



**OCASA Board of Directors Meeting
Blue Mountain Resort, Collingwood, Ontario
Monday, June 22, 2009**

Approved Minutes

Board Attendance			
<i>Algonquin</i>	Alanna McDonnell	<i>Lambton</i>	Dave Gotts
<i>Cambrian</i>	Robert Bentzen	<i>Loyalist (Treasurer)</i>	Rick Helman
<i>Canadore</i>	Mary Lou Rainville	<i>Loyalist (Past President)</i>	Jim Whiteway
<i>Centennial</i>	Alan Hare	<i>Loyalist</i>	Dan Holland
<i>Confederation (Vice President)</i>	Sheryl Furlonger	<i>Mohawk</i>	John Guilfoyle
<i>Durham</i>	Judy Spring	<i>Niagara</i>	Neil Chartrand
<i>Fanshawe</i>	Chris Fleisser	<i>Seneca</i>	Wanda Forsythe
<i>Fleming (Eastern Rep)</i>	Grant Meadwell	<i>St. Clair</i>	Jamie Wilson
<i>George Brown</i>	Wayne Poirier	<i>St. Lawrence</i>	Don Young
<i>Georgian</i>	Linda Trott		
<i>Humber</i>	Nancy Rodrigues		
Resource:		Regrets:	
<i>OCASA, Executive Director</i>	Diane Posterski	<i>Collège Boréal</i>	Denise Piovesan
<i>OCASA, Communications Consultant</i>	Bill Swan	<i>Georgian (VP)</i>	Steve Robinson
		<i>La Cité collégiale</i>	Chantal Thiboutot
		<i>Northern</i>	Judy Rantala
		<i>Sault</i>	Rick Wing
		<i>Sheridan</i>	Susan Atkinson



Approved Minutes

1. Call to Order/Introductions

In the absence of Steve Robinson (President) Sheryl Furlonger (Vice President) chaired the meeting. Introductions were made before tending to business.

2. Approval of the Agenda

Motion to approve the agenda as circulated

Moved: Rick Helman

Seconded: Neil Chartrand

Carried

3. Approval of the Minutes of the Meeting of First Directors held Sunday, October 19, 2008 and Monday, October 20, 2008 (Appendix 1)

Motion: to approve the minutes of the Meeting of First Directors held Sunday, October 19, 2008 and Monday, October 20, 2008

Moved: Chris Fliesser

Seconded: Alan Hare

Carried

4. Reports

- a) Executive Committee (Appendix 2): Sheryl Furlonger reviewed the Executive Report, highlighting the work on advocacy, information/communications, professional development, awards, legal service and operations.

Key developments included OCASA position on compensation guidelines, the recent ASA article in College Administrator focusing on colleges with ASAs, the recent launch of the new website, and the new work of the finance committee looking at revenue diversification.

Motion to receive the executive report:

Moved: Mary Lou Rainville

Seconded: Dan Holland

Carried

- b) Membership Development (Appendix 3): Chris Fliesser provided the report.

- i. Statistics: An overview of membership stats was provided, noting that OCASA had passed the 700 member mark early in 2009.
- ii. Committee Update: work continues on recruitment packages being updated, targeting colleges with lower membership and college visits on a regular basis.
- iii. ASA Best Practices: Algonquin representative, Alanna McDonell offered an overview of how their ASA has been successful:

Fall Recruitment lunch where all non-members are invited

Fall PD Activity in a breakfast format – poll members for content for next meeting

Winter: Breakfast PD meeting (8:00 am – 10:00 am)

President's Panel is popular

June AGM

They have a full executive committee that meets regularly and meets with the college president.

Wayne Poirier of George Brown College also spoke about their initiative to start an ASA. He reviewed their process of developing membership, surveying members, creating a leadership team to move it forward and drafting terms of reference.

Materials such as these best practices will be posted on the website.



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Motion to receive the Membership Development Report

Moved: Chris Fliesser

Seconded: Alan Hare

Carried

5.

a) Regional Round Table Discussions

- Burning issues and updates
- Strategic directions

b) Regional Round Table Reports

Jim Whiteway led this session. Members discussed at table groups identifying issues and priorities at their colleges.

6. Operations (Appendix 4)

a) Treasurer's Report: Rick Helman reviewed the following reports:

- Audited Statements 2008
- Revised 2009 Budget: changes reflect some administrative expense adjustments, and conference outcomes. Overall adjustments included:

	Approved 2009	Revised 2009	Variation
Revenues	\$234,325	\$230,875	(\$3,450)
Expenses	\$231,042	\$230,713	329
Net Impact on reserves	\$3,283	\$162	(\$3,121)

Motion to receive the treasurer's report

Moved: Rick Helman

Seconded: Robert Bentzen

Carried

Motion to approve the 2009 revised budget

Moved: Rick Helman

Seconded: Alan Hare

Carried

b) Legal Services Contract (Appendix 5): Diane Posterski reviewed the recommendation of the Executive Committee to move OCASA's retainer for legal services to a new provider. With the end of the first three year term with Sack Goldblatt Mitchell, it was determined that increases in costs outweighed the benefits of staying with the firm for continuity. The recommendation to retain Nelligan O'Brien Payne comes with improved cost structure and more member value.

Motion to retain the legal services of Nelligan O'Brien Payne, directing the Executive Director to finalize conditions for the retainer according to their proposal for services.

Moved: Wanda Forsythe

Seconded: Dave Gotts

Carried

7. Decisions/Discussion

a) Advocacy (Appendix 6): Sheryl Furlonger presented these issues.

- Compensation Guidelines: A summary of issues that have been identified since the release of the 2009 recommendations was reviewed. OCASA's commitment to monitor and advocate about these matters was confirmed.



