from the field	C3 Relationship Systems Intelligence™: A New Paradigm for Leaders Part 2 (Must have attended Introduction B3)

Concurrent Workshops

Truly unique to college administration, you will attend three concurrent sessions. See the complete program.

A1 Slashing isn't just for horror films

Helping the non-financial manager make sense of budgets, and other financial tools

Kelly Murray-Scott, Director, Financial Planning, Lambton College;

Kate Large, Director Financial Services, Lambton College

This fun, interactive session is designed for deans, directors and managers with little to no financial training or experience (or those who want to brush up on their skills) to better understand the financial processes they may be involved in. Topics covered include setting a budget, forecasting, purchasing, risk, financial statements and reporting, contracts, accruals/deferrals, etc. We will explore how the various operations of the college affect non-finance administration. Come and learn how to help your finance department help you!

A2 Recovery and Resiliency – Mental health on campus

Karyn Baker, Project Lead, Campus Mental Health Partnerships, Georgian College; Michele Deirish, Project

Lead, Campus Mental Health Partnerships, Centennial College and Nicole Lindros, Mental Health and Addictions Transition Worker, Georgian College

Ontario colleges are seeing an ever-increasing number of students with complex mental health needs. We will lead you in an interactive session allowing you to apply new learning, that will enhance your awareness about the extent of mental health and addiction issues on campus, grow your knowledge about campus initiatives to address the needs of students with complex mental health issues, and expand your familiarity with recognizing students in distress and ways of managing the distress.

A3, C2 Service Reviews – Stories from the field (This session will be repeated)

Trish O'Conner, Special Project Leader – Human Resources and Academic Division, Lead – Office of

Sustainability, Fleming College; Sue Kloosterman, Director, Academic Planning & Operations and Student Mobility, Fleming College; Katerina Gonzalez, Director, Planning and Institutional Research, Niagara College; Chuck Doyle, Manager, Office of Lean Initiatives, Algonquin College

Integrating planning is increasingly becoming an important process in dealing with the challenges of resource allocation in community colleges. Taking a systematic approach to aligning resources with strategic plans, a service/program review helps the college be better prepared for the future by employing integrated planning. Join panel members who are engaged in this process to gain insight from their lessons learned, keys to success, useful tools and the impact on the college as a whole.

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B1 Best Practice: Is Your Annual Performance Management System Working for You?

Brian Benn, Associate Director – Organizational Development, St. Lawrence College

In 2013-14, less than 20% of St. Lawrence College (SLC) administrators submitted a signed performance plan to be filed in the human resources department employee files. In 2015-16, the compliance rate was 100%. What changed? Attend this session to learn how a focus on organizational values, targeted goals, reduced form length, and a President's commitment to change made all the difference. Brian will share the best practices they have implemented to yield positive results, including a cultural shift around performance management and the tools they employed. Brian will also facilitate an interactive discussion to generate best practices of performance management that are yielding results across colleges.

B2 Managing Unconscious Bias

**Yasmin Razack, Director, Global Citizenship Education & Inclusion,
Centre for Global Citizenship Education & Inclusion, Academic Excellence**

What is the danger of our unconscious that makes us believe that some people or ideas are “better than others”? There are multiple implications of our unconscious biases that can impact hiring practices, performance evaluations and treating select members of our team unfairly, without intention. Each one of us is capable of acting on our unconscious bias, though research has demonstrated we are capable of disrupting this behaviour through personal development and the integration of organizational strategies. This interactive session will support college administrators to develop a deeper understanding of unconscious bias and its impact on employees. Examining how unconscious bias can play out in the workplace, this workshop will provide participants with the knowledge and tools to recognize biases within themselves and others, as well as to individually disrupt unconscious bias in the college environment by integrating institutional practices to contract common behaviours.

B3 Relationship Systems Intelligence™: A New Paradigm for Leaders Introduction

Janet Frood, President, Horizon Leadership Institute Inc.

Moving beyond Emotional and Social Intelligence, Relationship Systems Intelligence™ (RSI) focuses on the collective wisdom, skill and experience of everyone the system to achieve goals.

Current reality demands more focus on the human dimension in the workplace and how to create conditions for effective collaborations and cross-functional teaming. In the quest to be more effective, efficient and engaging, creating a relationship-based culture is the new norm. Leaders using RSI are better equipped for the increasing focus on collaboration and collective impact, which requires more intentional focus on relationship design and alignment in order to achieve results.

In this session you will learn about this new paradigm so that you can bring this awareness to your leadership. You will also experience two exercises that will help you learn how to “reveal the system” you are working with.

C1 Career Success and Mobility

Brian Desbiens, Past President, Fleming College and Associate Partner, Promeus Executive Search;

Kevin Weaver, Dean, Technology and Visual Arts, Georgian College; Karen Creditor, CEO, OCAS

Join this expert panel to better understand the leadership competencies required to progress in your career, generally, and in the college system. Also, identify personal gaps against those competencies, recognize the challenges/barriers to upward and lateral mobility at your college, and consider tangible strategies to acquire and demonstrate leadership competencies.

C3 Relationship Systems Intelligence™:

A New Paradigm for Leaders Part 2 (Introductory session B3 is a pre-requisite for this session)

Janet Frood, President, Horizon Leadership Institute Inc.

This session will build off of the first session where the concept of Relationship Systems Intelligence™ is introduced. It will be a deeper dive into the concepts to help you become more systems oriented in your leadership. You will experience tools and exercises you can use as a Leader. You will learn ways to:

- Access the different levels of reality operating within a team at any time.
- Reveal the “third entity” of a team and access its “voice” to determine what it needs most.
- Cultivate empathy and understanding that is essential for collaboration and productive work relationships.
- Design a team alliance to create conditions for high productivity and positivity.



Derek W. Dobson
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Are pension plans destined for extinction?

Les régimes de retraite sont-ils destinés à disparaître ?

Defined Benefit pensions have evolved. Modern public sector plans share risk, most are fully funded, well-governed and superbly efficient at securing adequate retirement income at an affordable cost

Some commentators and lobby groups are stuck in the past. They have mistakenly concluded public sector pension plans are on the whole unsustainable and present a crushing burden to taxpayers¹. Nothing could be further from the truth.

