

Board of Directors Meeting
Friday, August 24, 2012
Teleconference/Video Conference

Toll free **1.877.394.5901**
 Local 416/905 **1.416.548.6023**

Participant code: **9243517#**

Adobe Connect:

<http://ocasa.adobeconnect.com/boardaug24/>

	Name	Region/College	Term	
1.	Rick Helman	East, Loyalist	2009	2013
2.	Rob Kardas	West, Lambton	2010	2013
3.	David Belford	West, Fanshawe	2011	2014
4.	Alanna McDonell	East, Algonquin	2011	2014
5.	Riley Burton	North, Confederation	2011	2014
6.	Chantal Thiboutot	East, La Cité Collégiale	2011	2014
7.	Bridget Woodcock	Central, Humber	2012	2015
8.	Krista Pearson	North, Sault	2012	2015
9.	Greg Murphy	East, Durham	2012	2015

Regrets

	Susan Atkinson	Central, Sheridan	2010	2013
	Jane Cooper	West, Mohawk	2012	2015
	Chris Fliesser (Past President)	West, Fanshawe	2009	2013
	Rob Kardas	West, Lambton	2010	2013

Time	Agenda Item #	Agenda Item	Resources
1:00 pm	1.	Call to Order/Introductions/getting organized Chair: Rick Helman, President	
	2.	Approval of the Agenda	
	3.	Approval of the Meeting Minutes of Monday, June 25, 2012.	Draft Meeting Minutes (attached)
1:15 pm	4.	Election of officers President: Rick Helman Vice President: Secretary: Treasurer:	
1:30 pm	5.	Strategic Priorities Discussion: <i>Goal: to confirm/update Strategic Priorities, Goals and Strategies</i> Items to be included in discussion: <ul style="list-style-type: none"> • Environmental Scan • Reviewing Strategic Priorities • Confirming Goals, Strategies • Setting targets 	<ul style="list-style-type: none"> • Strategic Plan • Accomplishments to date (from June meeting) • OCASA Concept Map • Environmental Scan • Planning worksheet
2:45 pm	6.	Board Business <ul style="list-style-type: none"> i. Policy ii. Expectations of Board members iii. Committee membership iv. Review of board resources online 	
3:00 pm	7.	Adjournment	

SWOT Analysis

Strengths of OCASA

- system-wide representation, at local colleges, provincial committees, CAAT committees
- expertise in wide array of areas within our membership
- flexibility of an association, little bureaucracy
- positive relationships with Colleges Ontario, College Employer Council and some presidents
- network
- some history now in system

Weaknesses of OCASA

- limited resources (staff and finances)
- low awareness about OCASA in some colleges
- membership is <40% (little change)
- viewed as “other employee group”
- Lack of system recognition/support
- No new ASAs have formed

Opportunities for OCASA

- increasing turnover: new hires recruitment
- reach non-members with resources – relevancy
- identify unique needs that OCASA can serve; niche marketing
- provide resources to newer admin in system
- increasing retiree pool for resources
- admin looking for resources, mentoring, help – OCASA can be “go to” for identified areas.
- Provide opportunities for volunteering/engagement
- Maybe OCASA needs to worry less about what system thinks, and focus more on what members want/need – create strong niche offerings

Threats for OCASA

- OCASA seen as irrelevant with “old” view
- Competition for PD dollars and offerings
- Other community groups offering network and collegiality make OCASA redundant
- Challenge to keep up with retiring members
- Turnover resulting in loss of OCASA memory/loyalty at some colleges; no “champion” on campus

PEST Analysis

Political Factors

- Public sector attention, re: pensions / Wage restraint
- Visioning exercise with MTCU – possible changes to college positioning/programming
- University/college differentiation
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-
-
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Economic Factors

- Ontario deficit/budget/wage
- “Recession”
- Restructuring in colleges due to economic downturn
- Funding challenges
- Difficult to recruit into academic management
- Competition for membership \$\$s
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Socio-cultural Factors