Approved Minutes

<p>ii. Terms & Conditions of Employment: Discussions with Council about language for template include issues around the section dealing with Appeal/Arbitration language. There was general agreement during the discussion that while an appeal/complaint procedure is important, the role of arbitration does not seem relevant to administrative staff. The Executive would take these comments under advisement and consult with legal counsel.</p> <p>b) Operations (Appendix 7): Diane Posterski led this discussion.</p> <p>i. Governance Matters: The issues regarding current board structure and the cumbersome election process were reviewed. It was agreed that a governance committee should be struck to review our existing model and to make recommendations at the fall board meeting. MOTION: That a governance committee be formed to review the board structure, nomination/election process and governance in general. Moved: Rick Helman Seconded: Chris Fliesser Carried</p> <p>ii. Policy Development:</p> <ul style="list-style-type: none">• Commitment to Professionalism: The draft statement was reviewed, there were no amendments. <p>MOTION: That the policy statement for Commitment to Professionalism be approved. Moved: Jamie Wilson Seconded: Wanda Forsythe Carried</p> <ul style="list-style-type: none">• Legal Services Access Policy: the draft revised policy statement was reviewed. One amendment was suggested under 2. iv. Health & Safety: that all applicable government acts be included. <p>MOTION: That the Legal Services Access Policy Statement be approved with the one amendment under 2.iv. that would allow legal services for all relevant government acts. Moved: Jamie Wilson Seconded: Wanda Forsythe Carried</p>
<p>c) Nomination of Officers: Jim Whiteway presented. The nomination committee put forward a slate of nominees to recommend to the Annual General Meeting:</p> <p>President: Chris Fliesser Vice President: Sheryl Furlonger Secretary: Mary Lou Rainville Treasurer: Rick Helman</p> <p>These names would go forward to the AGM following this meeting.</p>
<p>d) Administration: Sheryl Furlonger The Fall Board Meeting dates were confirmed as November 8 & 9, 2009 to be held in Toronto. The 2010 Annual General Meeting and Annual PD Conference was anticipated to be in Toronto.</p>
<p>8. Adjournment: 4:00 pm MOTION TO ADJOURN Moved: Alan Hare Seconded Wayne Poirier Carried</p>



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Following a break during which the 2009 AGM commenced and was adjourned for the Board to meet again, the Board of Directors meeting once again commenced (approximately 5:30 pm, same day).

1. Resolution: Appointment of officers:

RESOLVED that the following be and they are hereby appointed officers of the Corporation to hold such offices at the pleasure of the Board to perform such duties as are prescribed by the by-laws of the Corporation and to perform such duties as may from time to time be required of them:

President: Chris Fliesser

Vice President: Sheryl Furlonger

Secretary: Mary Lou Rainville

Treasurer: Rick Helman

This resolution was signed by all board members and will be included in the Minutes book.

2. Regional Directors:

Regional Directors were not confirmed at this time, but were subsequently determined and will be confirmed at the Fall Board Meeting:

North: Denise Piovesan

Central: Alan Hare

West: Neil Chartrand

East: Judy Spring

3. Motion to adjourn

MOTION: That the meeting be adjourned to permit the meeting of members to confirm the directors at large of the Corporation to hold office for the ensuing year.

Moved: Judy Rantala

Seconded: Rick Helman

Carried

Following a break during which the 2009 AGM commenced and was adjourned for the Board to meet again, the Board of Directors meeting once again commenced (approximately 5:45 pm, same day).

1. Resolution

RESOLVED: all by-laws, resolutions, contracts, acts, and proceedings enacted, passed, made, done, or taken at the meeting of the newly-appointed board of directors held prior to the June 22, 2009 annual members meeting are hereby approved, ratified, sanctioned and confirmed.

Moved: Dan Holland

Seconded: Robert Bentzen

Carried

This resolution was signed by all board members and will be included in the Minutes book.

2. Motion to adjourn

MOTION: That the meeting be adjourned.

Moved: Don Young

Seconded: John Guilfoyle

Carried

First Directors' Meeting

October 20, 2008

Meeting Minutes

First Directors: Steve Robinson, Alan Hare, Chris Fliesser

- a. Election of chair for the meeting

Motion: That Steve Robinson be elected as chair for the meeting

Moved: Alan Hare

Seconded: Chris Fliesser

- b. Appointment of secretary for the meeting

Motion: That Chris Fliesser be appointed as secretary for the meeting.

Moved: Alan Hare

Seconded: Steve Robinson

- c. Acceptance of letters patent

Resolution: RESOLVED that the Letters Patent dated the 30th day of September, 2008, be retained in the records of the Corporation.

Moved: Chris Fliesser

Seconded: Steve Robinson

- d. Acceptance of By-law No. 1 and By-law No. 2

It was noted that the draft By-law No. 1 had been amended to change the quorum from 24 to 13 prior to it being accepted. This was recommended by the Executive Committee to ensure that business could always be conducted.

Resolution: RESOLVED that By-law Number 1, being a by-law relating to the transaction of the business and affairs of the Corporation and By-Law Number 2, being a by-law relating to the borrowing of money, the issuing of securities and the securing of liabilities, be and the same are hereby enacted, passed and confirmed as by-laws of the Corporation.

Moved: Chris Fliesser

Seconded: Alan Hare

Carried

- e. Call members meeting

Resolution: RESOLVED that a meeting of the members be called for Monday, October 20 at 11:20 am following the OCASA Fall General Meeting (Business Items), held at the Holiday Inn Toronto Airport East.

Moved: Steve Robinson

Seconded: Chris Fliesser

Adjourned for Annual General Meeting

First Directors' Meeting

October 20, 2008

Meeting Minutes

3) Resumed First Directors' Meeting

a. APPOINTMENT OF OFFICERS

RESOLVED that the following be and they are hereby appointed officers of the Corporation to hold such offices at the pleasure of the Board, to perform such duties as are prescribed by the by-laws of the Corporation and to perform such duties as may from time to time be required of them:

President:	Steve Robinson
Vice President:	Sheryl Furlonger
Secretary	Chris Fliesser
Treasurer:	Rick Helman

Moved: John Guilfoyle

Seconded: Alan Hare

Carried

b. TRANSFER OF LIABILITY

RESOLVED that the Corporation accept the transfer of and assume responsibility for all assets and liabilities of the unincorporated association, Ontario College Administrative Staff Association, effective January 1, 2009, including contracts of employment of all employees of the unincorporated association.