The facts about well-run modern Defined Benefit (DB) pension plans may surprise you. I'm most familiar with the CAAT Pension Plan, which administers pensions and invests assets for the Ontario college system, but the characteristics of our Plan are found in plans across Canada.

Modern DB pensions have some form of shared risk, most are fully funded and operate efficiently with the goal of securing adequate retirement income at an affordable cost to members and employers. The CAAT Pension Plan is 110.4% funded,² which means that for every dollar we've promised in pension payments, we have set aside a \$1.10. Why do we need a funding reserve? Because we're a jointly governed, meaning members and employers share equally in the responsibilities for the Plan. Cost increases are painful for everyone, so a reserve is used to keep contributions stable in a volatile world.

As a multi-employer pension plan primarily serving the Ontario college system, the CAAT Plan pools risks among its 39 employers – the most recent addition is the Royal Ontario Museum (ROM). The single employer pension plan for the ROM with 640 members merged with the CAAT Plan to create greater efficiencies and eliminate their pension management risk by joining a jointly sponsored multi-employer plan with 43,000 members.

We also share risks by providing conditional inflation protection that is dependent on the Plan's funded status. Guided by the CAAT Funding Policy, the Plan pays retired members

Les régimes à prestations déterminées (PD) ont connu une évolution. Les nouveaux régimes du secteur public prévoient un partage du risque, et la plupart sont entièrement capitalisés et gérés avec une extrême efficacité, leur objectif étant de procurer aux participants un revenu de retraite adéquat à un coût abordable

Certains commentateurs et groupes de pression semblent vivre dans le passé. Ils affirment, à tort, que les régimes du secteur public sont dans l'ensemble non viables et qu'ils représentent une charge considérable pour les contribuables¹. Pourtant, rien n'est plus loin de la vérité.

La réalité des régimes modernes PD, bien gérés, a de quoi vous surprendre. Je suis surtout au fait du Régime des CAAT, qui administre les pensions et investit l'actif de la caisse de retraite du réseau des collèges de l'Ontario, mais les caractéristiques de notre Régime se retrouvent également dans d'autres régimes au Canada.

Les régimes modernes PD prévoient une certaine forme de partage du risque, et la plupart sont entièrement capitalisés et fonctionnent de manière efficace, leur objectif étant de procurer aux participants un revenu de retraite adéquat à un coût abordable pour les participants et les employeurs. Le Régime des CAAT est capitalisé à hauteur de 110,4 %², ce qui veut dire que pour chaque dollar de pension que nous avons promis de verser, nous avons mis en réserve 1,10 \$. Pourquoi devons-nous constituer une réserve de capitalisation? C'est parce que nous assurons une gestion paritaire du Régime et que les participants et les employeurs se partagent également les responsabilités. Les hausses de coûts étant pénibles pour tous, la constitution d'une réserve permet de stabiliser les taux de cotisation dans une conjoncture instable.

Étant un régime interentreprises composé principalement d'établissements du réseau collégial, le Régime des CAAT

Risk is shared among employers and generations of members.

conditional inflation protection increases only when it can afford it. Under the policy, if the Plan is less than fully funded, this benefit is suspended until the Plan is fully funded again. In this way, risk is shared among employers and generations of members. The CAAT Plan is managed to remain fully funded and has always been able to pay conditional benefits, including during the global financial crisis in 2008 and 2009.

More than two-thirds of Canadians do not have access to a workplace pension and there is a growing need for adequate retirement income. A recent study published for the Broadbent Institute sounds the alarm that about half of Canadians aged 55 to 64 have no accrued employer pension benefits and about half of that number have inadequate savings amounting to less than one year's worth needed to supplement CPP, Old Age Security (OAS) and the Guaranteed Income Supplement (GIS).³ This same study also points to rising levels of senior poverty, from a low of about one in 25 in 1995 to about one in nine in 2013. The poverty rate for single seniors, especially women, is at a stunning one in three.

Adequate retirement income from DB pensions provides a deferred tax base, which will be vital as the number of Canadians over the age of 65 doubles during next 25 years. As well, senior poverty is expensive to manage if governments rely on social programs, such as OAS and GIS, funded through general revenue.

Defined Benefit plans are the most efficient way to provide pensions⁴. Many mistakenly believe that taxpayers are paying 100% of benefits as they come due. The facts are different. Seventy-five cents of every pension dollar paid actually comes from investment income⁵. Member and employer contributions amount to 12.5 cents each. In Ontario, where less than half the costs of operating a college comes from the provincial government and the remainder from tuition and other revenue sources, taxpayers contribute about six cents of every pension dollar.

We all benefit from having pension systems that provide adequate retirement income. In Ontario, nearly 1.3 million DB pensioners account for an estimated \$27 billion in consumer spending. This generates about \$6 billion in tax revenue. Spending by DB pensioners is crucial for many cities and towns. DB Pensioners feel confident about having a steady income in retirement, so they spend their pension benefits at local restaurants, businesses and stores. For instance, in the Ontario cities of Kingston, St. Catharines and Thunder Bay, about one-fifth of the economic activity generated in these communities comes from pensioners.

Once you examine the facts, you'll conclude that modern public sector DB pension plans have a bright future. They are stable and an efficient way to provide adequate retirement income for members and their families, while helping to support local economies. [C|A](#)

mutualise les risques de ses 39 employeurs, dont le dernier venu est le Musée royal de l'Ontario (MRO). Le régime du MRO compte un seul employeur et 640 participants. Sa fusion avec le Régime des CAAT, un régime conjoint fort de ses 43 000 participants, a pour but de réaliser des gains d'efficacité et d'éliminer le risque de gestion.

Nous répartissons aussi le risque en versant une protection conditionnelle contre l'inflation qui dépend de la situation de capitalisation du Régime. Guidé par sa Politique de financement, le Régime procure la protection conditionnelle aux retraités seulement s'il a les moyens de le faire. Lorsque le Régime n'est pas entièrement capitalisé, la prestation conditionnelle est suspendue jusqu'à ce que le Régime soit de nouveau capitalisé complètement. Ainsi, le risque est réparti entre les employeurs et les générations de participants. Au fait, le Régime des CAAT est resté entièrement capitalisé même durant la crise financière de 2008 et 2009 et, par sa gestion prudente, il a été toujours en mesure de payer ces prestations conditionnelles.

