

DRAFT MEETING MINUTES

	Name	Region/College	Term	
1.	Krista Pearson President	East, Algonquin	2012	2017
2.	David Belford Past President	West, Fanshawe	2011	2017
3.	Alanna McDonell Vice President	East, Algonquin	2011	2017
4.	Riley Burton, Secretary	North, Confederation	2011	2017
5.	Greg Murphy Treasurer	East, Durham	2012	2017
6.	Jane Cooper	West, Mohawk	2012	2016
7.	Kelly Murray-Scott	West, Lambton	2013	2016
8.	Janine Foster	East, St. Lawrence	2013	2017
9.	Shemeena Shraya	Central, George Brown	2014	2017
10.	Mary Lou McLean	East, Fleming	2015	2018
11.	Barb Watts	Central, Georgian	2015	2018
Resource				
	Diane Posterski	Executive Director, OCASA		
Regrets				
	Kristi Harrison	Central, Centennial	2013	2016

Agenda Item #	OCASA Board Draft Meeting Minutes
1.	Call to order & Welcome Chair: Krista Pearson
2.	Approval of the Agenda Motion to approve the agenda: Moved: Kelly Murray-Scott Seconded: David Belford Carried
3.	Approval of the Meeting Minutes of May 6, 2016 Motion to approve the minutes: Moved: Mary Lou McLean Seconded: Riley Burton Carried
4.	President's Report <ul style="list-style-type: none"> CoP Working Group Update – Krista provided a review of the meetings to date, noting that CoP received the final report of Phase One on May 16 (exploring viability of the proposed centre for leadership) and agreed to Phase Two (conducting market analysis and generating a business plan). The same working group has agreed to continue with this project and will meet in July to set the new working plan. She also noted that, in the follow up notes from David Brook (Council), OCASA was thanked for its role in moving this conversation into the provincial forum and is invited to continue in partnership with this process. Next steps: Diane and Krista will continue to represent OCASA on the CoP working group moving forward. Discussion: There was a question about how to leverage the good will that OCASA has with presidents right now. Perhaps there is new opportunity to visit particular colleges that have low membership. In thinking about what OCASA brings to the discussion, there was exploration about “selling” our conference to colleges, including a subscription model versus membership model – the aim being to promote the conference to a larger audience, and to generate alternative revenue. <p>No conclusions were drawn, but it was noted that conversation in the evening meeting would likely touch on some of this.</p>

5.	<p>Membership</p> <p>Pathway for engaging members, and recruitment of new members (Appendix 1) – Janine Foster, Diane Posterski</p> <ul style="list-style-type: none"> • Janine and Diane reviewed the proposed discussion format for the evening meeting with college reps/members. • Discussion points: <ul style="list-style-type: none"> ○ Focus on an elevator pitch for members ○ In reference to the ASA model, there was a suggestion about promoting a network model instead (College Administrators Network) for local networking/PD events (lunch & learn). ○ College “ambassador” might be a better name for college reps; what is their role exactly? What tools do they need? ○ Diane & Janine had drafted a first year experience of touch points for new members. It was agreed to have it available for the evening meeting.
6.	<p>Professional Development – Proposal</p> <p>Diane brought forward a proposal from Kristi Harrison (Appendix 2) to develop a survey tool and develop OCASA’s online program. This arose out of conversation she had with Kristi. It was acknowledged in her absence, that Kristi is no longer working at Centennial College.</p> <p>Discussion:</p> <ul style="list-style-type: none"> • Concerns were raised about conflict of interest given that Kristi was still currently on the Board of Directors, which made the discussion and/or decision prohibitive at this time. It was noted that Kristi’s qualifications make her an ideal candidate for future consideration. • In general, there was agreement that doing a survey was good as it could inform the work of CoP; however there was concern raised about the purpose of a survey – is it to inform OCASA first, partners second? What is our end goal? • In terms of cost, some felt that the proposed rates were steep giving our budgetary concerns at this time. <p>It was agreed that Diane should continue to develop a member survey, which will inform decisions around online program development. She will develop it herself, and if external resources are needed will return to the Board for budget considerations.</p> <p>It was also noted that future consideration for Kristi’s proposal might be given.</p>
7.	<p>Treasurer’s Report – Greg Murphy</p> <ul style="list-style-type: none"> • 2015 Audited Statements (Appendix 3): Greg reviewed the audited statements noting the following: Total revenues of \$261, 423 and total expenses of \$269,254 for a loss of \$7,831. Opening surplus for 2014: \$35,806 Closing surplus for 2014: \$38,930 The projected loss in the approved 2015 budget had been \$13,358.