Moved: Alan Hare

Seconded: John Sousa

Carried

APPENDIX 2
**OCASA
APACO**
**Board of Directors Meeting
June 22, 2009**

2008/09 Executive Committee Report

Committee Members

President	Steve Robinson (Georgian)	Central Region	Alan Hare (Centennial)
Vice President	Sheryl Furlonger (Confederation)	Eastern Region	Chantal Thiboutot (La Cité)
Treasurer	Rick Helman (Loyalist)	Northern Region	Mary Lou Rainville (Canadore)
Secretary	Chris Fliesser (Fanshawe)	Western Region	Donna Gates (Fanshawe)
Past President	Jim Whiteway (Loyalist)		

MEMBER SERVICES

1. Advocacy

ACC: Administrative Consultative Committee (Council, CoP, Colleges Ontario, HRCC, OCASA)

- Meetings took place March 13 and May 21
- Ongoing issues for the agenda included:
 - i. Review of Terms & Conditions of Employment: Work is almost completed on a template for college Boards of Governors to reference when reviewing their own. OCASA's legal counsel has been consulted through the process. Key outstanding issues include the bereavement leave and arbitration/appeal procedure.
 - ii. Compensation Guidelines: OCASA presented a statement to the CCC regarding compensation recommendations at the end of March. The guidelines were officially sent out on April 15 and were available to OCASA members May 1. OCASA is monitoring the faculty negotiations and is prepared to request a review of the compensation guidelines pending those outcomes. Requests have come from admin staff in payband 7 and 8 for more advocacy work on their behalf.
 - iii. Job Evaluation: no new developments, but OCASA continues to encourage job evaluation maintenance program at colleges.
 - iv. Group Insured Benefits: looking at Best Doctors and enhanced critical illness plan; the next meeting will be the rate renewal meeting in October.

Committee of Presidents: ASA article in recent issue of College Administrator was aimed at promoting ASAs with administrators, but also college presidents. Through college visits, Diane Posterski has also met with or had conversations with 6 college presidents.

Colleges Ontario: OCASA continues to be in regular contact with CO. Steve Robinson and Diane Posterski attended the CO Conference in February. Diane is in touch with CO regarding

networking for advancement/fundraising professionals. Sally Ritchie, Senior Communications Officer for Colleges Ontario has joined the Editorial Board for *College Administrator*.

2. Information/Communications Committee:

- i. Website: new website launched; now moving into phase two to have greater interactivity and French language; also including YouTube link; exploring other social networking links
- ii. *College Administrator*: Spring issue successfully distributed throughout system. Editorial Board is looking for more members. Current members include: Ian Wilson (retiree); Joan Homer (retiree); Sally Ritchie (Colleges Ontario); Bill Swan & Diane Posterski (OCASA); Ideas for topics and contributions are welcome.
- iii. E-bulletins continue for important information to members.

3. Professional Development:

- i. Annual PD Conference – looking at GTA for 2010
- ii. discussions with CCHRD in Eastern region
- iii. provincially have asked to be on CCHRD agenda to contribute the to Management Academy
- iv. survey with Davenport University to determine delivery needs
- v. exploring advanced studies institutions for partnerships

4. Membership Committee: Full details of the committee's goals are found in the membership development report.

5. Awards Committee: Awards Committee has recommended that the awards nomination process be streamlined and simplified to encourage nominations. It is recommended that nominations be received once each year. Nominations for the Doug Light and Distinguished Administrator Awards will have the same nomination package, and the committee will decide from that list if there is a potential Doug Light Award. Further information might be required at that point. The 2010 Doug Light Award will be presented at the Colleges Ontario Conference in November 2010; therefore nominations can be open from January – April, 2010.

6. Legal Services:

At the end of the first three-year contract with Sack Goldblatt Mitchell LLP, and based on significant cost increases for the next term, a proposal has been requested from another law firm. Based on the proposal from Nelligan O'Brien Payne, and value added features of their services, the Executive Committee has recommended that OCASA move its contract for services to the new firm.

OPERATIONS

7. Finance & Business Development Committee:

The Finance/Business Development Committee evolved out of our former Finance Committee, with an expanded mandate. In addition to the financial oversight functions – budgeting, reporting, the annual audit process and so on – the new Committee will focus on developing partnerships and sponsorship arrangements, both with a view toward augmenting financial support and enhancing services and opportunities for members. We will also be exploring other ways to enhance and diversify our revenue streams. A third area of focus will be the development of Policies and Procedures in respect of finances, partnership and sponsorship relationships, and so on.

The Committee members are from Confederation, Algonquin, Niagara, and Loyalist, and chaired by the Treasurer.

APPENDIX 2

8. **Incorporation:** Directors will be confirmed at the upcoming AGM. It has been recommended by legal counsel that OCASA consider reviewing its governance structure to simplify the governance process and elections each year. Details will be discussed further on the agenda.

Membership Development Report June 2009

Membership Committee

Chair: Chris Fliesser (Fanshawe)

Jamie Wilson (St. Clair)

Al Hare (Centennial)

Steve Gill (Niagara)

Sharon Dale (Fanshawe)

Dianne Diniz (George Brown) new
recruit to this committee – has not
attended meeting yet

Resource: Diane Posterski (OCASA)

Background: This committee was newly formed and met by teleconference on March 6, 2009. They reviewed the Strategic Plan for membership development and activities to date (see Appendix 1 for review of recruitment activity).