Plus des deux tiers des Canadiens n'ont pas la possibilité de participer à un régime de retraite d'employeur et leur besoin d'un revenu de retraite adéquat va grandissant. Une étude publiée récemment par l'Institut Broadbent sonne l'alarme. Elle révèle que près de la moitié des Canadiens âgés de 55 à 64 ans n'ont accumulé aucune prestation dans des régimes d'employeur et que presque la moitié de ce nombre ont des économies insuffisantes, inférieures à ce dont ils auront besoin au cours d'une année pour compléter les rentes du Régime de pensions du Canada, de la Sécurité de la vieillesse (SV) et du Supplément de revenu garanti (SRG)³. Cette même étude révèle aussi une hausse du taux de pauvreté chez les aînés, qui est passé de 1 sur 25, en 1995, à près de 1 sur 9, en 2013. Le taux de pauvreté des aînés vivant seuls, surtout chez les femmes, est stupéfiant : 1 sur 3.

La fourniture d'un revenu de retraite adéquat par le biais des régimes PD crée une base d'impôts différés, qui jouera un rôle crucial au fur et à mesure que le nombre de Canadiens âgés de plus de 65 ans doublera au cours des 25 prochaines années. De plus, la pauvreté des aînés coûte cher lorsque l'État doit s'y attaquer au moyen de programmes sociaux comme la SV et le SRG, qui sont financés à même le Trésor.

Les régimes PD constituent le moyen le plus efficace d'offrir des pensions⁴. Nombreux sont ceux qui, à tort, croient que ce sont les contribuables qui paient l'intégralité des prestations à verser. Or, la réalité est tout autre. 75 cent de chaque dollar versé vient du revenu de placement⁵. Les cotisations des participants et des employeurs représentent chacune 12,5 cents. En Ontario, où moins de la moitié du coût de fonctionnement d'un collège est financé par l'État provincial et le reste par les droits de scolarité et d'autres sources, les contribuables paient environ 6 cents de chaque dollar de pension versé.

Nous gagnons tous à ce que les régimes fournissent un revenu de retraite adéquat. En Ontario, près de 1,3 million de retraités des régimes PD réalisent des dépenses estimées à 27 milliards de dollars, qui génèrent des recettes fiscales de près de 6 milliards de dollars. Qui plus est, les retombées des dépenses de ces retraités sont vitales pour la prospérité de nombreuses villes et localités. La sécurité de pouvoir toucher un revenu stable incite les retraités des régimes PD à



The number of Canadian seniors will double in 25 years.

Endnotes

- 1 *Pension Research Series* by the Canadian Federation of Independent Business, "Report 1: Canadian's Hidden Unfunded Public Sector Pension Liabilities," by Ted Mallett.
- 2 Based on the regulatory requirement of a going-concern funding valuation conducted as at January 1, 2016.
- 3 "An Analysis of the Economic Circumstances of Canadian Seniors," by Richard Shillington, for the Broadbent Institute, February 2016, pages 2 and 3.
- 4 "Defined Benefit Pensions: The Most Effective and Efficient Means of Delivering Retirement Income," by Robert L. Brown, in *Seeing Beyond Risk*, Canadian Institute of Actuaries, Document 216007.
- 5 *Shifting Public Sector DB Plans to DC: The experience so far and implications for Canada*, by R. Brown and C. McInnes (2014), page 22.

fréquenter les entreprises, les magasins et les restaurants locaux. À titre d'exemple, dans les villes ontariennes de Kingston, St. Catharines et Thunder Bay, près d'un cinquième de l'activité économique locale est produit par les retraités.

Maintenant que vous êtes au courant des faits, vous conviendrez que les régimes modernes PD du secteur public ont un brillant avenir devant eux. Ils constituent un moyen stable et efficace de procurer un revenu de retraite adéquat aux participants et à leur famille, tout en favorisant l'essor des économies locales. **CA**

Notes en fin d'article

- 1 Ted Mallett. «La sous-capitalisation non chiffrée des régimes de pension du secteur public au Canada», premier rapport de la *Série sur les pensions*, Fédération canadienne de l'entreprise indépendante.
- 2 Selon l'évaluation actuarielle au 1^{er} janvier 2016, réalisée selon l'approche de continuité, conformément à la loi.
- 3 Richard Shillington. "La condition économique des personnes âgées," Institut Broadbent, février 2016, p. 2 et 3.
- 4 Robert L. Brown. «Les régimes de retraite à prestations déterminées : Le moyen le plus efficace et le plus efficient de fournir un revenu de retraite», *Voir au-delà du risque*, Institut canadien des actuaires, document 216007.
- 5 R. Brown et C. McInnes. *Shifting Public Sector DB Plans to DC: The experience so far and the implications for Canada*, 2014, p. 22.

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Ballantyne & Yazbeck se sont engagés à forger des solutions informées et raisonnées, qui soient à la fois pratiques et économiques. Nous aidons les employés dans toutes les facettes de leur relation d'emploi, notamment en ce qui concerne, entre autres, les mouvements au sein du réseau des collèges, la révision des contrats, les problèmes de harcèlement, le départ à la retraite, l'accès aux prestations d'invalidité, les plaintes en matière de droits de la personne, les mesures disciplinaires, le congédiement et la mise à pied.

Laissez-nous vous aider.

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Algonquin digitizes transfer credit system

Now handles twice the volume in half the time



An automated online system for handling transfer credits has enabled Algonquin College to cut processing time from six weeks to less than two – while handling twice the volume.

The problem is one common throughout colleges – hands up if you’ve heard this before: Application for transfer credits requires piles of paper, from course outlines to transcripts, most of which must be scanned and at least temporarily filed.

This is the process in place at Algonquin before the adoption of Laserfiche system, Marie Thériault, Manager of Scheduling and Systems Support, told *College Administrator*.

“Using a paper-based system it often took 4-6 weeks to process one application,” she said. “Now we can sometimes complete the transfer in 2-3 days, and at most 7-10 days.”

