

OCASA Board of Directors Meeting

Thursday, November 17, 2011

9:30 am

Approved Meeting Minutes

<i>Present</i>	
President: Rick Helman, Loyalist College	Vice President: Sheryl Furlonger, Confederation College
Secretary: Mary Lou Rainville, Canadore College	Past President: Chris Fliesser, Fanshawe College
Director: Susan Atkinson, Sheridan College	Director: Bob Eichvald, George Brown College
Director: David Belford, Fanshawe College	Director: Rob Kardas, Lambton College
Director: Riley Burton, Confederation College	Director: Alanna McDonell, Algonquin College
<i>Resource</i> Diane Posterski, Executive Director, OCASA	<i>Regrets</i> Director: Chantal Thiboutot, La Cité collégiale
<i>Resigned</i> Treasurer: Robert Bentzen, Cambrian College	

Agenda Item #	Agenda Item
1.	Call to Order/Welcome Chair: Rick Helman, President
2.	Approval of the Agenda Motion: That the Agenda be approved as circulated: Moved: Chris Fliesser Seconded: David Belford Carried
3.	Approval of the Meeting Minutes of Monday, August 22, 2011 Motion: That the Meeting Minutes of Monday, August 22, 2011 be approved. Moved: Mary Lou Rainville Seconded: Alanna McDonell Carried
4.	Committees Updates/Recommendations (Appendix 1): i. Strategic Plan/Priorities Alanna McDonell reviewed the work done by the working group. Discussion: members liked the revised language; the "5 pillars" will also help to underpin or drive all of our efforts; priorities are clear and will provide a framework.

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Motions: That the Strategic Plan be updated as proposed, with the following amendments:

Under revised Values statement, last line will read: Collegiality (replacing collaboration)

Moved: Mary Lou Rainville

Seconded: Alanna McDonell

Carried

Action: Diane Posterski will update the website, and any other relevant documents. Members and stakeholders will be notified as well.

ii. Member Engagement Working Group

Rob Kardas reviewed the proposal for a New Hires strategy.

Discussion:

- Generally, there was a positive response to the complimentary membership proposal for new hires, particularly noting the value of the network to new hires, and the difficulty in recruiting them in a timely manner.
- Significant discussion addressed the interests of three key groups: new hires coming into the system, current non-members and current members.
- While value of complimentary membership was clear for new hires, there was concern that others would feel excluded, or that the program would be unfair to them.
- Various options were considered, but the Member Engagement Working Group had concerns about their time available to work on any strategy beyond the new hires strategy.
- It was also noted that in a few years time, this strategy will seem normal, and it is just during the introductory period that considerations might be made.

That the New Hires Strategy (complimentary membership to new hires for one year) be approved in principle, and that the Member Engagement Working Group continues to develop an implementation plan as outlined in the proposal. Strategies addressing other segments within the administrative group will be addressed in future phases as time permits following this project.

Moved: Riley Burton

Seconded: Bob Eichvald

Carried

iii. Awards Committee

That all recommendations be approved, including:

- Volunteer Recognition Award: the criteria be relaxed to include any OCASA involvement, including Board membership.
- Research Award: research options for expanded recognition of research by college administrators be explored in 2012
- Student bursary awards: that geographical lines be dropped so that everyone is in one