- Demographic shifts in workforce to younger generation, with different expectations about work & career:
 - What’s in it for me?
 - How will you help my career?
 - What’s the experience/cause?
 - How can I get involved?
- People are working long hours, many demands – less time for volunteering
- Sense of “membership” is evolving with social media/internet communities
- Increasing retirements
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Technological Factors

- Impact on the classroom and workplace
- rapid rate of change
- wide range of use (from little to extensive) in admin group (personal & professional)
- social networking is now an area of expertise
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Membership based associations: trends & future considerations

All notes are taken from, Sladek, Sarah L. The End of Membership as we Know It. (ASAE: The Center for Association Leadership, 2011)

Younger people seek and demand:

- a return for membership, including tangible member services,
- high levels of accountability,
- identifiable career advantages,
- a sense of professional community and
- opportunities to serve within the association.

With technology and demographic shifts:

Associations need to be able to prove beyond a doubt that membership provides a return on investment to their members -Even the concept of the transactional membership – paying dues for access to member benefits – is under question.

Association must-haves:

Niche: define your niche, you can be all things to all people

“In a world with more access to information and more competition than ever before, your association needs to be the go-to resource for one audience. You need to set yourself apart as the “expert,” providing ample resources in your area of expertise, thereby making it easy for those who need you to find you and to find value in joining your association.

Culture: Culture has an impact on how effective your association is at recruiting and retaining members and generating revenue.

Here's why it matters: *Younger generations are driven by personal happiness... and won't engage in a culture that isn't open to them....They expect a great experience and want to affiliate themselves with a great cause.*

Dues: *In the coming years, your association will have to answer less to people who willingly pay dues “because it's the right thing to do”: and more to people who continually ask, “What's in this for me?” This means your association continually will have to prove its worth.*



It's about marketing:

What does your association do?

Younger people want to be inspired to make a difference (they want a cause)