	<p>Motion: To receive the Auditors Statements for 2015 and present them to the AGM on June 28. Moved: Greg Murphy Seconded: David Belford Carried</p> <ul style="list-style-type: none"> Finance Report – Revised Budget (Appendix 4) Greg presented the revised budget. Membership dues have continued to decline so paying members line has been adjusted to \$168,780. Sponsorships were also decreased fro \$10,000 to \$7,000. Under expenses, PD Program Development was changed to \$0 (this had been designated for external consultants). Professional fees for corporate legal consultation have resulted in an increase of \$1000, and the General Consultants line has increased by \$1,600. The net result is a loss of \$9,962 compared to the approved loss of \$9,342. Motion to approve the revised budget: Moved: Greg Murphy Seconded: Alanna McDonell Carried
8.	<p>Appointment of Delegate to the Pension Corporation – <i>Tabled until next meeting</i></p> <p>Resolution: Be it resolved that the OCASA Board of Directors appoints NAME as its delegate to the OCASA Pension Corporation.</p> <p>Other resolutions</p>
9.	<p>Adjournment Due to time, the meeting was adjourned at 4:40 pm to move into the OCASA Pension Corporation meeting.</p> <p>Moved: Janine Foster Seconded: David Belford</p>

Appendix 1

DRAFT for review with Board on June 26, 2016
Discussion with College Reps, evening of June 26, 2016

Sunday 7:15-9:00 pm (7:15 pm Report from the Board, start at 7:30 pm)
Board & College Reps/members

Introductions: Who are you, what is your day job, and what is one thing about your job that would surprise others?

Goals:

1. That members will leave viewing themselves as an OCASA ambassador, with a clear commitment for a specific action – and these will be different depending on your college and situation.
2. That OCASA will have clear action items to meet their ambassador needs, within a specific timeframe.
3. That we will identify top 3 strategic tactics/actions to meet our membership challenge, and build our product offerings.

Three key areas to explore:

1. Your OCASA Story
2. The newcomer's OCASA journey
3. The "Kit"

1. 15 min: Your OCASA Story – *If we don't know why we're members, or if we can't articulate it, then we really can't sell it. Make some notes quietly first, then share as a table group. Assign a scribe to capture the common themes.*

- I am an OCASA member because:
- The value I get from being a member is:
- I would encourage colleagues to join OCASA because:

10 min: Gather as a large group to share themes.

2. 15 min: The newcomer's OCASA story – *Someone has just joined OCASA – most likely on a complimentary membership. Or someone is looking at what OCASA has to offer. What do you think needs to happen in that first year, for those newcomers to becoming members or paying members? What do we want them to feel, think, say, do?*

10 min: Gather as a large group to share key items/experiences needed in first year.

3. The Kit – *What are the tools/products/experiences needed to help you to be an ambassador at your college?*

Have some chart paper around the room, so that ideas can be added to throughout the night. Keep this ready to go, so that, when earlier discussion makes suggestions that can fit on this list, they can be added along the way. This will also be a time when some will come up with a new way of thinking from a business model perspective. Greg is keen on selling conference seats in packages to colleges, for example.

We might even ask people to move to table groups depending on what they want to talk about:

1. Build the tool kit – for membership recruitment (paper, digital, etc.)
2. Build the essential products
3. Build the business model

Appendix 2

Kristi Harrison & Associates

668 Highview Road
Pickering, ON L1V 4W1

Proposal for OCASA (Ontario Colleges Administrative Staff Association) for Professional Development Offerings

About Kristi Harrison & Associates

Kristi Harrison is an educational leader and consultant with 29 years of experience in teaching and educational administration in the Ontario College sector. She has extensive knowledge of organizational learning, pathways and partnerships for program delivery, curriculum design and development, modes of learning, and quality assurance.