Key objectives:

Recruitment/Retention

- Targets will be reviewed with reps and monitored through year
- Target of 100 new members (see Appendix 2)
- Presidents: endorsement - circulate ASA article to all presidents by email or mail
- meeting of GTA college reps to discuss recruitment
- best practices for recruitment shared with college reps (i.e. Niagara divided and "conquered") - have secure page on website
- find contacts in associate institutions
- invite retiree person to work with recruitment
- e-communications to be sent to non-members

Local OCASA Presence

- ASAs report on a regular basis, meetings, etc.
- Activity report (meeting, event, topics, # in attendance) kept at OCASA office
- College visits for 2009: Central colleges, Durham, Georgian, La Cité/Algonquin
- encourage best practices for local events

Topics to be addressed in next meeting:

- Member services review
- Better e-communications with members
- Further web enhancements (blog, social networking links, etc.)

Appendix 1: 2008/09 Recruitment Activity

Recruitment:

Successes:

- 90 new members in 2008, with a net increase of about 40, to reach 700. Momentum is growing.
- Developed new membership packages to increase impact.
- Targeted approach to recruitment, working with specific colleges, including direct mail to Conestoga
- Developed new presentation materials to use with college visits as well as information packages.
- College Visits worked at retention and recruitment: Immediate increases at Canadore and Loyalist as a result.
- Local ASA activities continue
- College visits in 2008 (# in attendance):
 - Confederation:** met with ASA leadership (3)
 - College Boréal:** web cast meeting with non-members and members (10-15); met with Denis Hubert during visit.
 - Cambrian:** met with members over lunch; a few non-members in attendance (20-25); met with Sylvia Barnard during visit.
 - Canadore:** met with members/non-members over lunch (15-20); Barb Taylor joined us
 - Fanshawe:** provided update during ASA AGM (20-25)
 - Niagara:** met with members & non-members (including wine & cheese) (20)
 - Seneca:** attended Deans/Directors meeting and presented overview of OCASA (20-30)
 - Sheridan:** all admin invited to lunch and presentation (Jim and I both attended) (30-40)
 - Fleming:** attended senior leadership team meeting and presented overview, took questions (20-25)
 - Loyalist:** attended all admin Christmas dinner and presented overview of OCASA (Maureen Piercy attended) (20-30)
 - St. Lawrence:** lunch with 2 deans and 3 new associate deans; discussed OCASA
- College visits to date in 2009:
 - George Brown:** All Admin meeting; OCASA presentation; Hilde Zimmer honoured for her work; jump start for ASA (Anne Sado attended) (40-50)
 - Georgian:** All admin meeting; full OCASA presentation; one-on-one time for members with Diane Posterski (Brian Tamblyn attended) (60-70)
 - St. Lawrence:** Coffee Break – informal conversation (Chris Whitaker attended) (10)

Therefore, have had a direct presentation to between 290 and 370 administrators.

Overall, awareness around recruitment has increased such that some college reps are being much more active in this area.

Challenges: need strong local commitment which doesn't exist everywhere. It is a challenge to have consistent practices across the system. ASA materials will help to address this.

Associate Membership: Still include all identified colleges in our mailings offering membership, conference and magazine info. This will require specific contacts there. Have had recent success with Michener Institute.

Retiree membership: this has been a weak area. Retirement letter packages have been developed for HR Departments in late December (are going out now). The focus has been on active membership recruitment this year.

B) Local OCASA Presence

- Developed ASA Guidelines based on best practices. ASA Terms of Reference Template now ready.
- ASA article in College Administrator provides testimonials to other colleges.
- Have encouraged ASA development at George Brown, Canadore, and Fleming. As other colleges increase membership an ASA will be encouraged there as well. College visits have also helped to entrench the OCASA presence.

Appendix 2: Statistics

	Current Membership				2009 Targets		
Region	2007/08 Admin Staff *	Apr-08	Apr-09	% Membership	2009 Target	# Increase	% Membership
EAST							
Algonquin	143	79	87	61%	90	3	63%
Durham	101	15	17	17%	25	8	25%
Fleming	52	6	12	23%	15	3	29%
La Cité	49	29	34	69%	38	4	78%
Loyalist	42	24	24	57%	28	4	67%
St. Lawrence	42	20	20	48%	20	0	48%
REGIONAL TOTALS	429	173	194	45%	216	22	50%
NORTH							
Boréal	55	7	11	20%	15	4	27%
Cambrian	64	35	36	56%	40	4	63%
Canadore	27	10	11	41%	16	5	59%
Confederation	66	45	44	67%	50	6	76%
Northern	20	10	11	55%	11	0	55%
Sault	39	20	15	38%	20	5	51%
REGIONAL TOTALS	271	127	128	47%	152	24	56%
CENTRAL							
Centennial	114	44	42	37%	50	8	44%
George Brown	153	58	67	44%	70	3	46%
Georgian	93	47	53	57%	60	7	65%
Humber	187	32	30	16%	35	5	19%
Seneca	157	35	35	22%	45	10	29%
Sheridan	128	22	22	17%	32	10	25%
REGIONAL TOTALS	832	238	249	30%	292	43	35%
WEST							
Conestoga	77	0	1	1%	1	0	1%
Fanshawe	106	52	55	52%	60	5	57%
Lambton	28	8	11	39%	12	1	43%
Mohawk	94	38	39	41%	45	6	48%
Niagara	68	31	34	50%	40	6	59%
St. Clair	63	4	3	5%	3	0	5%
REGIONAL TOTALS	436	133	143	33%	161	18	37%
PROVINCIAL TOTALS	1968	671	714	36%	821	107	42%
Associate			3				
Retirees			17		37	20	
* Based on Council Statistics							

ONTARIO COLLEGES ADMINISTRATIVE STAFF ASSOCIATION (OCASA/APACO)
Audited Results to 2008 Budget - for the Year Ended December 31, 2008