Since the system began in January 2015, the college now handles double the number of transfer credits – twice as fast or even faster.

The secret (no surprise in this on-line world) is a combination of online application, coupled with electronic cloud-based documentation. External transfer credits can be handled through the same system with no loss of efficiency, since transcripts and course outlines are now produced almost universally in digital form.

Students can complete an application on line (no lineup, no waiting). Internal applications often can be handled

immediately, but if the application must be referred to an academic department, that can be completed in the system by email.

The system allows academic departments to maintain as much control as each department deems appropriate. Applications are routinely passed to departments for review. Once an application for a specific course at a specific institution is approved, the academic department has the choice of automatically approving all other such application, or having each forwarded for individual review.

Design of the document management system and the installation of the required copiers and multi-function devices was handled through Ricoh. The firm also imported all existing digital records into the new system prior to the launch. The implementation took less than three months working toward the deadline very familiar with most colleges: Labour Day and the subsequent return of the majority of students.

“We’ve had a very positive working relationship with Ricoh,” said Marie. “Any concerns were immediately addressed. The implementation went smoothly, and it’s actually been fun.”

This past winter, Marie received a Laserfiche “Run Smarter Award” on behalf of Algonquin College for the work her team has done with respect to automating the Credit Transfer application using Laserfiche. [c|A](#)



Brian Desbiens, Ph.D.
Past President
Fleming College
Associate Partner
Promeus Executive Search

Technology can keep you in the loop but can't build relationships

Over the last 50 years we've gone from the slide ruler to the calculator; the rotary land line to the voice-activated smartphone; card-fed computers housed in large air-conditioned rooms to pocket devices more powerful than those computers that sent a man to the moon; and from snail mail to Twitter.

The technological revolution that has made our tools smaller, cheaper, faster, and more powerful has changed our lives and the nature of work. This change is evident in the volume of information available, the time frame and scope within which information can be exchanged, the speed with which we can problem-solve; the manner in which transactions are carried out, and the expectation of immediacy.

The spreading of knowledge has escalated so fast that every few years we double the amount of information. Education, consequently, has become accessible to the masses and workers are able to contribute the knowledge gained to the empirical record. Every profession is bombarded with old and new information alike – and in excess of what is needed. As an administrator in this age you have no excuses for not having read or accessed information. Certain competencies, however, are required in order to sift and sort the tsunami of information and ascertain which of it is relevant and valuable.

Our iPads and smartphones make answers to virtually every question – from the mundane to the theoretical – available at our fingertips. As a manager, you have everything you need in order to stay on top of your schedule, know

Unrealistic expectations, flattened organizations with demand for inclusion have all placed great strain and stress on our administrative staff.

who's attending your meeting, be aware of the agenda, and to have read the essential documents that were sent as attachments. Familiarity with your calendar and email software is all you should need (from a technological perspective) in order to meet the expectation of tighter deadlines.

Having a laptop at home and the office, and a smart phone in your purse or pocket, you should know when and with whom to connect. There are few if any excuses for not accessing the best expertise available, or not knowing that Jean in Quebec or Sven in Norway is dealing with the same issue or studying the same concept as you. So how does one establish the connection between these people, ideas and issues? What skills are needed to best navigate relationships and ideas?

Since information is so readily available, people so accessible and organizations experiences in similar situations so well documented, surely it must be easier to solve problems together? After all, meetings do not have to be scheduled in the same way they used to – conference calling via Skype or Google is all you need. So why do we still spend so much time

in meetings, even virtual ones? Surely, once one person finds an appropriate solution to the problem at hand, they can send their findings through cloud computing, where others can access it from any device, adding their input and editing where appropriate. Surely, since we invested in that new problem solving application software, it will allow us to gather solutions in half the time! But what are the appropriate problem solving modalities, and for what type of problems are they most serviceable?

Everyone is expected to have their devices on at all times. There are now more phones than cars, and they come with us everywhere: car, grocery store, to dinner, and even to bed at night. If someone sends you something – even ten minutes before a meeting – you are expected to have read it before you arrive, thought about it, and be able to refer to it in your deliberations. It's no wonder people are looking at their devices constantly.

Higher volumes, shorter time frames, greater connectivity, more rapid problem solving, unrealistic expectations, flattened organizations with demand for inclusion have all placed great strain and stress on our

administrative staff. Yes, there have been many productivity gains made due to the availability of applications.

One (albeit old-fashioned) example is the Excel™ spreadsheet, a fabulous tool that allowed us to draw up budgets in a more coherent manner. Along with other analytic tools, Excel™ helped us move toward evidence-based decisions. But if you are not up to speed with others, you will be starting out with a terrible handicap. Using .pdf attachments when you want others' input, for example, can cause frustrations if others do not have the ability (or software) to edit or comment on the document being sent. So there is a need to stay on the newest platform; and to know which ones everyone involved can access.

With greater access and more information, you are expected to be more productive. When cutbacks occur, the workload is often just redistributed throughout the organization. Today's administrators have more tasks, people, and functions to juggle than ever before. And supervisors too often believe that the increased workload is not onerous because you already have the tools to do the job.

Unfortunately, the reliance on our technology has had significant implications.

In her book *Reclaiming Conversation*, MIT Professor Shelly Turkle contends that children are not developing empathy skills because their devices shield them from learning how to interact. They do not see the non-verbal cues of friends if they only ever communicate via text. She contends that the reliance on cutting-edge devices has placed great stress on employees and established barriers to building working relationships.

In my work as a search consultant and executive coach, things have changed dramatically in the last decade alone.

Senior executives are addicted to their devices. They make themselves available 24/7 and interpret this as an ability to stay on top of things. But there are down sides. Many staff see executives glancing at their smartphones in meetings as a sign of not really listening or being present.

Many have a love/hate relationship with their devices. They love the quick

MIT Professor Shelly Turkle contends that children are not developing empathy skills because their devices shield them from learning how to interact.

access, but despise the lack of privacy and unrealistic expectations that others have of them. One person said to me, "People say things to me that they simply would not say to my face. Furthermore, they push problems upwards too quickly."