Background:

OCASA has offered a certification program in partnership with the University of Manitoba's Centre for Higher Education Research and Development (part of extended or continuing education, resulting in certificates of completion) to provide learning and development for college administrators. The collaborative program offered by University of Manitoba/OCASA resulted in the designation "CIS" upon completion. The CIS certification or Certificate in College Leadership & Management required completion of 8 courses: four were taken from existing University of Manitoba offerings, and four were developed by OCASA. Each course cost \$595. This program is currently suspended as the volume of OCASA participants was insufficient to guarantee required cohorts for University of Manitoba to offer and deliver the program.

Proposed Scope for Project:

Based on conversations with Diane Posterski, Executive Director – OCASA, the Board is exploring the possibility of changing, re-developing and re-branding its professional learning and development offerings, by offering an OCASA –based certification program of fewer courses at a lower price point.

As some good content already exists, the time line for re-development will be shortened where existing content can be modified and re-packaged.

The following proposal addresses a plan to achieve this goal.

Project Deliverables:

Kristi Harrison & Associates (KH & Associates), if engaged as the consultant for this project, proposes the following steps:

Phase 1:

1. Development of a needs assessment survey, to be disseminated using an electronic tool such as Fluid Surveys™, of OCASA members and past participants in learning offerings, to determine interest in certification and the content that would be relevant to their work as Ontario college system administrators.

2. Analysis of survey results, coded thematically that can guide content and price point decisions by the Board regarding future offerings.
3. Identification of potential system stakeholders who would endorse OCASA as the deliverer of high quality, relevant professional learning that would be valued by the college system.

Phase 2:

1. Identification of content for a new OCASA-branded certificate, specifying the number of required courses, and the content of these foundational courses. . Identification of a platform for delivery of these offerings in an electronic format (on-line delivery)
2. Identification of content areas that may be better suited to workshops, webinars and conference session modes of delivery.
3. Oversight of the course development process in collaboration with the Executive Director, to hire content/course developers, review course design for quality and meeting OCASA approval processes, and hiring of qualified instructors.
4. Development of content for program branding and marketing communications activity.

Timelines:

Phase 1:

1. Development of survey tool for administration by mid-September 2016.
2. Analysis of results by end of October 2016.
3. Proposed certificate content and pricing for Board approval in November 2016.

Phase 2:

4. Begin development process for offerings approved by the Board. Hiring course developers to begin November 2016.
5. Review and quality assurance of offerings, beginning in December 2016.
6. First course offering to be ready for January 2017, with all courses modules developed by March 2017

Costs:

Phase 1: \$3000.

Phase 2: \$4000.

(plus applicable HST costs)

Kristi Harrison

June 22, 2016

ONTARIO COLLEGE ADMINISTRATIVE
STAFF ASSOCIATION/ASSOCIATION
DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2015

INDEPENDENT AUDITOR'S REPORT

To The Members of:

Ontario College Administrative Staff Association/Association du Personnel
Administratif des Colleges de L'Ontario.

We have audited the accompanying financial statements of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario which comprise the statement of financial position as at December 31, 2015 and the statements of revenues and expenses for the year ended December 31, 2015 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Basis for Qualified Opinion

In common with many not-for-profit organizations which derive revenue from other income and events, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues and expenses was limited to the amounts recorded in the records of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario and we were not able to determine whether any adjustment might be necessary to the amounts reported.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario as at December 31, 2015 and the results of its statement of revenue and expenses for the year then ended in accordance with Canadian generally accepted accounting principles.

FREEMAN & LOURENCO LLP

A handwritten signature in black ink, appearing to read 'Douglas R. Freeman', with a stylized flourish at the end.