APPENDIX 4

	2008 Revised Budget (June 08)	Audited Results to December 31, 2008	Variance from Budget
REVENUES			
Memberships	170,000	170,036	36
Retiree Members	1,000	300	(700)
Interest Income	1,200	458	(742)
Annual PD Conference:	50,750	47,224	(3,526)
General Meetings/Board of Directors	500	190	(310)
"College Administrator" Magazine	18,025	13,530	(4,495)
Other: <i>(Affinity Programs)</i>	-	-	-
	241,475	231,701	(9,774)
EXPENSES			
Provincial Representation:	4,100	4,780	680
ACC/OCASA	1,000	780	(220)
CAAT Pension	-	-	-
Insured Benefits Cttee	750	1,140	390
Retiree Benefits Cttee	500	316	(184)
CollegesOntario Conference	1,850	1,873	23
Other	-	671	671
Recruitment:	7,500	14,211	6,711
College Visits	1,500	3,413	1,913
Recruitment Fund Grants	4,000	2,660	(1,340)
Promo Products	-	3,176	3,176
Other	2,000	4,962	2,962
Member Services:	6,500	7,446	946
Legal Consultations	3,000	3,742	742
Excellence Awards	1,500	1,704	204
Members' Bursary	2,000	2,000	-
Website	8,000	8,562	562
College Administrator Magazine	15,920	7,847	(8,073)
Other Marketing/Communications:	11,500	9,903	(1,597)
Communications Consultant	7,000	7,000	-
Translation Services	3,500	1,827	(1,673)
Other (Design)	1,000	1,076	76
Professional Development:	56,000	49,944	(6,056)
Annual PD Conference	52,000	48,502	(3,498)
for Members	2,000	278	(1,722)
Staff and Board	2,000	1,165	(835)
General Meetings:	24,000	21,377	(2,623)
Annual Business Meeting	12,000	12,933	933
Fall Business Meeting	12,000	8,444	(3,556)
Executive Committees:	1,000	772	(228)
Executive	-	-	-
Awards	-	-	-
Communications	-	-	-
Finance	-	-	-
Personnel	-	-	-
PD	-	-	-
Research	1,000	772	(228)
Office and Administration:	113,412	120,716	7,304
Salaries and Benefits	93,932	97,486	3,554
Premises Costs	6,000	5,974	(26)
Bank Services	-	1,504	1,504
Telecommunications	4,300	1,376	(2,924)
Professional Fees (Legal; Audit)	6,600	8,410	1,810
Postage/Courier	-	1,301	1,301
Printing	-	1,387	1,387
Travel Misc.	-	146	146
Supplies and Other	2,580	3,131	551
	247,932	245,557	(2,375)
NET IMPACT on RESERVES	(6,457)	(13,856)	(7,399)
Accumulated Reserves, January 1 2008:		40,655	
Accumulated Reserves, December 31, 2008:		26,799	

2009 REVISED BUDGET (draft)

	Audited Results to December 31, 2008	Approved 2009	Revised 2009	Var. from Appr.	
REVENUES					
Memberships	170,036	185,500	185,500	-	700 members
Retiree Members	300	2,000	2,000	-	20 new members
Interest Income	458	1,000	200	(800)	
Annual PD Conference:	47,224	40,625	37,175	(3,450)	Registration fee excludes accommodation
General Meetings/Board of Directors	190	200	-	(200)	
"College Administrator" Magazine	13,530	5,000	5,000	-	Publisher now handles advertising sales
Other: (Aff. Sponsorships)	0	-	1,000	1,000	Website advertising
	231,701	234,325	230,875	(3,450)	
EXPENSES					
Provincial Representation:	4,780	4,750	4,750	-	
ACC/OCASA	780	1,500	1,500	-	
CAAT Pension	0	-	-	-	
Insured Benefits Cttee	1,140	750	750	-	
Retiree Benefits Cttee	316	500	500	-	
CollegesOntario Conference	1,873	2,000	2,000	-	
Other	671			-	
Recruitment:	14,211	7,500	7,500	-	
College Visits	3,413	1,500	1,500	-	
Recruitment Fund Grants	2,660	4,000	4,000	-	
Promo Products/other	3,176	2,000	2,000	-	
Other	4,962			-	
Member Services:	7,446	8,500	8,500	-	
Legal Consultations	3,742	5,000	5,000	-	
Excellence Awards	1,704	1,500	1,500	-	
Members' Bursary	2,000	2,000	2,000	-	
Website	8,562	8,000	8,000	-	
College Administrator Magazine	7,847	1,000	500	(500)	Translation costs
Other Marketing/Communications:	9,903	11,500	11,500	-	
Communications Consultant	7,000	7,000	7,000	-	
Translation Services	1,827	3,500	3,500	-	
Other (Design)	1,076	1,000	1,000	-	
				-	
Professional Development:	49,944	41,000	37,770	(3,230)	
Annual PD Conference	48,502	38,000	34,770	(3,230)	2009 fees do not include accommodation
for Members	278	2,000	2,000	-	
Staff and Board	1,165	1,000	1,000	-	
General Meetings:	21,377	21,000	21,000	-	
Annual Business Meeting	12,933	9,000	9,000	-	
Fall Business Meeting	8,444	12,000	12,000	-	
Executive Committees:	772	2,000	2,000	-	
Executive	0	1,000	1,000	-	
Awards	0	-	-	-	
Communications	0	-	-	-	
Finance	0	-	-	-	
Personnel	0	-	-	-	
PD	0	-	-	-	
Research	772	1,000	1,000	-	
Office and Administration:	120,716	125,792	129,193	3,401	
Office Personnel	97,486	101,692	103,092	1,400	
Premises Costs	5,974	7,500	7,500	-	Rent and office insurance
Bank Services	1,504	1,500	1,500	-	includes Moneris fees
Telecommunications	1,376	4,500	2,800	(1,700)	have moved \$1695 to line below in equip.
Professional Fees (Legal; Audit)	8,410	6,000	4,000	(2,000)	
Postage/Courier	1,301		1,500	1,500	
Printing	1,387		1,000	1,000	
Travel Misc.	146		250	250	
Supplies and Other	3,131	2,600	2,600	-	
Furniture / Equipment					This line has been added.
Telephone system			1,695	1,695	see above
computer upgrades			2,000	2,000	
D & O / Fiduciary Insurance		2,000	1,006	(994)	lower than anticipated
Miscellaneous			250	250	
	245,557	231,042	230,713	(329)	
				-	
NET IMPACT on RESERVES	(13,856)	3,283	162	(3,121)	

Legal Services “RFP” Review

Revised summary as presented to the Executive Committee May 14, 2009

Background:

The current retainer agreement with Sack Goldblatt Mitchell LLP (SGM) expired in January 2009 after a three-year term. SGM has provided a new proposal for the next 3 year term which outlines personnel to cover OCASA’s legal services and their respective fees (separate email attachment).