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	<p>common pool</p> <ul style="list-style-type: none"> New awards: That an emerging leader award and a lifetime achievement award continue to be developed for 2012, or as time permits. <p>Discussion: a brief discussion confirmed acceptance of the recommendations from the Awards Committee.</p> <p>Moved: Alanna McDonell Seconded: Rob Kardas Carried</p> <p>iv. Professional Development Committee</p> <p>Mary Lou Rainville reviewed recent work of the PD Committee, with a focus on a mentorship program. The draft survey was presented for Board input.</p> <p>Discussion:</p> <ul style="list-style-type: none"> There was general agreement that a mentorship program would bring real value to members. There was support for the survey with a few revisions to ensure it has broader application to other research we might conduct. It was suggested that the size of college and regional location be included in the member profile portion. <p>Motion: That the PD Committee continues to research and develop a mentorship program, starting with a member survey as proposed in January 2012.</p> <p>Moved: Mary Lou Rainville Seconded: Rob Kardas Carried</p> <p>Motion: That the committee reports be received. Moved: Alanna McDonell Seconded: Mary Lou Rainville Carried</p>
5.	<p>Executive Report (Appendix 2)</p> <p>Rick Helman reviewed the Executive Report.</p> <p>The Executive had put forward a motion about providing non-members limited access to the online certification courses after which membership would have to be confirmed (up to two courses). This generated significant discussion and varying opinions:</p> <ul style="list-style-type: none"> There is already the perception that one can enjoy the benefits of OCASA without joining – this would extend this belief. And make it difficult to recruit members. Opening the program would build bridges with college stakeholders (including HR) and expose non-members to OCASA as well as OCASA's commitment to providing excellent education. <p>At this point in the meeting, thought a quorum existed, three members had left the meeting, and two members were absent. Therefore, it was agreed that the vote would be conducted by</p>

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	<p>email. Of those present, four voted “no” and one voted “yes” in support of the recommendation.</p> <p>Motion: That the Executive Report be received Moved: Alanna McDonell Seconded: Chris Fliesser Carried</p> <p>Action: Diane Posterski will forward the vote by email to members.</p>
6.	<p>Treasurer’s Report (Appendix 3):</p> <ul style="list-style-type: none"> i. 2012 Draft Budget ii. Audit <p>Rick Helman stepped in as Acting Treasurer, noting the recent resignation of Robert Bentzen from the board. He also proposed a motion:</p> <p>Motion: That Robert Bentzen be recognized and thanked for the time and expertise he has offered to the Board of Directors and the Executive Director in recent months, both as a board member and as a member-at-large. His assistance on technical and IT matters has been invaluable, as well as his guidance in budget preparations.</p> <p>Moved: Chris Fliesser Seconded: Bob Eichvald Carried</p> <p>Rick then provided an overview of budget, noting the forecast to December 31, 2011. One noteworthy item included a member fee increase to \$290/annum beginning April 1, 2012 (up from \$265/annum). This reflects the increased cost of doing business, support needed for programming and a steady member fee for the past few years. Other sources of revenues were also increased to help offset the increasing expenses. OCASA does not increase member fees each year.</p> <p>Motion: That the 2012 Budget be approved, with Total Revenues of \$268,765 and Total Expenditures of \$262,422 for a surplus of \$6,343.</p> <p>Moved: Rob Kardas Seconded: Riley Burton Carried</p> <p>Motion: That the Treasurer’s Report be received. Moved: Alanna McDonell Seconded: Bob Eichvald Carried</p>
7.	<p>Business Development: Sponsorships, partnerships, potential revenue sources</p> <p>Rick Helman introduced the discussion of identifying other sources of revenue. He also presented the idea that each Board member might reach out to one contact/partner that could be a potential sponsor for OCASA.</p> <p>It was noted that current sponsors do secure web space on our website.</p> <p>Another idea suggested was partnering with a bank that could offer financial services/advice to members. Rob Kardas agreed to explore that idea further with local contacts.</p>

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	<p>It was agreed that everyone would try to find a partner, and would let Diane Posterski know of their progress.</p> <p>Diane Posterski also noted that she was in the process of updating the media/sponsors kit and would have that available shortly.</p>
8.	<p>New Business: External Relations</p> <p>Rick Helman led the discussion, looking for direction from the Board regarding advocacy efforts, specifically around the Ontario budget and Bill 16 Public Wage Restraint.</p> <p>Discussion:</p> <ul style="list-style-type: none"> • Two key areas were identified: College funding in general (a well-funded system is desirable) and administrative salaries • It was agreed that OCASA should engage in advocacy efforts adhering to the following principles: <ol style="list-style-type: none"> 1. OCASA should align itself with Colleges Ontario/CoP in their messaging around college funding 2. OCASA should develop messaging that reaches CoP and Ministry of Finance/MTCU highlighting the value of college administrators and the shortfall in actual outcomes of the legislation, particularly noting employees groups that have not been frozen during this period. <p>Action: Diane Posterski will set up meetings with Linda Franklin and Don Sinclair to consult regarding an advocacy plan and messaging.</p>
9.	<p>Next meeting: Friday, February 10 at 9:30 am</p> <p>This meeting will be extended to two hours. Diane will send out the calendar notification.</p> <p>Ronda will be sending out webcams for those who need one so that we can web conference.</p> <p>Adjournment</p> <p>Motion: Rob Kardas</p> <p>Second: Alanna McDonell</p>