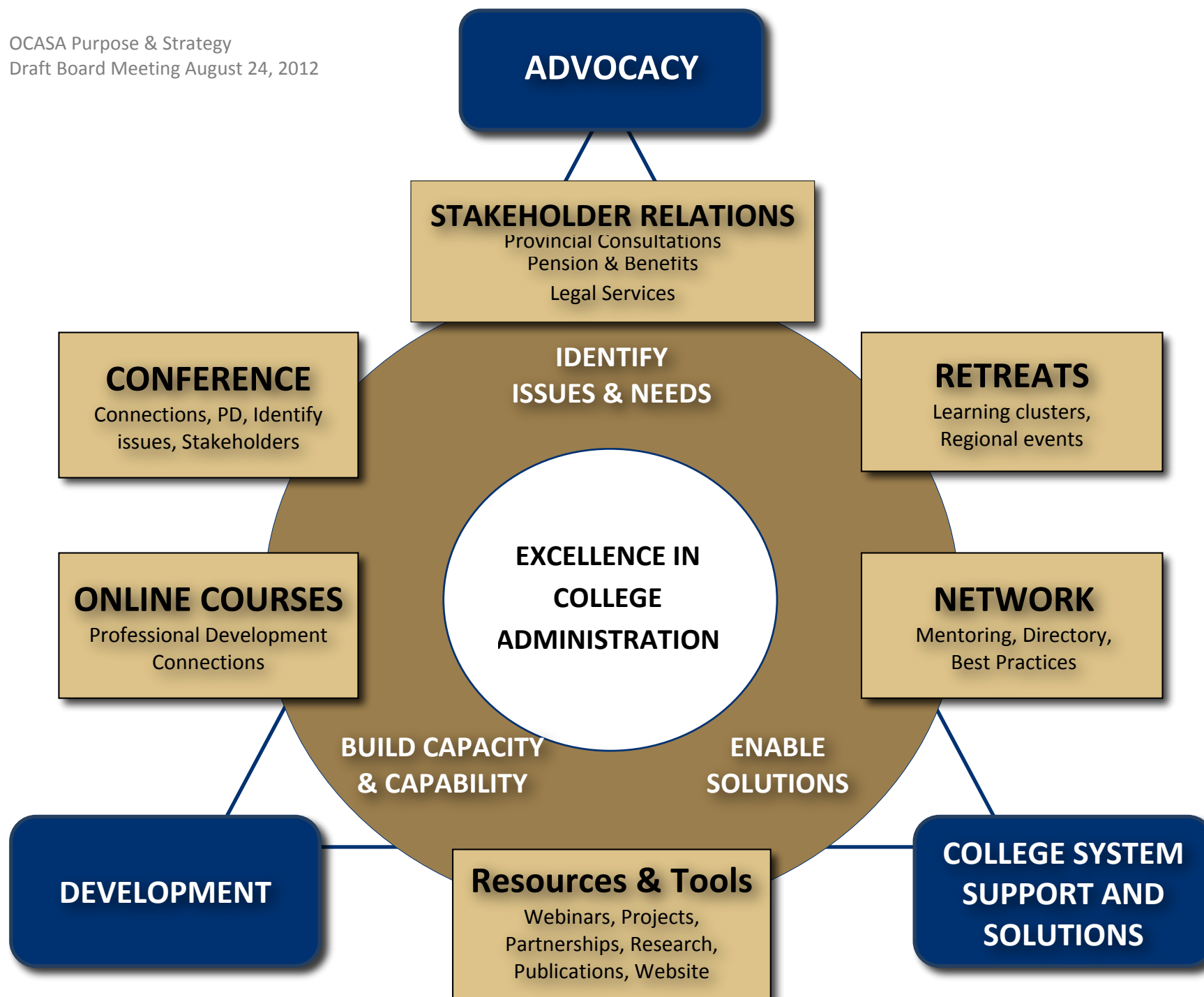
Never make a habit of citing “networking” as a member benefit – it is an activity that may result from joining, but it is not exclusive to your association. When talking about your association does, make sure it’s meaningful, unique, and motivates people to take action.

How does your association add value to the lives of your members?

We need to ask members this question, and make it known, and help our members to articulate it as well.

What's the cost-to-value ratio?

What is the return on investment members receive for paying dues?





Strategic Plan 2011- 2015

Revised November 17, 2011

Vision

Your partner in administrative excellence.

Mission

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

Values

OCASA is committed to:

- + Professionalism
- + Excellence
- + Integrity
- + Collegiality

Strategic Priorities

Guided by our values and driven by our mission, OCASA is committed to five Strategic Priorities.

Strategic Priorities	Leadership	Professional Excellence	Community Building	Advocacy	Sustainability
Goals	Critical discourse on relevant issues positively influences the system.	The system embraces administrative excellence as a core value.	OCASA's active professional community is representative of the provincial administrative group.	The system recognizes the value and professional contributions of administrative staff at all levels.	OCASA provides exceptional member value that is supported by social, economic and environmental responsibility.
Strategies	<ul style="list-style-type: none"> • Create forums for critical discourse • Identify key areas for leadership opportunities • Invite stakeholders to engage in discussion 	<ul style="list-style-type: none"> • Support, encourage and develop opportunities for professional growth • Promote programs that are accessible system-wide • Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices) 	<ul style="list-style-type: none"> • Build awareness of OCASA's value within the college system • Encourage and support local Administrative Staff Associations • Build collaborative relationships with senior management at colleges 	<ul style="list-style-type: none"> • Develop external partnerships that enhance professional excellence • Identify and provide an informed voice on key advocacy issues 	<ul style="list-style-type: none"> • Ensure member services provide high value and are easily accessible • Commit to highest ethical and professional standards for board, staff and members • Establish policies and procedures that ensure sound business practices • Build environmental principles into business plans and operations