When OCASA first contracted with SGM, Michelle Flaherty was the lead contact on the file at a fee of \$167/hour. With her departure roughly 18 months into the contract, the file was handed to Lise Leduc who continued to fulfill the terms of the agreement at Michelle’s hourly fee. Lise is a more senior lawyer and would normally charge a higher fee.

As a result, the new proposal includes significantly higher hourly fees with an additional lawyer assigned to our English client business, at an even higher hourly fee (full details included in review). Because of the increase in fees, the Executive Committee felt it prudent to “shop” around for comparative services.

A full RFP was not conducted (due to time and cost), but an informal request was made of Nelligan O’Brien Payne, a firm that had previously submitted a proposal in 2005 (they were one of two firms interviewed at the time, including SGM).

Nelligan O’Brien Payne has submitted a proposal using their original from 2005 as the basis (separate email attachment). Upon receipt of this proposal, Lise Leduc was informed by email that OCASA was conducting a review and was soliciting another proposal. SGM was invited to offer additional information if they felt it necessary. She is interested in retaining our business, but understands the cost implications.

The following review (next page) compares the two firms.

Recommendation/Decision:

The Executive Committee has passed a resolution that a contract be negotiated with Nelligan O’Brien Payne for corporate and member legal services. Diane Posterski has since met with representatives from this firm to discuss the finer points of service and to begin drafting an agreement.

Next Steps:

An announcement will be made to members once details have been finalized with both firms. The goal is to make a smooth transition ensuring any open or pending file will be handled in the best interest of OCASA and OCASA members.

APPENDIX 5

Summary of Proposals		
Size of firm		
Nelligan O'Brien : 47 lawyers plus 4 consultants (non-legal consulting on business matters, communications, etc.) Over 80 business & support staff.	SGM: 45 lawyers SGM doesn't note its support staff services.	
Core business		
Nelligan O'Brien: Known as an employment law firm (and labour law), provides wide range of legal counsel services (corporate as well). Also offers consulting services to combine business and legal counsel. Nelligan has an interesting twist. They have a marketing director that oversees client satisfaction and manages clients outside of legal consultation. They have a focus on client services that includes overall service, legal service and consulting services.	SGM: "Founded in 1974, Sack Goldblatt Mitchell LLP is one of Canada's leading labour law, civil litigation and criminal law firms." They also offer corporate counsel in a variety of areas.	Notes: Nelligan provides employment law services which includes legal counsel to employer and employee. SGM only serves the "employee" side of the employment relationship.
Lawyers assigned to OCASA		
Nelligan O'Brien Members: 3 lawyers Fees: \$180, \$185, \$195 2 are bilingual corporate: 2 lawyers Fees: \$190, \$360	French: Lise Leduc (\$230/hour) English: Fay Brunning (\$260/hour) James McDonald (\$455/hour) - Toronto Natasha Meissner: (\$265/hour) Christine Petersen (\$265/hour)	Fees reflect the level of experience that one brings to the case. However, all lawyers draw upon the expertise within their office. SGM's lawyers work out of the Ottawa office, which is much smaller than their "parent" office in Toronto. Nelligan's main office is in Ottawa, where the first point of contact lawyers work.
Other notes		
Both firms offer experience in employment law and corporate law and they both offer services in both official languages. Nelligan offers more in-house services, including non-legal consulting services which could be of value to OCASA in the future. They also offer on-line articles of a broader range of interest to our members, since articles also include those from an employer's perspective (might be valuable in the course of their work). SGM is a union firm and their		

APPENDIX 5

articles and PD sessions tend to come from that perspective, helping unions specifically.

Review of SGM's work to date: anecdotal stories suggest that legal counsel is very satisfactory. Lise seems to be very busy, however, with litigation and so is less responsive to our office. This seems to be why she is only going to service French speaking clients.

The accounting side of our relationship has not always been smooth. Discrepancies in billing take months to reconcile. The integration of the Ottawa office with the Toronto business office is not seamless. Change over in support staff has also been noticeable.

Corporate advice: Recent work on incorporation is now being questioned by the second lawyer handling this file. Clearly, some "clean-up" needs to take place. This new lawyer does restore some confidence.

The relationship is generally positive, but not as strong as was originally forged by Michelle Flaherty.

SGM has garnered experience with OCASA over the past 3 years (50 files) so any move must consider that loss. A move should have added value and potential for growth, as well as meeting OCASA's financial goals. It should also look at a long-term commitment.

Visit the two websites:

<http://www.nelligan.ca/e/index.cfm>

<http://www.sgmlaw.com/en/index.cfm>

Compensation Guidelines

Summary of issues since recommendations were released:

1. Faculty negotiations are underway. OCASA is monitoring this process and will be prepared to make a formal statement to the CCC depending on the outcome.
2. Movement through salary range: this is still not happening at many colleges in a “reasonable” time frame. The compensation guidelines note in footnote 2, page 4, that in the broader public sector, non-union employees progress through the range in 4-7 years. The college guidelines, however, do not explicitly suggest this.
3. Exceptional Performance Incentive: there is still significant confusion and frustration around this incentive. While this used to be tied to “walking on water” achievements, or distributed equally with no tie to individual success, it is now intended as an incentive for those who have reached their salary maximum or for teams. Local ASAs have the best opportunity to influence college policy in this matter.
4. Acting/Interim/Expanded job responsibility: when should compensation be adjusted accordingly? Do colleges have policies that are clear, fair and communicated? There is some new language around some of these issues in the 2009 guidelines (pages 5-7).
5. Minimum differential policy for chairs: the language in the guidelines suggest that a new chair should immediately enjoy a minimum differential. In fact, Council has not intended this and the language will be revised. This differential applies to experienced chairs who have reached their maximum.
6. Job Evaluation Maintenance program: while training has been extended over the past couple of years, there are still “gaps” in the overall job evaluation program. Specifically, there are delays in evaluation requests, and there are perceptions of inequity within the same college, and system wide. A strong compensation policy should be partnered with a strong job evaluation program.
7. Paybands 5-8 administrators have expressed frustration in their compensation. Easily compared to support staff, some administrators in this range have expressed that they feel disadvantaged, with less opportunity for merit increases, and more work. What is OCASA doing for this group?