Tasked by the Board to review the priorities, language and format of the strategic plan, Alanna McDonell, Chantal Thiboutot and Diane Posterski met over three meetings. Below represents their recommended changes, including consideration of changes to the mission statement and values statement. This is a working draft and working document, which can be updated annually. Feedback is welcome to finalize the document for 2012. This presentation is for discussion purposes only.

Strategic Plan 2011- 2015

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**
- **Collaboration (that builds partnerships)**

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

Member Engagement Working Group Proposal to the Board of Directors

Recruitment

Current Situation:

- Membership growth in OCASA is not keeping pace with growth in system administration (OCASA has 730 members, while system-wide administration is now approaching 2,400).
- Local college reps have less time available for recruitment of new hires, especially where no ASA is in place.
- Retirements are expected to increase in the next five years, resulting in an increase in new administrative hires.
- The loss of OCASA members through retirement means:
 - fewer members recruiting colleagues
 - decreasing memory of OCASA's value since its inception

Desired Situation:

- That OCASA membership not only keeps pace with system-wide growth, but also reaches a majority level. Ideally, OCASA membership would be the norm
- That recruitment would be well orchestrated, be seen as a positive initiative by HR/College, and that many members would be engaged in supporting this initiative
- That new hires become members quickly, and remain members
- That member retention remains high

Potential barriers:

- obtaining cooperation of HR departments (distribution of materials, sharing lists)
- limited resources available to execute a recruitment plan
- timeline needs to be quick

Recommendations:

That a new hires strategy be implemented as outlined in the attached *New Hires Recruitment Implementation Plan*

New Hires Recruitment Implementation Plan – Working Plan

Phase I: Recruitment Plan Development November 2011 – April, 2012				
Objective	Tasks	Deadline	Responsibility	Costs/resources required
1. Expand Committee	Invite (up to 5) current members to join existing working group.	<ul style="list-style-type: none"> November 1, 2011 	Diane will invite from college reps and new members.	
2. Canvass HRCC and CoP for their response and potential support for program.	Contact ACC reps for initial contact, then to full committees.	<ul style="list-style-type: none"> December 1 	Diane/Rick Helman	
3. Consult with local ASAs/college reps about support and implications	Set up conference call in November with college reps; email with agenda ahead of time; request written submissions if not able to attend meeting.	<ul style="list-style-type: none"> October 26 	Diane	
4. Identify key products/services to be offered in first year	1. Conduct research to identify key services needed by newer admin (informal/formal focus groups, surveys)	<ul style="list-style-type: none"> November 30 for focus groups and summary notes 	Committee members to conduct local focus groups Diane to prepare framework for discussion ASAP.	
	2. Review research and identify products/ services	<ul style="list-style-type: none"> December 16, 2011 	Committee	

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	to be developed			
	3. Develop products/services as identified in research (might include webinars, expert contact list, online resources)	<ul style="list-style-type: none"> • April 1, 2012 	Committee OCASA office	
4. Develop Recruitment Communications plan: new hires	1. Review all current recruitment materials (print & electronic) for interim recruitment. Update as needed based on committee discussions.	<ul style="list-style-type: none"> • December 1, 2011 		
	2. Identify key contact points for new hires recruitment plan (i.e. type, who, frequency, etc.)	<ul style="list-style-type: none"> • January 30, 2012 		
	3. develop print and electronic materials to support recruitment plan	<ul style="list-style-type: none"> • April 1, 2012 		
	4. identify key influencers at each college willing to connect with new hires for recruitment purposes	<ul style="list-style-type: none"> • February 28, 2012 		
	5. Develop communications in support of education about OCASA's history/role	<ul style="list-style-type: none"> • April 1, 2012 		
6. Revise application process	1. Review application forms (print/online) and develop member profile portion of form (page 2) (online & hard copy)	<ul style="list-style-type: none"> • December 1, 2011 	Diane will work with online registration consultant and with Ronda for updating hard copy.	