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Strategic Priority	Leadership			
Goal	Critical discourse on relevant issues positively influences the system.			
Strategy	Activity	Responsibility	Notes/results June, 2012	Timeline
<ul style="list-style-type: none"> • Create forums for critical discourse 	1. Identify webinars/ online meetings for specific leadership areas: i.e. new deans; succession planning, mentoring. Develop these following the conference in particular.	PD Committee/ED	<ul style="list-style-type: none"> ✦ Still in progress, will come out of conference, and mentorship program. ✦ Will be included in conference evaluation. 	
<ul style="list-style-type: none"> • Identify key areas for leadership opportunities 	2. Find out what members are doing that is cutting edge, innovative, leading. Explore opportunities to showcase this and engage members/stakeholders.	ED	<ul style="list-style-type: none"> ✦ Not started. ✦ Idea: link these people once identified to our blog. Invite them as guest bloggers. ✦ Will be included in member survey and conference evaluation 	
<ul style="list-style-type: none"> • Invite stakeholders to engage in discussion 	3. LinkedIn discussion 4. Video of outgoing presidents		<ul style="list-style-type: none"> ✦ Video of outgoing presidents completed and being launched at conference. Will be posted on line as well. ✦ video of partners for new hires program (Linda Franklin; Don Sinclair, Derek Dobson) underway. 	

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Strategic Priority	Professional Excellence			
Goal	The system embraces administrative excellence as a core value.			
Strategy	Activity	Responsibility	Notes	Timeline
<ul style="list-style-type: none"> Support, encourage and develop opportunities for professional growth 	1. Offer monthly OCASA Webinars on relevant issues	PD Committee/ED	ED has been planning these to date. Since Jan.: <ul style="list-style-type: none"> January: Compensation Program (Council/Kroon) February: Insured benefits Retirees (Council) March: Legal: Reorganization - managers' rights & responsibilities (Nelligan) April: Legal: Baby Boomers and Beyond (Nelligan) April: Strategic Planning & Business Planning I - Preview for Online Certification Course (Dominique Giguère) Roughly 75-100 members have attended these webinars since January.	
	2. Explore & develop Mentorship Program	PD Committee	<ul style="list-style-type: none"> Steering committee formed. Steps taken to develop a guide and online resources with plan to pilot in fall 2012 and full launch in 2013. 	
<ul style="list-style-type: none"> Promote programs that are accessible system-wide 	3. Certification/On-line learning	PD/Certification Committee	<ul style="list-style-type: none"> Three new courses have been developed: Conflict Resolution, Innovation in Administration, Strategic/Business Planning I Strategic/Business Planning II will be developed for the Fall 2012 or Winter 2012 	
	4. Provide links to other relevant events/webinars	Executive Director, in consultation	No action to date.	
<ul style="list-style-type: none"> Develop and identify avenues that encourage 	5. Explore regional events	Executive Director	Only casual conversations to date.	

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and support a professional network (i.e. sharing of best practices)	6. Identify networking “tool” that will work for OCASA members.	Executive Director	<ul style="list-style-type: none"> ✦ Working on online searchable member directory that will also enhance new hires initiative. ✦ Without resources, LinkedIn has been fledgling and might not serve us fully. Still need to determine key communication needs.
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Strategic Priority	Community Building			
Goal	OCASA’s active professional community is representative of the provincial administrative group.			
Strategy	Activity	Responsibility	Notes	Timeline
<ul style="list-style-type: none"> • Build awareness of OCASA’s value within the college system 	1. Promote trial opportunities for OCASA membership: webinars; trial course; complimentary membership for new hires.	ED/Various committees	<ul style="list-style-type: none"> ✦ Non-members may access online courses once during 2012. Three non-members did enroll in one spring course on a trial basis. One has since joined OCASA. ✦ Complimentary membership program, Colleges 101 is in development to be launched Sept. 1, 2012 ✦ Members can invite non-members to join them for a webinar. 	
	2. Revamp best practices and “minimum” practice for an active ASA; build website presence of ASAs on OCASA site.	ED/Board	<ul style="list-style-type: none"> ✦ Some materials online, still more work to do. Need to do more work to connect ASAs together. ✦ Difficult getting new ASAs up and running. 	
<ul style="list-style-type: none"> • Encourage and support local Administrative Staff Associations 	3. Provide regular (every 2-3 months) conference calls for college reps, and develop connections between ASAs.	ED/President	Conference calls for reps held in February and April of 2012. Eleven (11) colleges participated in the February call; and nine (9) colleges in the second with a total of 13 colleges in attendance. Good form of communication to complement emails. Those who participate express value.	