APPENDIX 6
OCASA
APACO
Board of Directors Meeting
June 22, 2009

Terms & Conditions of Employment:
Draft Template Discussion

The last piece of this draft template is to be decided. Council is recommending that we remove the section dealing with arbitration (see next page).

“The appeal procedure provides a right of appeal in the case of dismissal to certain employees of the College who do not have access to formal grievance procedure.”

Arguments:

- It has rarely been used; Council is aware of one case ever going to arbitration.
- Typically, a severance package is the issue that is negotiated since few people would want reinstatement in a work environment where one has been originally terminated.
- There is an equally shared cost to arbitration between the employee and the college.
- This was originally drafted following the outline of a collective agreement and Council is working towards a more “professional” document that does not read like a collective agreement.
- there is still interest in maintaining some kind of a complaint procedure

Discussion: OCASA Executive is supportive of removing arbitration language but is hesitant to remove complain procedure. OCASA indicated to Council that we would have a discussion with the Board/Members at the Board meeting and AGM in June.

13. Complaints as to Terms and Conditions of Employment

13.1 Initial Complaint

An employee who considers that the College is not acting in accordance with the terms and conditions of employment between him or her and the College (other than with respect to the question of dismissal or reduction of staff) may make a written request to the president or designate for a meeting to discuss the matter. A meeting will then be scheduled within three (3) weeks of the request (it being understood that a reasonable effort should have been made to resolve the issue between the president or designate and the employee) and the employee may request another administrative employee also covered by the *Terms and Conditions of Employment* to be present at the meeting.

The decision of the president or designate will be delivered in writing to the employee within ten (10) days of the meeting. It is understood that the president or designate may have an equal number of persons to assist him or her as the employee may have at the meeting. The decision of the president or designate is final and the arbitration procedure does not apply to such a matter.

13.2 Appeal Procedure

a) Purpose

The appeal procedure provides a right of appeal in the case of dismissal to certain employees of the College who do not have access to formal grievance procedure.

b) Application

The appeal procedure applies to all full-time employees of the College who have completed their probationary period, other than those whose terms and conditions of employment are governed by collective agreements, and certain senior administrative officers of the College who are specifically excluded from the scope of this appeal procedure by the Board of Governors on the recommendation of the president. A list of those senior administrative officers who are excluded from this appeal procedure shall be published annually.

In addition, the appeal procedure does not apply to an employee whose employment is terminated in accordance with the expiry provisions of an individual contract or employment that has not been renewed by the College.

c) Complaints as to Dismissal

An employee to whom the appeal procedure applies who considers that he or she has been unjustly dismissed by the College may lodge a complaint in writing with the president or designate of the College as long as the complaint is made within fourteen (14) days after the discharge is effected. A meeting will then be held between the president or designate and the employee within fifteen (15) days of the complaint being lodged. The employee may request another person to assist at the meeting and

may also have his or her legal counsel in attendance. The president or designate may have an equal number of persons to assist him or her. The decision of the president or designate will be delivered in writing to the employee within ten (10) days of the meeting.

d) Arbitration of Complaints as to Dismissal

If the complaint (including an allegation by an employee separated from employment through reduction of administrative staff complement that the College has not acted in good faith and that the employee has in fact been discharged) is not resolved under the foregoing procedure to the satisfaction of the employee, the employee may within ten (10) days after receiving the decision of the resident or designate, notify the president or designate of his or her desire to submit the complaint to arbitration in lieu of any other legal proceeding that he or she may pursue. The notice shall be in the form of the schedule attached to this appeal procedure.

The president or designate shall, upon receipt of this notice in writing confer with the employee in order to appoint a mutually acceptable arbitrator within fifteen (15) working days. If the parties are unable to agree on an arbitrator, the president or designate shall request, in writing, the College Relations Commission to appoint an impartial arbitrator. The appointment shall be made within fifteen (15) days of receipt of the request by the College Relations Commission.

The arbitrator shall hear and determine the complaint and shall issue a decision, which shall be final and binding upon the College and the employee. The decision may include reinstatement and employment with or without compensation but compensation shall not exceed the amount that the employee would have been paid but for dismissal.

The arbitrator's decision shall not add to, delete from, modify or otherwise amend the provisions of any of the terms and conditions or employment between the College and the employee.

The arbitrator has the same powers as an arbitrator under Section 27(1) and 28(1) of the *Colleges Collective Bargaining Act, 1990*.

The College and the employee shall each pay one-half (½) the remuneration and expenses of the arbitrator except when the arbitrator determines that the College will pay part or all of the employee's share.

The Arbitration Act and *The Statutory Powers Procedures Act, 1971*, do not apply to proceedings under this Appeal Procedure.

Where the arbitrator determines that the dismissal of the employee is excessive, he or she may substitute such other penalty as he or she considers just and reasonable in all circumstances.

When an appeal has been heard the arbitrator shall deliver a written copy of his or her findings and decision to the parties.

APPENDIX 7
**OCASA
APACO**
**Board of Directors Meeting
June 22, 2009**

Governance Matters

Issue #1: OCASA's current board structure and size is cumbersome.

Currently, OCASA's Board of Directors consists of 29 people:

24 college representatives

5 officers (Pres., VP, Sec., Treas., Past Pres.)

Once the 4 officers are elected, their positions are "backfilled" to create 4 more director positions.