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	2. Determine information to be collected at this stage (member profile)	• January 30, 2012		
	3. Determine process for complimentary membership application	• February 28, 2012		
7. Develop Recruitment Communications plan: stakeholders		• April 1, 2012		
8. Develop membership conversion plan		• April 30, 2012		
		•		

Phase II: Recruitment Plan Implementation April 2012 – August, 2012				
Objective	Tasks	Deadline	Responsibility	Costs/resources required
Implement Communications Plan: Stakeholders (members, HR, etc.)		April 1, 2012		
	Distribute all hard copy materials as required			
Implement new hires recruitment (free membership)		May 1, 2012 OR June 1, 2012?		

Recommendations/Considerations from the Awards Committee (October 19, 2011)
Chair: John Guilfoyle, Retiree, Mohawk College

In bold are the recommendations for consideration. At time of preparing this report, college reps were being consulted in teleconference calls for their feedback on the two recommended awards. That feedback will be reported at the Board meeting.

1. next steps/recommendations to the board as follows:
 - a. Excellence Awards: No recommendation to board required, but following actions:
 - i. Keep one application form for both awards, simply conferring the Doug Light in any year that a worthy recipient emerges.
 - ii. Continue to canvass college presidents, HR directors and college reps, starting in October. Receive all nominations and let the committee screen the nominations.
 - iii. Any administrator may be nominated, but as a condition of accepting the nomination, the administrator must be/become an OCASA member before the nomination moves forward.
 - iv. Post online former recipients online with a paragraph description.
 - v. Set nomination deadline for March 31, with announcement by April 30.
 - b. **Volunteer Recognition Award**: Recommend to the board that the criteria be relaxed to eliminate the exclusion of executive committee involvement.
 - c. **CMU-OCASA Research Award**: Recommend to the Board that this be reviewed over the next year to consider the following:
 - i. an OCASA sponsored research award, that includes any higher education institution, and is given only to a college administrator. Research would need to be done to ascertain an effective nomination process, and interest. This might include CMU as one institution that can nominate a research project.
 - ii. a review of the CMU award and the fact that it is conferred to anyone. There is interest in giving this only to administrators. This might be a moot point if the entire research award program is revamped.
 - d. **Student Bursary Awards**:
Recommend to the board that four awards simply be drawn for the entire pool, not based on geographic region.
 - e. **Service Recognition Awards**: The name on the actual award recently stated: Service Appreciation Certificate. This needs to be consistent. Ask the board for the best title.

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Awards Committee Report

f. **New awards:**

- i. **“emerging leader award” for someone in admin for 5 years or less (also the “rookie of the year” analogy)**
- ii. **“Lifetime achievement/college administration achievement award” for someone who is approaching retirement, and has had a positive effect on the college environment and goals over their career. This would be open to anyone at any payband level.**

**Professional Development Committee
Report/Recommendations to the Board**

Chair: Mary Lou Rainville

Strategic directions discussion

The discussion at the last meeting focused on a mentorship program, noting the following comments:

- we need a strategic focus
- we need to know what currently exists and what is needed
- possible needs include skills expertise, experience in the system and in a role
- it would be great to have support of CoP, and other stakeholders
- it would be useful to have a framework for mentoring worked out
- this fits in with the issue of succession planning, and ongoing support in roles
- we considered possible barriers, including “competitiveness” of colleges, cost of program, and limited resources of OCASA
- it needs to bring value-added to OCASA membership and to the colleges
- a survey of members would tap into real need and demand to help develop a program (and help to promote the initiative)

Recommendation to the Board:

That a survey of members be executed to determine their interest and need for a mentorship program. Sample survey is included for feedback.
The survey would be run starting January 2012.

Mentorship

Welcome

OCASA is exploring the implementation of a mentorship program for OCASA members and we need your feedback. Using the basic definition below, please answer the survey questions thinking about your own experience.

Mentor:

1. a wise and trusted counselor or teacher.
2. an influential senior sponsor or supporter.