Interestingly, subordinates feel senior people dump problems downward way too readily. Both sides seem to agree that when there is little time for reflection, the quality of communications and problem solving is reduced. The lack of down time from devices has affected one's ability to focus. We are spending much more of our day multitasking now. We know it isn't healthy, yet it is the norm. In short, we're working harder, but not necessarily smarter.

Unless you wish to become a hermit, living in a technology-mediated world is inevitable. What exists today is only the precursor of what will be tomorrow. We have had smartphone for only a little over a decade, yet it forms the center around which most people organize their lives. We could grieve the loss of privacy and get depressed about the volumes of work and tasks we are expected to do. Or we can accept that the world is changing. While we realize how invasive they have become in our work and private lives, most of us have these devices because we feel their benefits.

For us to cope with this technology mediated world we need to have a sound foundation in technical applications

and technologies that are instrumental to our work. Organizations are no longer hiring people with little or no basic knowledge and computer literacy skills. They want people who can be productive from day one. They also want people who are able to learn continuously about new applications.

We must also be open to change from other people and places based on new technology. The expectations need to be managed, perhaps even explicitly stated.

In order to thrive in a technologically driven workplace, we have to:

- Be comfortable with adapting work processes to new technologies. This requires one to stay attuned to new applications and apply them to the workplace and personal tasks.
- Make technology training a priority in professional development.
- Establish working relationships with others from your field who have successfully managed the balance between technology, new processes and quality of life.

Technology is here to stay. It will either be your friend or foe. You have to place it in your toolbox as just one of the various competencies you need to stay healthy and wise. To make it your friend you have to know it, utilize it, limit it to what it does best for you. But remember, relationship building must go far beyond what technology might do for us. [CIA](#)

Many have a love/hate relationship with their devices. They love the quick access, but despise the lack of privacy.



Ella Forbes-Chilibeck
Lawyer

RAVEN, CAMERON,
BALLANTYNE & YAZBECK LLP

Doing more with less and less

What happens when work demands are no longer reasonable?

Faire de plus en plus, avec de moins en moins

Qu'arrive-t-il lorsque les exigences professionnelles ne sont plus réalistes?



Within our current workplace culture and funding pressures, budgets are tighter and money for staffing and programs is tightly controlled. Many employees find themselves doing or being asked to do the workload that two or three individuals previously looked after. Everyone talks about how busy they are and how demanding their work life is. Employees and employers describe themselves as overtired, overextended and many workplaces are experiencing some of the highest rates of stress leave ever seen in Canada.

Technology has also played a role in the ever-expanding workplace demands. The division between home and work is no longer a clearly drawn line, whether it's on account of working remotely from a home office or simply a function of the degree of electronic connection maintained by your employer. People often describe how they find it difficult to shut off their BlackBerry or

Liability may arise if the employer makes excessive demands of their employees.

Les contraintes financières étant déjà de mise dans notre culture de travail, les budgets sont de plus en plus restreints et ceux alloués pour le personnel et les programmes sont gérés d'une main ferme. Que ce soit sur demande ou non, plusieurs employés se voient effectuer une charge de travail qui était auparavant accomplie par deux ou trois individus. Ils en parlent et se plaignent d'avoir un poste beaucoup trop exigeant et d'être vraiment surchargés. Tant les employeurs que les employés, tous déclarent être surmenés et épuisés. Le Canada n'a jamais connu un taux d'absentéisme lié au stress aussi important que celui qui est de nos jours affiché par un trop grand nombre d'employeurs.

Certes, la technologie a joué un rôle clé dans l'évolution des exigences et dans l'extension du lieu de travail. Que la situation découle du fait que plusieurs travaillent à domicile ou simplement le résultat du niveau de communications électroniques que l'employeur maintient, l'équilibre entre la vie professionnelle et la vie personnelle n'est plus ce qu'il devrait être. On entend souvent les gens dire que fermer leur BlackBerry ou leur iPhone est presque impossible. Ils n'arrivent pas à ignorer les courriels hors des heures régulières de travail ou à établir et respecter une séparation qui limiterait leur disponibilité et protégerait leur temps personnel.

Les employés ont des horaires de travail plus longs; on leur demande de prendre de plus en plus de responsabilités et ce, souvent sans reconnaissance ou rémunération additionnelle. Compte tenu des restructurations et réductions d'effectif qui font également partie de la mentalité des employeurs d'aujourd'hui, entendre les employés dire qu'ils hésitent à refuser toute responsabilité supplémentaire est de plus en plus commun. Ils expriment surtout leur soulagement d'avoir échappé aux dernières coupures et préfèrent ne pas faire de vagues par crainte d'être sur la prochaine liste de réductions. Bien entendu, personne ne peut travailler indéfiniment avec une surcharge de travail insoutenable. Éventuellement, ces pressions touchent la santé ou la vie personnelle, voire les deux.

Les employeurs ne peuvent ignorer que s'ils imposent des exigences et charges de travail jugées excessives, des conséquences juridiques pourraient s'en découler. Cette

Responding to e-mails counts as work and can result in an entitlement to overtime pay.

iPhone, to stop checking email outside of working hours, and to create and maintain boundaries to limit their availability and protect their private time.

Employees find themselves working longer hours and being asked to take on more and more responsibilities, often without any additional remuneration or recognition. Within the culture of restructuring and downsizing, individual employees often tell me how they are hesitant to push back when asked to take on additional responsibilities – instead, they talk about how relieved they are to have survived the latest cuts and how they believe that if they do make any noise, their job security may be on the line in the next round. Inevitably, people can only remain productive under unreasonable workloads for so long before those pressures begin to take a toll on either their health or their private life, often both.

Employers are wise to turn their mind to the idea that liability may arise if the employer makes excessive demands of their employees. It can even become an issue worthy of extraordinary damages. For example, in the case of *Zorn-Smith v. the Bank of Montreal*, a bank employee with 21 years' seniority was asked to accept a position for which she had no qualifications. After her repeated requests for assistance in handling her workload were ignored, her inability to possibly keep up with the unreasonable workload began to be characterized as a performance problem. Eventually, the employee's health deteriorated, she required a medical leave of absence and ultimately her employment was terminated.