From a by-law perspective, this creates a more cumbersome process. We need to have a members' meeting to confirm the directors, then a board meeting to elect officers, then back to the AGM to confirm the alternate directors.

The more usual practice is to have a set number of board members who elect officers from amongst themselves, with no "backfilling" positions.

Issue #2: Fixed number of board members required

According to the Corporations Act, we need to have a fixed number of board members, and having a long-term vacancy (i.e. Conestoga) might not satisfy this requirement. It might require us to make a special resolution each year defining the board composition.

Issue #3: Election process is not clarified at each college

The process of identifying college representation varies from an election process to volunteering. OCASA is currently vulnerable on this point and it could be challenged if someone ever had a related issue.

Recommendation: That a Governance Committee be formed to review the board structure, size and eligibility for membership. This committee would bring recommendations back to the November Board meeting. Any bylaw amendments resulting from this process would be taken to the membership.

Draft Policy statements

OCASA's Commitment to Professionalism

1. OCASA members are committed to the highest standard of professional conduct, acting with excellence and integrity. In the course of their duties, OCASA members aim to work in a manner that supports and promotes the strategic objectives of their local college and the work of their colleagues across the province.
2. OCASA, as an association, is committed to supporting its members in their professional goals through advocacy, encouraging professional development, providing regular communications and facilitating opportunities for networking and mentoring. To this end, OCASA is committed to working collaboratively and cooperatively with college partners while also upholding the highest standard of professional conduct, acting with excellence and integrity.

Policy Statement

Legal Consultation Services

Overview:

From OCASA's inception, a referral service has been provided to OCASA members for specific legal matters. There are times when administrators need the advice of a lawyer in their role as an employee, and this is one important way that OCASA can provide a service. The service is meant to be a supplementary service to advice or legal counsel that might be available to members through their own college. OCASA espouses a professional approach to all employment matters. The following points provide an overview of the service:

- OCASA has a legal firm on retainer to provide a referral service for its members; this provides a more cost-effective method of acquiring legal services for our members, and offers a knowledge base of college issues.
- OCASA pays for the first two hours of billing time; the member is responsible for anything beyond that.
- Members may access legal services around four specific issues (outlined below); members are encouraged to work within the college practices and procedures first, as the matter allows.
- While OCASA has secured the legal services of a firm providing employment law for employees, OCASA has no involvement whatsoever in the client/lawyer relationship. It is a confidential relationship with the lawyer providing advice, and the member making their decisions based on that advice. OCASA does not represent anyone, nor does it provide advice about legal matters. Members act on their own behalf and in most cases, OCASA is not even aware that the legal service has been accessed; the members are not required to first go through the OCASA office.
- Members may choose their own legal firm, and OCASA will reimburse that law firm for the equivalent of what we pay to our legal firm.
- A member may contact the OCASA office at any time to inquire about access to legal services. All calls will remain confidential.

Eligibility:

Access to two hours legal consultation services is provided as a member service to regular members in good standing (not available to retirees, associate members or those engaged in a "trial" membership campaigns). A minimum of 3 months active membership is required to access legal services.

Administrators wishing to join OCASA in order to access legal services immediately must first pay a full-year's membership in advance of accessing legal services.

Terms of Access:

1. Members are encouraged to first access and use any services or processes available to them through their local college. Legal counsel is sometimes offered

and ought to be offered, depending on the situation. Members should also ask for support in seeking legal services.

2. All regular members (as defined above) are eligible to access up to two (2) hours of legal consultation per issue for the following matters:
 - i. Termination, including constructive dismissal (further explanation about termination and constructive dismissal can be found in Appendix 1).

Termination refers to a situation where a member has received notice from their college that their employment is being or has been terminated. In this case, the member may immediately access legal services using the access form provided on the OCASA website, or available through the OCASA office.

Constructive dismissal needs to be determined in consultation with a lawyer. Constructive dismissal occurs where the employer “has changed his or her duties, responsibilities, and conditions of work to such an extent that the employee is entitled to treat the employment relationship as at an end” (Appendix 1). In this situation, legal services may be accessed using the access form provided on the OCASA website, or available through the OCASA office.

ii. Harassment

For those members who are experiencing harassment or have been harassed, and who have sought college protection according to internal harassment policies, access to legal services is available where the college has failed to provide the appropriate protection for the individual or where the interest of the College does not coincide with the interest of the individual manager. Legal counsel for Colleges have a duty to inform individuals in legal disputes that the College’s interest and the individual’s interest may not coincide and in such circumstances the individual should seek his or her own legal advice. (In some cases, the College might be expected to pay for the latter.)

iii. Long term disability

When an employee encounters difficulties in accessing long term disability benefits, or requires advice concerning the process, and it is not forthcoming from their college benefits advisor, then the member may access legal services using the access form provided on the OCASA website, or available through the OCASA office.

iv. Health & Safety:

Members may access legal services under the following circumstances:

- i. the member has been named in a proceeding or prosecution under the Health & Safety Act, and;
- ii. the college is not providing legal counsel to the member or it has been determined that the legal interests of the member are secondary to

those of the college and, therefore, the member is not receiving adequate legal counsel.

3. Members are encouraged to access these legal services through the provider with which OCASA has signed a contract. OCASA will provide the lawyer with a list of members for the sole purpose of screening for eligibility.
4. For those members wishing to use outside legal services, they are still eligible for the equivalent of 2 hours billing time subject to the following conditions:
 - iii. the member must provide a copy of the invoice from the lawyer, indicating the nature of the consultation;
 - iv. OCASA will pay according to the fee schedule of OCASA's provider (that is, 2 hours billing time at OCASA's rate with its provider);
 - v. Upon receipt of the invoice, funds will only be disbursed to the law firm as named on the invoice and not to the member directly. Included with the payment will be a request that, should legal fees be recovered in a settlement, OCASA would be reimbursed for its portion.
5. Discretion is given to the Executive Director, in consultation with the Executive Committee, to offer access to legal services in situations that do not fit precisely within the definitions above, but for which the member's employment relationship is seriously strained and legal consultation is warranted.