1. Have you ever been involved in a mentoring program?

- ☐ Yes
- ☐ No

Your experience with mentoring.

2. Was this mentoring program with your current college employer?

- ☐ Yes
- ☐ No
- ☐ Both at my college, and with a former employer.

3. Please indicate which "end" of the mentoring relationship you were on:

- ☐ Mentor (offering support/guidance)
- ☐ Mentee (receiving support/guidance)

4. What worked well in this mentoring program?

- ☐ connection between mentor/mentee
- ☐ learning/teaching opportunity
- ☐ enhanced my work experience
- ☐ enhanced my career development
- ☐ helped me gain important information/skills
- ☐ Other (please specify)

Mentorship

5. What did NOT work well in this mentoring program?

- ☐ poor match between mentor/mentee
- ☐ logistics/difficult to connect
- ☐ lack of training/orientation
- ☐ incongruent expectations
- ☐ Other (please specify)

OCASA & Mentorship program

6. If you were to be involved in a mentoring program, what would you like to gain from it?

7. OCASA is exploring a mentorship program for members across the system. Would you be interested in participating?

- ☐ Yes
- ☐ No

OCASA & Mentorship program II

8. If you were to be the mentee, what type of mentoring would you like to receive?

- ☐ Peer mentoring (someone in a similar role at another college)
- ☐ Skilled mentoring (specific skill sharing i.e. budgets)
- ☐ Career mentoring (how to navigate the college system)
- ☐ Leadership mentoring
- ☐ Role mentoring (i.e. dean, operations manager, etc.)

Other (please specify)

Mentorship

9. Please indicate which role you would like to participate in:

- ☐ Mentor (offering guidance)
- ☐ Mentee (receiving guidance)
- ☐ Both

10. Would you be interested in helping to develop a mentorship program for OCASA members?

- ☐ Yes
- ☐ No

If yes, please provide your name and college.

About you

Thank you for providing some basic information to help us better categorize all responses. Again, all private information will remain confidential and anonymous.

11. How long have you been in the college system?

- ☐ < 5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ > 20 years

12. If you have previously worked in another employee group - faculty or support - please indicate how long you have been in Administration?

- ☐ < 5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ > 20 years

Mentorship

13. What department/area do you currently work in?

- ☐ Academic/school
- ☐ Finance
- ☐ HR
- ☐ Facilities
- ☐ Registrar
- ☐ Student Services
- ☐ Library
- ☐ Institutional Research
- ☐ Alumni/Advancement
- ☐ Corporate training/Continuing Education
- ☐ Ancillary Services

Other (please specify)

14. What is your job title?

Thank you.

Thank you for your contribution.

Please feel free to contact the OCASA office any time with your suggestions for member services.

1-866-742-5429

info@ocasa.on.ca

Executive Report

Compiled by Rick Helman, President and Diane Posterski, Executive Director

August 22 Meeting follow-up on Next steps (Agenda item #8, August 22):	
1. An overview of strategic initiatives completed to date and remaining for the 2011 will be compiled for sharing with members.	This is provided for this meeting.
2. Board will make welcome phone call to new members up to last 12 months (names will be divided):	This was started following the strike, in late October. Feedback would be useful here.
3. Mentorship: steps will be taken to identify members willing to be a “mentor”, including defining expectations	The PD Committee is taking this initiative on and has prepared a member survey for board review (later in meeting).
4. New hires strategy	A proposal is before the board today from the Member Engagement Working Group.
5. Position paper on bill 16 - consideration will be given for communications firm to take on this specifically	Redbrick Communications has been contracted to help develop an administrator/ member profile to use as the basis of advocacy efforts moving forward.
6. Research – how will jobs change in next 10 years	No action on this item.
7. Emphasis will be given to develop community, connectivity, collegial, support.	Early discussion Diane Posterski and Jim Whiteway about social media use – agreed that the strategic priority needs to be clearly determined before social media is considered. Networking and engagement might come best from other means. Strategic Plan review (Chantal Thiboutot and Alanna McDonell) has considered the importance of this priority (in later report).
8. Business development will be added to the Board agenda on an ongoing basis.	Added to this agenda.