At trial, the judge faulted the employer for blaming Zorn-Smith's problems on her allegedly poor time-management skills and marital problems. In the judge's view, the problem lay with the workplace environment itself:

[T]here was nothing in the evidence to suggest that Ms. Zorn-Smith could not cope with everything, had her work demands been within some reasonable parameters. They simply were not. Expectations were placed on her that required her availability for banking business well beyond normal working hours. Those demands quite understandably butted up against the legitimate demands on the home front that Ms. Zorn-Smith have some time and energy in the evenings and on the weekends for her children and husband. Having a spouse and children, and needing or wanting to spend non-working hours with them is a normal part of life. Although occasional long hours to cover special circumstances can arise in most jobs, long-term understaffing resulting in chronic, unreasonable demands being placed on employees, especially those not in the higher-income earning echelons, is unreasonable. I find that Ms. Zorn-Smith's adjustment disorder with

Les employeurs ne peuvent ignorer que s'ils imposent des exigences et charges de travail jugées excessives, des conséquences juridiques pourraient s'en découler.

situation peut même mettre en cause des dommages-intérêts extraordinaires, tels que ceux dans l'affaire *Zorn-Smith v. Bank of Montreal*, où l'employeur a contraint une employée, cumulant vingt et un ans d'ancienneté, d'accepter un poste pour lequel elle ne possédait pas toutes les compétences nécessaires. Ses multiples demandes d'assistance avec la gestion de ses nouvelles responsabilités ne furent qu'ignorées, et son incapacité à maintenir la charge de travail et répondre à des exigences professionnelles insoutenables fut qualifiée de problème de performance. La santé de cette employée s'est détériorée au point où elle dû s'absenter du travail pour des raisons médicales et elle fut par la suite congédiée.

Au procès, le juge a mis en défaut l'employeur qui lui, imputait les problèmes de performance de Mme Zorn-Smith sur son manque de compétences, sa mauvaise gestion du temps et ses problèmes matrimoniaux. Dans son appréciation de la preuve, le juge a conclu que la racine des problèmes était l'environnement de travail :

[Traduction] « Rien, dans la preuve, ne suggère que Mme Zorn-Smith n'aurait pas pu faire face aux exigences de son poste, si celles-ci avaient été fixées en fonction de paramètres raisonnables. Elles ne l'étaient tout simplement pas. L'employeur demandait de l'employée, beaucoup plus que son expertise acquise dans le secteur bancaire et ce, bien au-delà des heures régulières de travail. Il va de soi que les attentes de l'employeur entravaient la vie personnelle de Mme Zorn-Smith qui méritait de disposer d'assez de temps et d'énergie pour se consacrer à ses enfants et son mari en soirées et les fins de semaine. Avoir un conjoint et des enfants, et avoir besoin ou souhaiter passer du temps avec eux sans avoir à travailler fait partie d'un train de vie normal. Bien qu'occasionnellement, le besoin de travailler des heures supplémentaires en raison de circonstances spéciales se présente dans le cadre de la plupart des postes, une pénurie chronique de personnel qui entraîne des demandes irréalistes continues n'est pas raisonnable, et surtout pour les employés dont le salaire figure aux niveaux moins élevés de l'échelon salarial. Je conclus donc que le trouble d'adaptation que Mme Zorn-Smith a vécu, y compris la dépression et les troubles anxieux afférents, ont été causés principalement par des exigences professionnelles déraisonnables et non par des tensions familiales ».

Pour les cadres, les situations urgentes nécessitant une attention immédiate, quelle que soit l'heure de la journée, sont souvent



There has to be some recognition that maintaining an unreasonably heavy demand-laden workload is not something an employer has a right to expect or demand.

depressed and anxious mood was caused predominantly by unreasonable work demands, and not by family stresses.

In senior positions, it is inevitable that there will be urgent issues that demand attention during off duty time, but in responding to them one should consider whether this might create a right to claim overtime. If you are an employer sending late-night e-mails to staff, you should be aware that responding to e-mails counts as work and can result in an entitlement to overtime pay.

The take-away from this is: the next time you reach for your iPhone or your BlackBerry on your nightstand or in the middle of the school concert, the playoff game or the family dinner, consider whether you might be experiencing, encouraging or even creating chronic unreasonable performance expectations. While our current culture encourages employees to lean-in and take on more responsibility, there has to be some recognition that maintaining an unreasonably heavy demand-laden workload is not something an employer has a right to expect or demand. The courts have recognized this is not appropriate and have gone so far as to award extraordinary damages against the employer when work demands have not been within some reasonable parameters.

Tips for employers

- Do not provide all employees with external access to their email; consider who really needs it and what the impact will be on compensation.
- Have a clear policy with respect to expectations while off-duty.
- If there is any question at all about the hours some employees work, have a system in place to track the time they work and compensate them accordingly.
- Do not allow people to work overtime because “they don’t mind” and then assume you will not have to pay for it.

Tips for employees

- Know your rights: in most circumstances overtime cannot be forced upon an employee and must be compensated in accordance with employment standards legislation, whether it was pre-approved or not.
- If your job duties and responsibilities expand, ensure that the additional expectations are clearly documented and performance expectations reflect your current workload.
- If you are provided with a smartphone or other access to work email, clarify the expectations. [c|A](#)

inévitables. Toutefois, mêmes ces situations pourraient ouvrir droit à une rémunération supplémentaire. Si vous êtes un employeur qui fait parvenir des courriels à vos employés tard en soirée, sachez que leur demander de répondre à des courriels professionnels compte à titre d’heures de travail pouvant faire l’objet de rémunération supplémentaire, peu importe de quel endroit et à quelle heure vous en faites la demande.