Douglas R. Freeman, Chartered Professional Accountant
Licensed Public Accountant
May 18, 2016
Oshawa, Ontario

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

STATEMENT OF REVENUE AND EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
Revenue		
Memberships	\$ 174,785	\$ 179,514
Interest Income	70	62
Other Income & Events	86,568	81,872
	<u>261,423</u>	<u>261,448</u>
Expenses (Schedule A)		
Recruitment Expenses	1,508	2,226
Communication Expenses	17,581	16,975
Member Service Expenses	101,892	83,386
Administration Expenses	148,273	155,737
	<u>269,254</u>	<u>258,324</u>
Excess Revenue Over Expense For The Year	(7,831)	3,124
Opening Surplus	<u>38,930</u>	<u>35,806</u>
Closing Surplus	<u>\$ 31,099</u>	<u>\$ 38,930</u>

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

SCHEDULE OF EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2015

(SCHEDULE A)

2015

2014

Recruitment Expenses

Recruitment Fund	\$ -	\$ 1,170
Promotional Products & Printing	1,508	1,056
	<u>\$ 1,508</u>	<u>\$ 2,226</u>

Communication Expenses

Translation	\$ 2,023	\$ 486
General	(49)	-
Consulting	12,631	10,954
Website	2,976	5,535
	<u>\$ 17,581</u>	<u>\$ 16,975</u>

Membership Services Expenses

Excellence Awards	\$ 2,395	\$ 1,937
PD Conference	68,732	59,200
AGM	9,857	8,342
Legal Consultation Services	16,898	10,212
Professional Development & Research	4,010	3,695
	<u>\$ 101,892</u>	<u>\$ 83,386</u>

Administration Expenses

Telephone/Fax	\$ 4,689	\$ 6,004
Bank Charges & Credit Card	2,398	2,518
Audit Fees	2,555	2,373
Printing	798	1,551
Postage/Courier	1,464	1,731
Wages and Benefits	117,655	124,492
Insurance	1,323	1,323
Office Supplies and Equipment	3,045	1,812
Travel and Mileage	6,047	6,180
Rent	7,970	8,478
Legal Fees	-	297
Miscellaneous Administrative	329	(1,022)
	<u>\$ 148,273</u>	<u>\$ 155,737</u>

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

2015

2014

ASSETS

Current

Bank	\$ 15,286	\$ 22,358
Investments (Note 3)	5,349	5,279
Accrued Receivable	17,557	17,293
Prepaid Expenses	<u>6,945</u>	<u>7,632</u>
	<u>\$ 45,137</u>	<u>\$ 52,562</u>

LIABILITIES

Current

Accounts Payable and Accrued Charges	<u>\$ 14,038</u>	<u>\$ 13,632</u>
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CAPITAL

Surplus	<u>31,099</u>	<u>38,930</u>
	<u>\$ 45,137</u>	<u>\$ 52,562</u>

Approved on Behalf of the Board:

Signature *Date*

Signature *Date*

**ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO**

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015

1. Incorporation/Purpose

The Organization was incorporated on September 30, 2008 for the purpose of pursuing and fostering the interests of its members as employees of Ontario Colleges by developing proficiency and professional excellence, developing and presenting a common position of issues and achieving through negotiation the best possible terms and conditions of employment.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not for profit enterprises and are in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

- (A) Capital expenditures are expensed when incurred and accordingly no depreciation is provided on these capital expenditures.

3. Investments

The Organization's short term investments consist of the following:

<u>Issue Date</u>	<u>Maturity Date</u>	<u>Rate</u>	<u>2015</u>	<u>2014</u>
May 28, 2015	May 28, 2016	1.30%	<u>\$5,246</u>	<u>\$5,146</u>

4. Financial Instruments

The Organization's financial instruments consist of cash, accounts receivable, investments, accounts payable and accruals. Unless otherwise noted, it is the directors opinion that the Organization is not exposed to significant interest rate or credit risks arising from its financial instruments, and that the fair values of its financial instruments approximate their carrying value.

**ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO**

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015

5. Statement of Cash Flows

A Statement of Cash Flow has not been prepared, as no additional meaningful information would be provided.