Additional updates	
1. Advocacy	<p>ACC: No meeting is scheduled this fall, largely due to September strike delaying efforts.</p> <p>Terms & Conditions Review Committee: This committee is coming together with representatives from all ACC constituents. It has not yet met, but we are awaiting dates from Council.</p> <p>Special Recognition Position letter: Feedback from College reps suggest that most colleges are offering some form of “compensation”, mostly lieu days (some cash) and that OCASA’s action on this issue was appreciated. Only one college has reported some displeasure with this direction.</p> <p>Wage Restraint: The college reps teleconferences last week suggest that there is still strong interest in OCASA having a voice on this issue. OCASA is working with Redbrick Communications on forming some advocacy work there.</p>
2. Professional Development:	<p>Online Certification: Courses begin again in January (fall courses were cancelled due to the strike). The executive has considered some feedback from the system about non-members having access to the courses. This is their recommendation to the Board:</p> <p><u>That non-members (administrative staff only) may access the program with a limit of two courses, after which membership must be confirmed before continuing with the online courses. This access would be granted beginning January 2012.</u></p> <p>This might fit well with concerns about giving non-members some trial access to OCASA services while complimentary memberships are being offered.</p> <p>Webinars: A series starts November 23 with legal services. Council will also offer one on insured benefits (December 8) and compensation/JE (third week of January). Other offerings are being explored.</p> <p>Annual PD Conference: Presidents’ Panel is still being confirmed, along with workshops. Full details about the conference can be found on the Events page of the OCASA website.</p>
3. Membership	<p>Active: Still holding at 720+ members. Recruitment has been lagging, as is reflected in lost revenues. Recruitment efforts around the November distribution of <i>College Administrator</i> is encouraging, as local reps/ASAs are actively following up with non-members. The Member Engagement Committee Report will have already outlined plans for addressing this issue.</p> <p>Retirees: Chris Fliesser will help to give some shape to retiree recruitment. Early discussions included rejuvenated information in HR for exits, and considering involvement at the upcoming conference.</p> <p>Member profiles: a portion of membership application will be added to develop a member profile to better direction products, services and communications. New member management software might need to be considered.</p>
4. Communications:	<p>College Rep Communications: teleconference calls a success. It is recommended that we schedule these every few months for feedback and communication purposes, offering 2 or 3 timeslots each time.</p> <p>Member Communications: continue with primarily email blasts. Open rates tend to be around</p>

4. **Communications:**

College Rep Communications: teleconference calls a success. It is recommended that we schedule these every few months for feedback and communication purposes, offering 2 or 3 timeslots each time.

Member Communications: continue with primarily email blasts. Open rates tend to be around average for our industry with higher-than average click through rates. However, with greater frequency, there seems to be a lower open rate. Better segmentation of communications is the next step, as well as other forms of two-way engagement.

Adobe Connect: This web conference tool has been purchased offering easy delivery of webinars (up to 100 people) and to facilitate Board and college rep meetings. We will introduce this at the February Board meeting.

ONTARIO COLLEGES ADMINISTRATIVE STAFF ASSOCIATION (OCASA/APACO)

**REVISED
Budget
2011**
**Forecast to
Dec. 31, 2011**
**% variance
from
budget**
**2012 Draft
Budget**
**% variance
from 2011
Budget**
*APPROVED -
June 20, 2011*
REVENUES

1 Memberships	197,425	186,300	(11,125)	198,933	1,508	same membership base, fee increase April 1; complimentary memberships
2 Retiree Members	1,500	1,000	(500)	1,000	(500)	
3 Interest Income	25	10	(15)	0	(25)	
4 Annual PD Conference:	45,810	48,582	2,772	50,581	4,771	
i Registrations	37,810	40,581	2,771	40,581	2,771	
ii Sponsorships	8,000	8,000	0	10,000	2,000	2012: increase sponsorships from \$8000 - \$10000
5 "College Administrator" Magazine	6,000	6,276	276	6,500	500	
6 Other revenues:	4,050	8,975	4,925	11,750	7,700	
i CHERD revenues	2,250	1,575	(675)	2,250	0	
ii Annual Sponsorships / web advertising/ magazine advertising	1,500	6,900	5,400	9,000	7,500	2011: \$2373 is flow through revenue expensed below against CA.
iii Johnson Insurance Admin. Revenues	300	500	200	500	200	
Total Revenues	254,810	251,142	(3,668)	268,765	13,955	