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<ul style="list-style-type: none"> • Build collaborative relationships with senior management at colleges 	4. Develop communications with senior leadership teams – provide “information” to them; communicate value to them.	ED/Board to determine research areas.	<ul style="list-style-type: none"> ✦ OCASA has included senior management in key communications, including ministry advocacy, salary compression data. ✦ Presidents and HR executives have been included in information updates about PD development, requesting their input. ✦ Materials were sent to Presidents and HR directors about Colleges 101 (new hires program). ✦ ED met with HR Director at Durham College June 20.
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Strategic Priority	Advocacy			
Goal	The system recognizes the value and professional contributions of administrative staff at all levels.			
Strategy	Activity	Responsibility	Notes	Timeline
<ul style="list-style-type: none"> • Develop external partnerships that enhance professional excellence 	1. Develop sponsorships that support the work of OCASA and its members.	Board & ED		
	2. Develop a framework for supporting academic pathways of members	Task Force to look at this issue	No action to date.	
<ul style="list-style-type: none"> • Identify and provide an informed voice on key advocacy issues 	3. Develop introductory communications for use with industry/ ministry officials.	ED/Communications	<ul style="list-style-type: none"> ✦ College Admin profile developed with PR fir, Redbrick Communications. This will be a living document that can be used in a variety of ways. ✦ Further advocacy work was accomplished: Pre-budget Submission; Follow-up letter to Ministers of Finance and MTCU in response to Budget; Presentation to Standing Committee on 	

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			Finance and Economic Affairs as part of public consultation around Bill 55.
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Strategic Priority	Sustainability			
Goal	OCASA provides exceptional member value that is supported by social, economic and environmental responsibility.			
Strategy	Activity	Responsibility	Notes	Timeline
• Ensure member services provide high value and are easily accessible	1. Complimentary membership to new hires	Member Engagement working group	<ul style="list-style-type: none"> Focus groups were run; parameters of program confirmed, communication materials in development for College Reps/HR discussion Will launch as part of COLLEGES 101 program, September 2012 	
	2. Annual membership survey	ED in consultation with Board?	No action to date: planned for end of August 2012	
• Commit to highest ethical and professional standards for board, staff and members	3. Review and update governance policies: confidentiality; conflict of interest;	Governance Committee?	Two policies are being brought forward to Board: Confidentiality for Board, and staff; Conflict of interest for Board	
	4. Promote statement of professionalism to members.	ED/Communications	On website, but no specific action to date.	
	5. Review of Executive Director position, updating job description and reviewing compensation plan.		JFS has been updated; has been re-evaluated as part of process to determine best comparisons and compensation program.	

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<ul style="list-style-type: none">• Establish policies and procedures that ensure sound business practices	6. Develop financial plan that builds reserves	Finance/Audit Committee	No action to date: Waiting for new treasurer.
<ul style="list-style-type: none">• Build environmental principles into business plans and operations	7. Develop policy statement that is engaged by all committees in their planning.	Board	No specific action to date, but informally considered in conference planning, etc.

Strategic Priorities Worksheet

Strategic Priorities	Goals	Confirm Key strategies	Target	Evaluation
Leadership				
Professional Excellence				
Community Building				
Advocacy				
Sustainability				