Appendix 4

ONTARIO COLLEGES ADMINSTRATIVE STAFF ASSOCIATION (OCASA/APACO)						
			Approved Budget 2016	Draft Revised Budget 2016		
		Membership Fee	\$ 290	\$ 290		
REVENUES					P&L todate May 31	
		Paying Members	620	582		
Memberships			\$ 179,800	\$ 168,780	\$ 70,164	
Retiree Members			\$ -	\$ -		
Interest Income						
Annual PD Conference:			\$ 75,000	\$ 72,000		
i	Registrations		\$ 65,000	\$ 65,000		
ii	Sponsorships		\$ 10,000	\$ 7,000		
"College Administrator" Magazine			\$ 2,000	\$ 2,000		
Other revenues:			\$ 7,000	\$ 7,000		
i	Training Revenues (CHERD)		\$ 1,500	\$ 1,500		
ii	Annual Sponsorships		\$ 4,000	\$ 4,000		
iii	Website advertising sales		\$ 1,500	\$ 1,500		
Total Revenues			\$ 263,800	\$ 249,780		
EXPENSES						
Member Support, Services and Provincial Representation:			\$ 1,950	\$ 1,950		
i	ACC/OCASA		\$ -	\$ -		
ii	CAAT Pension		\$ -	\$ -		
iii	Insured Benefits Cttee/		\$ 750	\$ 750		
iv	Retiree Benefits Cttee		\$ 200	\$ 200		
v	CollegesOntario Conference		\$ -	\$ -		
vi	Other (CoP Working Group)		\$ 1,000	\$ 1,000		

Member Services:			\$ 18,750	\$ 18,750	
i	Legal Consultations		\$ 14,000	\$ 14,000	
ii	Excellence Awards		\$ 400	\$ 400	
iii	Members' Bursary		\$ 2,000	\$ 2,000	
iv	Research		\$ 750	\$ 750	
v.	Website/Technology		\$ 1,600	\$ 1,600	
Professional Development:			\$ 71,600	\$ 71,600	
i	Annual PD Conference		\$ 69,000	\$ 69,000	
ii	Members		\$ 2,000	\$ 2,000	
iii	Staff and Board		\$ 600	\$ 600	
General Meetings:			\$ 9,400	\$ 9,400	
i	Annual Business Meeting		\$ 9,400	\$ 9,400	
ii	Exec & Board meetings		\$ -	\$ -	
Recruitment:			\$ 6,000	\$ 6,000	
i	College Visits		\$ 1,000	\$ 1,000	
ii	Recruitment Fund Grants		\$ 3,000	\$ 3,000	
iii	Recruitment materials/produ		\$ 2,000	\$ 2,000	
iv					
Other Marketing/Communications:			\$ 12,900	\$ 14,500	
i	General Consultants		\$ -	\$ 1,600	
ii	College Administrator Magaz		\$ 11,400	\$ 11,400	
iii	Translation Services - gener		\$ 1,000	\$ 1,000	
iv	Other (Design)		\$ 500	\$ 500	
TOTAL Member Support, Services and			\$ 120,600	\$ 122,200	
Office and Administration:					
	Executive Director (Sal & Be		\$ 88,492	\$ 88,492	\$ 81,684
	PD Program development		\$ 21,000	\$ 5,000	
	Administrative Support		\$ 17,000	\$ 17,000	
	CRA		\$ 5,000	\$ 5,000	
i	Office personnel		\$ 131,492	\$ 115,492	
ii	Premises Costs (includes ins		\$ 10,000	\$ 10,000	
iii	Bank Services		\$ 1,000	\$ 1,000	
iv	Telecommunications		\$ 4,200	\$ 4,200	
v	Professional Fees (Legal; Au		\$ 2,500	\$ 3,500	
vi	Postage/Courier		\$ 700	\$ 700	
vii	Printing		\$ 200	\$ 200	
viii	Travel Misc.		\$ 250	\$ 250	
ix	Supplies and Other		\$ 1,500	\$ 1,500	
x	Furniture / Equipment		\$ 500	\$ 500	
	Telephone system				
	furniture				
	Sound equipment				

xii	Miscellaneous	\$ 200	\$ 200		
Committees:					
i	Executive				
ii	Awards				
iii	Communications				
iv	Finance & Audit				
v	Personnel				
vi	Professional Development				
vii	Research				
TOTAL Office and Administration:		\$ 152,542	\$ 137,542		
TOTAL Expenses		\$ 273,142	\$ 259,742		
NET IMPACT on RESERVES		\$ (9,342)	\$ (9,962)	(3,154)	

Starting Surplus Jan 1, 2014	\$ 35,806
Starting surplus Jan 1, 2015	\$ 38,930
starting surplus Jan 1, 2016	\$ 31,099

Bottom line,
Reduced
salaries