La leçon à retenir est ceci : permettez-vous une minute de réflexion la prochaine fois que serez tenté de prendre votre iPhone ou BlackBerry de votre table de nuit pour répondre à un courriel professionnel, et de même lorsque vous assistez à un concert scolaire, pendant une partie sportive éliminatoire ou lors d’un souper de famille. Répondre encourage probablement, sinon crée, des attentes de performance déraisonnables et continues. Alors que notre culture de travail encourage les employés à accepter davantage de responsabilités et de s’y mettre de tout cœur, une prise de conscience s’avère nécessaire. Nous devons reconnaître qu’un employeur n’a aucun droit d’exiger ou de s’attendre à ce qu’un employé maintienne une surcharge de travail insensée ou insoutenable. Le tribunal a reconnu le tout comme étant inapproprié et a même accordé des dommages-intérêts extraordinaires à l’encontre de l’employeur en raison des exigences et des attentes professionnelles qui n’étaient pas établies selon des paramètres raisonnables.

Remarques pour les employeurs

- Pour les courriels; ne donnez l’accès à distance qu’aux employés qui en ont vraiment besoin et tenez compte de l’incidence des heures supplémentaires sur la rémunération;
- Établissez une politique précise en ce qui concerne les attentes hors des heures de travail;
- Pour éviter toute question touchant les heures supplémentaires des employés, mettez en place un système qui vous permettra de compiler les heures supplémentaires travaillées et indemnisez les employés en conséquence; et
- Ne laissez pas les employés faire des heures supplémentaires sous prétexte que « cela ne les dérange pas ». « Cela » ne vous exonère nullement de l’obligation de les payer.

Remarques pour les employés

- Prenez connaissance de vos droits: dans la plupart des cas, on ne peut forcer un employé à faire des heures supplémentaires et celui-ci doit être indemnisé conformément à la Loi sur les normes d’emploi en vigueur, que lesdites heures soient pré-approuvées ou non;
- Si votre charge de travail et vos responsabilités augmentent, assurez-vous que toutes les nouvelles responsabilités soient bien documentées et que les attentes de performance reflètent la charge de travail réelle; et
- Si un téléphone intelligent ou tout autre appareil vous permettant de gérer vos courriels à distance vous est fourni, obtenez des précisions quant à vos obligations hors des heures régulières de travail. [c|A](#)



Diane Posterski
Executive Director, OCASA

OCASA focuses on renewal

Meeting the future leadership challenge



I recently found myself musing about the evolution of colleges with a now-retired veteran of the college system. As we walked through downtown Toronto on our way to another meeting, I asked what has been most notable about change.

The answer: the increasing role of credentials seemingly required of positions in leadership; the change (reduction) in government funding which at one time created the mere challenge of how to spend the funds; the expansion of colleges in their programming and sheer physical presence. It wasn't an exhaustive list, just the first things that came to mind.

Over the past year of engaging I have had the privilege of consultations with college presidents, HR leaders and other key stakeholders. In this, many have been generous in sharing in the past, the present and future; all see certain of the colleges' significant and growing place in the higher education landscape, less certain about who will take up the reins of leadership in 2025 and beyond.

On that walk in Toronto, we talked about leadership: who will replace the retiring boomers? We shared concern over the gap in the number of seasoned administrators in the 15-20 year service milestone. CAAT Pension Plan tells us that in 2014, 78% of administrators had

been in administration for 10 years or less; 55% for five years or less. Sure, some of those undoubtedly come mid or late-career, but a spokesperson for Sun Life pointed out a *Financial Post* article (2013) that cites U.S. Bureau of Labor Statistics: "By 2020, nearly 50% of the U.S. workforce will consist of Millennials and that another study predicts nearly 75% by 2025. In Canada, the forecasts are 75% by the year 2028."

That trend is pause worthy. We have diminishing numbers of those who remember "when" – when college education was like a movement, was new, exciting, growing into uncharted territory. Our senior leaders of today cut



We need to collaborate, to strategize, be bold and creative.

their career teeth in those days, enjoying varied experiences and roles across the college, advancing through the ranks, clear about what makes college education unique, and compelling.

Do today's aspiring leaders have that foundation? Maybe, maybe not.

Is it critical? Well, understanding, respecting the history is always important to forging the future.

The same is true for OCASA.

Our early days OCASA also was like a movement. Administrators were focused on the Pension Plan (achieving a voice through OCASA Pension Corporation); equitable pay; meaningful job descriptions; and yes, partnering with the system for relevant professional development was an important theme, even in 2000. As those milestones

marked effective and much-needed change, OCASA's focus on PD and future leadership has become more pronounced. But how do we get there?

OCASA was formed to meet the needs and challenges of 1996. That world is gone. Administrators new to the colleges need new responses from this professional association.

So OCASA is asking: what would serve college administrators, and colleges, best in 2025 and beyond? What does that model look like? OCASA has spent the past 18 months exploring this question.

During this time, we've also toiled over a three-year strategic plan that reflects our evolving focus, and future vision.

I first crossed paths with OCASA in 2001 when the organization was only five years old. I knew nothing about colleges except

that two existed within a 30-minute drive of my home. In 2006 I became the first full-time executive director. Ten years later, I am gifted by the experience. OCASA's leadership assures me that colleges are in good hands.

Yet the turnover numbers for college administrators are all too real. Remember that statistic I quoted earlier? Seventy-eight percent of college administrators have joined the administration since I have been with OCASA.

That emphasizes the need to shape the future. We need to collaborate, to strategize, be bold and creative. OCASA's new strategic plan demands it. This is an invitation to all administrators to view their profession with the highest standard; to build a network of practice, collaboration, learning and excellence; and to envision 2025 with gifted, qualified, connected and seasoned leaders ready to take the reins.

I can't wait.

To learn more about OCASA's vision, mission and strategic plan, visit www.ocasa.on.ca. [c|A](#)



Laurence Smith

Congratulations to Laurence Smith of Mohawk College, the 2016 recipient for his work titled *Usage Patterns of Course Videos by Business Students*. Smith's paper was the capstone project for his Master of Arts degree in Education from Central Michigan University. He has been a professor in the McKeil School of Business at Mohawk College for 10 years.

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cmich.edu/global 44602 3/16

Mohawk professor named recipient of CMU/OCASA Outstanding Research Award



Laurence Smith

A Mohawk College graduate who is now coordinator of the Mohawk Business Administration program has been named recipient of the 2016 CMU/OCASA Outstanding Research Award.

Laurence Smith will be presented with the award June 27 at the OCASA Leaders & Innovators Conference on June 27 in King City.