EXPENSES
Member Support, Services and Development

7 Provincial Representation:	7,050	5,550	(1,500)	7,050	0	
i ACC/OCASA	1,500	500	(1,000)	1,500	0	
ii CAAT Pension	500	500	0	500	0	
iii Insured Benefits Cttee	1,500	1,000	(500)	1,500	0	
iv Retiree Benefits Cttee	300	150	(150)	300	0	
v CollegesOntario Conference	2,500	2,500	0	2,500	0	
vi Other (OCRA)	750	900	150	750	0	
8 Member Services:	18,750	17,012	(1,738)	18,750	0	
i Legal Consultations	10,000	8,000	(2,000)	10,000	0	
ii Excellence Awards	750	631	(119)	750	0	
iii Members' Bursary	2,000	2,500	500	2,000	0	
iv Research	1,000	750	(250)	1,000	0	
v. Website/Technology	5,000	5,131	131	5,000	0	
9 Professional Development:	47,208	47,101	(107)	49,208	2,000	
i Annual PD Conference	44,208	45,056	848	44,208	0	
ii Members	1,000	72	(928)	1,000	0	Online course development
iii Staff and Board	2,000	1,974	(26)	4,000	2,000	ED certification completion
10 General Meetings:	10,500	10,600	100	12,000	1,500	
i Annual Business Meeting	7,000	5,000	(2,000)	5,000	(2,000)	
ii August Board Meeting	3,500	5,600	2,100	7,000	3,500	
11 Recruitment:	7,750	6,150	(1,600)	7,750	0	
i College Visits	2,000	1,400	(600)	2,000	0	
ii Recruitment Fund Grants	3,000	2,000	(1,000)	3,000	0	
iii Promo Products	1,250	1,250	0	1,250	0	
iv Other	1,500	1,500	0	1,500	0	
12 Other Marketing/Communications:	19,060	21,206	2,146	22,275	3,215	
i Communications Consultant	14,310	12,713	(1,597)	3,000	(11,310)	Magazine/ PR includes advertising
ii College Administrator Magazine	1,000	2,953	1,953	14,275	13,275	flowthrough to Kelman & translation
iii Translation Services - general	3,000	4,490	1,490	3,000	0	
iv Other (Design)	750	1,050	300	2,000	1,250	

TOTAL Member Support, Services and			110,318	107,620	(2,698)	117,033	6,715	
Office and Administration:								
	Executive Director (Sal&Ben)		98,429	98,429	0	98,429	0	
	Administrative Support		17,000	17,000	0	17,000	0	
	CRA		4,410	4,410	0	4,410	0	
i	Office personnel		119,839	119,839	0	119,839	0	
ii	Premises Costs (includes ins)		8,000	9,400	1,400	9,500	1,500	office, WSIB, D&O, rent
iii	Bank Services		2,000	2,400	400	2,400	400	
iv	Telecommunications		3,700	4,800	1,100	4,400	700	
v	Professional Fees (Legal; Audit		4,000	4,000	0	4,000	0	
vi	Postage/Courier		1,800	1,200	(600)	1,500	(300)	
vii	Printing		250	250	0	250	0	
viii	Travel Misc.		500	500	0	500	0	
ix	Supplies and Other		1,500	1,500	0	1,500	0	
x	Furniture / Equipment		1,500	893	(607)	1,000	(500)	
	Telephone system		0	0		0	0	
	furniture		500	0		500	0	
	Sound equipment		1,000	893		500	(500)	
xii	Miscellaneous		0	723	723	500	500	2011:includes \$326 US exchange loss on revenue
14 Committees:								
TOTAL Office and Administration:			143,089	145,504	2,416	145,389	2,300	
TOTAL Expenses			253,407	253,124	(282)	262,422	9,015	
NET IMPACT on RESERVES			1,403	(1,982)	(3,385)	6,343	4,940	
	Opening Surplus 2011		28,938					
	2011 surplus		(1,982)					
	Opening Surplus 2012		26,956					