Laurence won the award for his capstone thesis entitled *Usage Patterns of Course Videos by Business*. The paper had been presented for his Master of Arts degree in Education through Central Michigan University.

He has been a Professor in the McKeil School of Business at Mohawk for 10 years. He holds a Bachelor of Commerce from Lakehead University in addition to his M.A.Ed from CMU.

Also nominated for the award this year was Kathleen Geelen-Cervi, Manager of Online and Continuing Education and Centre for Educational Pathways at Lambton College. Kathleen said that she has plans to continue her studies, but on completion of her Masters with CMU she is currently focused on being a hockey mom to her son.

The CMU/OCASA is sponsored jointly by Central Michigan University (CMU) and Ontario College Administrative Staff Association (OCASA) to recognize the high quality of research being conducted in Ontario by CMU graduate students that impact the development of the colleges. This Outstanding Research Award is presented annually to Ontario students in CMU's Master of Arts degree in Education, with a Community College concentration, for conducting outstanding research related to Community Colleges in Ontario. A CMU Committee first selects nominees with the OCASA review panel selecting the final recipients.

OCASA PD Conference June 27-28: Framing Leadership

The Annual OCASA Leaders & Innovators Conference *Framing Leadership*, will feature a focus on Ontario's political and economic landscape by Linda Franklin, President and CEO of Colleges Ontario. What has become an annual feature of the Conference, Ms. Franklin's presentation always provides insights into the context of the colleges and the province of Ontario.

The conference will be held June 27 and 28 at Kingbridge Conference Centre & Institute, King City.

The opening plenary session by Karen Creditor, CEO of OCAS (Ontario College Application Service) will set the theme for the conference: Framing Leadership. Maxim Jean-Louis, President and CEO of Contact North, will provide a peek at the future with a talk entitled *A 2016 look at the future of Online Learning*.

This year's President's Panel – another annual plenary session that provides views on college leadership – will feature Ann Buller, President, Centennial College; Cheryl Jensen, President, Algonquin College; and Chris Whitaker, President,

Humber College. This is usually in the form of a moderated panel, ending with questions-from-the-floor session.

Concurrent sessions in three different time slots will present experts in budgeting, mental health, program review, best practice sharing and others. Among them will be a session on career success and mobility by *College Administrator* Career Corner



Janet Froid

columnist Brian Desbiens, who is also Past President, Fleming College and Associate Partner, Promeus Executive Search.

As a special feature, Janet Froid, President of the Horizon Leadership Institute and an internationally certified trainer, will lead two consecutive concurrent workshops on creating and maintaining a strong culture of engagement and collaboration.

For more information check out the OCASA website:

www.ocasa.on.ca/events.

Mentoring Matters: partnering relationships

OCASA's Mentoring Matters program is open for applications. The program matches new administrators grow in their role more quickly, and offer more seasoned administrators an opportunity to prepare themselves for senior-level positions by being a mentor.

Mentors and Mentees are matched across colleges and through the program maintain contact by phone, Skype, email and other communications to fit the needs of participants.

Mentoring matches are based on career support, role support or skills development. Both mentors and mentees first participate in orientation webinars to define the expectations of both parties. The program began in 2013 and the current applicants will be the fourth iteration. For more information, or to participate as a Mentor or Mentee, contact Diane Posterski, Executive Director at OCASA.

OCASA Board nominations open until May 31

Nominations to the OCASA Board of Directors at the OCASA Annual General Meeting in June are open. The three-year appointments offer opportunities for leadership development, increased networking, and an opportunity to benefit Ontario Colleges through the work of OCASA across the system. The 12-member board provides oversight to OCASA's strategic plan and initiatives. The board meets in person in June prior to the AGM followed by two or three video/teleconference meetings. Nominations are due May 31 and must be signed by two OCASA members. All nominators and nominees must be OCASA members.

The OCASA AGM will be held in conjunction with the Leaders & Innovator Conference June 27-28 in King City. The Board of Directors will meet the day before the conference.

The OCASA Pension Corporation will also hold its Annual General Meeting at the conclusion of the Board of Directors' meeting. Reports from OCASA's appointees to the CAAT Pension Plan will be received at that time.

Full details on the AGM and the conference will be posted on the OCASA website under Events. For more information, visit the OCASA website or contact the OCASA office (1-866-742-5429, info@ocasa.on.ca).

Deadline for OCASA Award nominations: May 2

Each year, OCASA recognizes excellence in college administration through a series of awards. Nominations for this year's awards are due May 2.

Eligible awards include the OCASA Doug Light Lifetime Achievement Award; The Distinguished Administrator Award; The Emerging Leader Award; and the OCASA Volunteer Award.

Details of the awards, including a fast-track system for nominations are available on the OCASA website.

Award nominations are due May 2, with awards being formally given during the Leaders & Innovators Conference June 27.

OCASA members qualify for CMU discounts

This is just a reminder that your membership in OCASA qualifies you for special discounts in the Central Michigan University Master of Arts in Education program.

Tuition discount for members is 5%, and the application fee and graduation fees are waived for those maintaining OCASA membership.

For more information visit the OCASA website: www.ocasa.on.ca

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\$500 Student Bursaries available to OCASA members

OCASA members are eligible for a \$500 bursary to support degree, diploma and certificate studies. Any member enrolled in such a program may complete an application for the draw. Four members will receive \$500 towards any course completed in 2016. Full details are available on the OCASA website under About Us/Awards. [c|A](#)

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Central Michigan University is offering a tuition discount and fee waivers for all new CMU MA in Education/Community College students who are members in good standing of the Ontario College Administration Staff Association (OCASA). See global.cmich.edu/OCASA for complete information.

This program is offered under the written consent of the Ministry of Training, Colleges and Universities granted for a five year term commencing on November 24, 2015. Prospective students are responsible for satisfying themselves that the program and the degree will be appropriate for their needs (e.g. acceptable to potential employers, professional licensing bodies or other educational institutions). CMU is an AA/EQ institution (see cmich.edu/OCRIE). Central Michigan University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. cmich.edu/global 44606 3/16



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Judy Spring – CMU graduate and Dean,
School of Business, IT and Management,
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